Ratification of electronic votes:

Upon motions to approve, which motion was seconded, discussed and voted upon by the Board of Directors, United States Power Squadrons, the following was approved on 7 Jan. 2015:

1) To dissolve Norman Sail and Power Squadron/31.

2) To approve a memorandum of understanding with the North American Marine Environment Protection Association.

Action items approved:

Motions:

1) To approve the following USCG grant applications for 2015:
a) Engaging Hispanics in Recreational Boating Education
b) USPS Boating Skills Virtual Trainer III
b) Recreational Boating Media Library
c) Partnering

2) To approve the 2015 USPS Membership Plan.

3) To recommend that the Governing Board approve moving the dates of the 2015 Governing Board at the Manchester Hyatt in San Diego, Calif. from 30 Aug. to 6 Sept. 2015 to 23 Aug. -30 Aug. 2015 and to authorize Mary Catherine Berube signing the revised contract.

4) To recommend that the Governing Board approve holding the 2019 Annual Meeting in Orlando, Fla., from 10 Feb. – 17 Feb. 2019 and to subsequently approve Mary Catherine Berube signing the hotel contract.

Discussions:

1) Mary Catherine Berube requested that vice commanders appoint a departmental social media liaison to provide departmental content of value to members and the recreational boating community to be shared on USPS’ national social media accounts such as Facebook and Twitter.

2) Berube presented a draft of the revised new member booklet, which will be sent to all new members beginning in early 2015. She reported that headquarters will begin distributing permanent membership cards in June 2015.

3) Berube reported that headquarters will send 2016 dues update forms to districts and squadrons in mid-February 2015. A dues update form request will be also be sent in Aug. 2015 to coincide with national dues rate changes that will be effective 1 Dec. 2015.

4) Berube updated the Board on grants. Final reports were submitted to the United States Coast Guard for the Reducing Recreational Boating through Advanced Risk Analysis Grant on 5 Dec. 2014. The balance of the OTW Rollout – Phase III Grant was $120,000 as of 31 Dec. 2014. As of 31 Dec. 2014 all funds were fully expended for the USPS Boat Handling Simulator I Grant, and the balance in the USPS Boating Handling Simulator Grant II was $133,000. Gen II development is underway and will be ready in Spring 2015.
5) Tammy Brown reported that she would update the Governing Board on 2014 marketing activities and marketing plans for 2015.

6) Brown announced a Friends of Marketing 2015 campaign with a goal of raising $100,000. Funds will be used to support marketing initiatives, the most significant being a comprehensive brand assessment study. For a gift of $100 or more donors will join the Friends of Marketing group, and their contribution will be recognized in an upcoming issue of The Ensign. Donations can be made at usps.org/donations.

7) Brown presented the United States Power Squadrons Brand Standards Manual. The manual will be rolled out to districts and squadrons following the 2015 Annual Meeting and can be downloaded at usps.org/national/pr/ under Standards.

8) V/C Gary P. Cheney, SN, reported 32,216 members as of 31 Dec. 2014. Membership graphs and statistics by district and squadron can be found at usps.org/national/membership/ under the statistics tab.

9) V/C Cheney reported that SmartPlug and SeaTow were added to the list of member benefits in 2014. There are currently 39 benefits partners, which can be found at usps.org/national/admin_dept/membenefits.htm.

10) V/C Cheney reported that the contract with Affinity Marketing expires in June 2015. He will meet with a representative from Affinity during the 2015 Annual Meeting to discuss renewal terms.

11) The Board discussed holding a Leadership Academy during the 20 – 21 Nov. 2015 Board of Directors meeting in Raleigh, NC. The plan is to offer LD101 and to hold a strategic planning session with Board members. Attendance will be limited to 50.

12) V/C Robert C. Miller, SN, reported that unaudited actuals for 2014 results show a loss of approximately $12,000. Total operating revenue was $87,000 below the budgeted amount. Dues revenue was down by $19,000 and educational sales were down by $42,000. Expenses were $75,000 less than budgeted.

13) V/C Miller discussed a proposal to grandfather all existing members and to begin billing all future new members at a rate equivalent to the current family unit rate regardless if it is a
multiple member or single member household. All who apply for membership would be
couraged to include everyone in the household in their membership. This is proposed to
become effective on 1 January 2016.

14) V/C Peter W. Mitchelson, SN, reported that the Information Technology Committee was in
the final stages of completing the new public USPS Website. He reported that the new site
was being developed in a content management system that will have a look and feel of one
cohesive site and not individual departments. The new website is scheduled to go live by 31
Jan. 2015.

15) V/C Mitchelson reported that the new trial membership program, 18-months for the price of
12, would be activated on 26 Jan. 2015.

16) Ship’s Store gross sales from 1 Dec. 2013 through 30 Nov. 2014 totaled $107,200.84 with a
gross margin of 34.9 percent.

17) The Communications Committee reported that 244 squadrons and districts will receive 2014
Distinctive Communicator Awards. The list of winners will be posted on the committee’s
website.

18) V/C Mitchelson reported that 6,837 cyber members had joined as of 17 Jan. 2015, with 27
percent renewing their membership.

19) V/C Mitchelson recommended updating USPS Bylaws, Section 5.2, to change the date used
to determine the number of General Members of the Governing Board from 1 March to 1
October. The Board agreed to ask the Committee on Rules to present the amendment to the
Governing Board.

20) V/C Bob Brandenstein, SN, reported that overall educational sales were down 6.1 percent in
2014 compared to 2013. Interactive online course sales are growing slowly. He said that he
anticipated online course sales to increase in 2015 with the addition of four new seminars and
increased marketing.

21) V/C Brandenstein reported that ABC3 online sales through 31 Dec. 2014 totaled 886, a
decline of 9 units compared to 31 Dec. 2013. He stated that Rinck Advertising’s marketing
emphasis on ABC3 online has mitigated the historic downward trend in ABC3 online sales.
Unit sales during the final third of 2014 were 25 percent greater than the same period in 2013.

22) V/C Brandenstein reported that 556 online seminars had been sold as of 31 Dec. 2014. He noted that positive results were shown due to the email promotion and promotional price of $24.95. Approximately 26 percent of the sales were to members. Weather for Boaters continues to be the best seller.

23) V/C Brandenstein reported that the online Hurricanes and Boats seminar is expected to be released in first quarter 2015.

24) V/C Brandenstein reported that five additional Boating Skills Virtual Trainers had been acquired, bringing the total to 10. There are two supporting websites, one for internal reservations at www.usps.org/php/bsvt and one for external sales and promotional information at www.usps.org/boatingskillsvt. The internal site requires logging on with a certificate number and password to access the calendar and reservation system, the instructor and unit assembly and disassembly manuals, and a setup training video. The prototype generation 2.1.0 unit will be debuted during the 2015 Annual Meeting. Additional exercises will be added and presented during the 2015 IBWSS.

25) V/C Brandenstein reported that members from District 25 will join Discover Boating at its booth at the 2015 San Francisco Boat Show and will present short dockside clinics.

26) V/C Brandenstein reported that the 2015 Tall Ships Challenge is on the Atlantic Coast in Philadelphia, PA, Camden, NJ, Norfolk, VA, Portland, ME, and Greenport, NY. He is working with district commanders to plan local squadron participation.

27) V/C Louie Ojeda, SN, reported that 86 members had been certified in the Recreational Boating Safety Partner Visitation Program to date.

28) V/C Ojeda reported that 39,105 vessel safety decals for 2015 were distributed to squadrons, leaving a balance of 5,122 decals at headquarters. In 2014, 1,802 vessel safety check examiners performed 24,253 inspections.

29) The Government and Partner Relations Committee reported that a memorandum of understanding will be signed with the National American Marine Environment Protection Association during the 2015 Annual Meeting.
30) V/C Ojeda reporting that the Marketing Committee developed an Ensign Style Guide as an appendix to the USPS Branding Manual.

31) V/C Ojeda reported that beginning in the Spring 2015 issue, a headquarters staff member will be featured in each issue of The Ensign magazine.

32) V/C Ojeda reported that he would assign the District 20 resolution on the Instructor Development Course to the Educational Department. He will assign the District 5 resolution on adding outside directors to the Board of Directors to a Board Advisory Committee.

33) V/C Ojeda discussed declining membership in California. The Board agreed to send squadron volunteers to administer a strategic planning session for selected California squadrons to determine their strengths and weaknesses and to revitalize these squadrons.

34) V/C Ojeda reported that HeartSine has agreed to donate one AED to a squadron or district that implements a F.A.S.T. program. The Safety Committee will have a drawing awarding the winning district or squadron that has started a program by the end of Feb. 2015.

35) C/C Robert A. Baldridge, SN, reported that he will meet with the Finance Committee to discuss the proposed changes to the USPS Endowment Fund Rules on administering and distributing Endowment funds.

36) C/C Baldridge presented a proposal from District 4 with a request for matching funds to hire professionals to develop a strategic marketing plan for District 4. He will ask the district commander to submit a project budget, a list of deliverables and credentials for the proposed professionals.

Adjourned 1630
21 Jan. 2015

Called to order 0830

BOD Advisors Meeting

Attendees:
C/C Robert A. Baldridge, SN
V/C Louie Ojeda, SN
V/C Bob Brandenstein, SN
V/C Gary Cheney, SN
V/C Peter W. Mitchelson, SN
V/C Bob Miller, SN
P/C/C John T. Alter, SN

Guests present:
P/C/C L.M. Barnes III, SN
P/C/C Les Johnson, SN
P/C/C Lance Jensen, SN
P/C/C Ernie Marshburn, SN
P/C/C Creighton C. Maynard, Jr., SN
P/C/C Frank A. Dvorak, SN
R/C David L. Allen Jr., SN
R/C Robert A. Keller, SN
R/C Kay Simkins, AP
R/C William I. Neef, SN
D/C Roberto L. Rexach-Cintron, AP
P/D/C Fred Mangelsdorf, SN
Mary Catherine Berube
Tammy Brown
Joe Gafield, JN, chief commander, Canadian Power and Squadrons
Chris Edmonston, president, BoatUS Foundation

1)  R/C Robert Keller, SN, reported that the Committee on Rules approved bylaws revisions for 51 squadrons and nine districts in 2014.
2) R/C Keller reported that the Committee on Rules would propose a revision to *USPS Bylaws*, Section 10.2.2, for a procedural change in the timing of the selection of Governing Board delegates for unattached members appointed by the national secretary.

3) R/C Keller reported that the committee is working with the Board on a solution to stabilize the dissolution of small squadrons and districts and transferring the remaining members or squadrons to other USPS units.

4) R/C Kay Simkins, AP, reported that the Planning Committee is beginning the process to monitor the revised Strategic Plan. She encouraged all departments to set goals in accordance with the plan guidelines, monitor their action plans, and to evaluate and readjust the plans if necessary.

5) R/C Simkins reported that the Planning Committee is concerned about recent requests from two districts to dissolve. She noted that the committee would meet with district commanders to discuss their concerns and needs. Ideas under consideration include re-establishing District 50, reverting to a regional mode or reorganizing districts by state.

6) R/C Simkins reported that the Planning Committee was presenting a seminar on Orientation for Incoming Bridge Officers at the Squadron and District Level during the 2015 Annual Meeting.

7) R/C David L. Allen, Jr., SN, reported that he provided guidance to the Board on the Grand Hyatt Manchester San Diego contract dispute. LawCom also reviewed potential hotel contracts, a proposed USPS vanity license plate in Ohio, worked with the Educational Department on grant proposals, responded to various copyright inquiries, proposed memorandums of understanding, resolved an intellectual property issue and assisted squadrons with tax filings.

8) R/C Allen updated the Board on resolving issues with the website developer and nonperformance of the contract. He reported contacting several North Carolina lawyers to determine the costs to go to judgment. The Board agreed to hire an attorney to locate the developer and to determine the next steps.
9) R/C William I. Neef, SN, reported that the slate of nominees for 2015 elected positions had been selected. He noted that there would be additional nominations from the floor subsequent to the list published in the Call to the Meeting.

10) P/D/C Fred Mangelsdorf, SN, chairman, USPS Educational Fund, reported that Fund Trustees supported USPS’ continuing marketing initiatives and were willing to provide additional financial support. He encouraged the Board to find additional resources to fund marketing initiatives.

11) C/C Baldridge thanked P/D/C Mangelsdorf for the continued support from the USPS Educational Fund. He noted that the Board is making efforts to fund marketing initiatives such as sending teams to administer strategic planning sessions in California and a beta project in District 4. Funding for these initiatives will come from the new Friend of Marketing Campaign, operating funds and the Century Fund.

12) D/C Roberto L. Rexach-Cintron, JN, discussed district commanders’ concerns ranging from the trial membership program being ineffective; the merit mark process and USPS Operations Manual need to be simplified; the squadron officers website needs updating; further cost reductions should be identified such as eliminating chief’s representatives attendance Fall District Conferences and either eliminating one national meeting per year or changing the structure; the role of districts; more focus should be placed on cruising, social interaction and further nautical education, and the Boat Operator Certification Program needs to be reorganized.

13) C/C Joe Gatfield, JN, reported that CPS-ECP is facing many of the same issues as USPS such as updating its website, increasing membership, and improving communications. He reported that during the previous year CPS-ECP focused on complying with the Canada Non-Profit Corporations Act, which required restructuring its Governing Board, creating a Board of Directors and updating bylaws.

14) Chris Edmonston reported that BoatUS is currently reviewing all of its programs to determine if they are effective. He stated that he will to review the current memorandum of understanding between BoatUS and USPS for update and renewal.
15) P/C/C Lance J. Jensen, SN, suggested that the Educational Department consider an outreach program for adult education with local community colleges and universities.

Adjourned 1650.

V/C Peter W. Mitchelson, SN
National Secretary
2015 Membership Plan for USPS

Executive Summary

MISSION:
1. Maintain membership numbers at sufficient levels to support the financial needs and volunteer requirements of the organization
2. To ensure success, the USPS organization (BOD and Headquarters) must
   a. actively engage in a top down directive supporting the membership plan
   b. continuously reinforce the membership plan objectives by having it be a discussion point at all meetings
   c. staff a marketing effort to support the districts and squadrons in recruiting, retention, and new squadron development through branding-related programs
   d. organize a strong PR function to get the USPS message out in the public so they see USPS for what it is: the nation’s premiere public recreational boating organization
   e. ensure that all USPS activities have a recruitment component
   f. require status reports to track the plan. all squadrons to participate with district oversight: first, by reviewing this document; second, by preparing their own plan that either meets or exceeds these goals using best practices appropriate for their squadron; third, by submitting monthly status reports to their district; and fourth, districts submitting quarterly status reports to the BOD.

OBJECTIVES and STRATEGIES:
1. Increase new memberships by 10% annually
   a. Increase number of ABC3 classes
   b. Focus all committee staff and volunteers on membership objective
   c. Support squadron and district efforts
2. Decrease membership losses to 10% annually
   a. Squadrons to create and annually review their Retention Plan
   b. Keep members interested and active in USPS and the squadron activities
   c. Interview those who dropped their membership
   d. Promote volunteer job training opportunities
3. Absorb squadron revitalization function into retention
   a. Use existing tools and personnel to assist squadrons identify individual issues and rectify
   b. Implement and promote use of new DIR2.0 program
   c. Eliminate ‘squadron revitalization’ terminology throughout organization
4. Support new squadron development
   a. Provide readily available, easy-to-use materials to complete membership requirements
   b. Assist as needed with training, recognition, and information
   c. Communicate regularly with the new squadrons
2015 Membership Plan for USPS

OBJECTIVES, STRATEGIES and TACTICS

1. **OBJECTIVE: Increase new memberships by 10% annually**
   a. Increase number of ABC3 classes
      i. Enlist aid of the Educational Department to focus on increasing membership
         1. Seek support of ABC3 committee chairman
         2. Encourage and support ABC3 chairman to engage squadron resources
      ii. Train Educational instructors in membership procedures
         1. Enhance recruiting skills
         2. Provide current membership information & requirements
         3. Require HQ-800 coordination with membership committee chairman
         4. Provide meaningful collateral materials for distribution
      iii. Squadrons and districts to submit annual recruitment goals to Chief
         1. Quarterly reports on projects and progress
         2. Districts to oversee and support squadron status monthly
   b. Focus all committee staff and volunteers on the membership objective
      i. Member Benefits committee
         1. Descriptive collateral materials provided for distribution
         2. Update benefit providers to meet membership preferences
      ii. Operations Training/Leadership committee
         1. Request training program development assistance
         2. Launch program at a national meeting
         3. Distribute training materials to squadrons and districts
      iii. Marketing committee
         1. Promote USPS brand for recognition
         2. Reinstate the cooperative advertising program for squadrons
         3. Prepare and provide meaningful material templates for squadron use
         4. Provide guidance for external recruiting at boat shows
      iv. Public Relations committee
         1. Provide community awareness programs for squadrons
         2. Prepare press release templates for squadron use
         3. Promote services provided by squadrons regionally and nationally
      v. Vessel Safety Examiners
         1. Train examiners
            a. Recruiting skills
            b. Membership information requirements
2. Provide collateral materials for distribution
   c. Support squadron and district efforts
      i. Develop recruitment tools for usage and make readily available
         1. Package a kit of basic materials
            a. Fliers
            b. Templates
            c. Posters
            d. Application forms
            e. Directions for use
      2. Coordinate material development with in-house support
         a. Traditional
            i. Electronic
            ii. Paper
         b. Creative distribution
            i. New YouTube training videos
            ii. Membership home pages
            iii. SailAngle
         a. Rewrite as ‘how to’ tool for new membership committee personnel, commanders, and administrative officers
         b. Supplement with tips, links, and supportive materials
      ii. Increase communication opportunities
         1. Exploit all social media sources: facebook, twitter, etc
         2. Blog on SailAngle
         3. Blasts to committee chairmen
         4. Share success stories
      iii. Encourage creative recruitment initiatives
         1. Each One, Reach One – which can be used whenever a squadron elects for a kick-start
         2. Continue communications with those who chose not to join USPS
            a. Identify reason(s) why choice made not to join;
            b. track reasons and implement corrective action plan
         3. 3-2-1 Program – new program concept, which starts with the Bridge and can be expanded to selected squadron members
      iv. Create In-house mentoring program
         1. Encourage sister-squadron/district program – new program concept (like the sister city programs)
         2. Identify a Mentor (couple) for each new member (couple)
      v. Require annual job training:
         1. Coordinate through leadership development
2. Include:
   a. Squadron and District membership chairmen
   b. Administrative Officers
   c. Educational instructors who have public contact
   d. Vessel Safety Examiners
3. Be creative
   a. YouTube video training guides
   vi. Increase personal communications with all new members
      1. Electronic and standard mailings by national, districts and squadrons
      2. Telephone calls by squadrons

2. **OBJECTIVE:** Decrease squadron membership losses to 10% annually
   a. Squadrons to create and annually review their Retention Plan
      i. Start now
      ii. Survey the members as to their interests
      iii. Involve the EXCOM
      iv. Understand the squadron demographics
      v. Submit the annual plan to the MIRA Award committee each 15 May
   b. Keep members interested in USPS and squadron activities
      i. Interactive communications
         1. New member welcome packet; plus regular updates of local activities and opportunities through monthly newsletters, website, facebook, and others is essential for contact with inactive members and non-regulars
         2. Identify a committee to maintain accurate mailing list, directory and handle all mailings
         3. Send questionnaires to members to solicit ideas, suggestions, and complaints. Ask for their preference of meeting times, locations, programs, and committee assignments
         4. Request bridge members and longtime members to ‘spread out’ at meetings; introduce themselves, share squadron activities & benefits
         5. Establish a POBox, email address, and publicize it – do not change these
         6. Publicize meetings and local events in local papers
         7. Contact new members and personally invite them to the events
         8. Keep members informed of new USPS educational opportunities, plus national, district, and squadron events and activities
         9. Know the breakdown of member types. Call contacts periodically to ask if the squadron is meeting their needs.
ii. Offer interesting programs

1. Nothing can bring members to meetings and sell USPS to prospective members like outstanding speakers, educational programs, and pre-meeting orientation seminars. Likewise, nothing can turn off members like a poorly planned, disorganized, and badly supported program.

2. All programs, incentives, and drives lose their effectiveness unless members perceive a benefit in attending monthly meetings and spread the word to their non-member boating friends and colleagues.

3. Offer classes and seminars to members at a discount and advertise it.

4. Survey the membership. Participation may increase with a time or location change. Also survey for ideas on topics and speakers.

5. Hold joint meetings with other associations and other related groups.

6. Offer special programs to attract industry and specialty groups.

7. Hold at least one pre-meeting orientation seminar for new members.

8. Publish meeting schedules and topics in advance. Post on the squadron website, facebook pages, and SailAngle group.

9. If necessary, cut down on the number of seminars or programs the squadron holds and concentrate efforts and resources to offer a few quality programs and social events.

10. Survey attendees after programs to get feedback and then make the necessary adjustments.

iii. Friendliness

1. Allow adequate time for socializing.

2. Appoint an officer to greet attendees at the registration table and formally recognize new members and first-time attendees.

3. Personal contact is very important; constant communication is a must!

4. Have an outing during the off-season to keep members interested.

5. Consider planning pure social functions.

6. Every new member is assigned to a mentor. The mentor should bring the new member into the meeting and make them feel welcomed.

7. Encourage new members to participate in social functions.

8. Acknowledge new members at each meeting.

iv. Getting them active either through participation and/or volunteering.
1. Offer as many opportunities as possible for members to take an active part in squadron operations and recognize their efforts
2. Get new members involved on committees and recognize them at meetings, in the newsletter, and on all websites
3. Work with the Public Relations Officer (PRO) to visit local marine organizations to recruit non-members and/or to ask for their participation in the area
4. Get inactive members involved by having them bring a new member to a meeting
5. Get new members to write an article for the newsletter
6. Invite new members to attend a meeting/event/activity free of charge

v. Reengineering for non-attendees
1. Follow up on members who have not attended a meeting recently; find out why
2. Try new educational offerings suggested by non-attending members
3. Design incentive programs to attract attendees
4. Develop annual awards program to recognize members’ attendance at meetings and functions

vi. Service the members through recognition
1. Recognize members years of service with a local membership award program and make it a celebration at a meeting or event
2. Publicize services the squadron provides for the members as well as those of USPS. This can be done through the newsletter or websites
3. Run ‘help wanted’ ads in the newsletter and websites. This is a real service to members
4. Encourage committees to report volunteer job openings
5. Provide new members with a new member packet which could contain the member directory, volunteer opportunities, and schedule of programs. A welcome letter should be sent as soon as they join.
6. Recognize committee achievements at meetings
7. Recognize merit mark recipients at meetings and share their contributions to the squadron’s success

vii. Other
1. Develop programs and a marketing plan to attract local partnerships
2. Advertise the benefits of membership
3. For members who travel: find out where they are going and if there is a squadron in that area, pass along the contact information. Remind members of the reciprocal privileges between the squadrons.

4. Further promote the USPS special certifications like On-the-Water training and Boat Operators Certification. Have a certification recognition party yearly to recognize newly certified boaters.

5. Have a special meeting for new members and the squadron picks up the associated expenses; i.e. a new member party or an orientation disguised as a new member party.

6. Offer the six month free trial membership with ABC3 classes.

7. Offer discounts to students, military, retired, and unemployed members.

8. Implement member versus non-member class, seminar, and dinner fees.

c. Understand those who dropped their membership
   i. To retain members, have a representative of the Membership Committee and/or EXCOM call each person shown on the squadron’s ‘drop’ list. They should encourage renewal of membership and tactfully try to determine the reasons for the drop.

   ii. The information gained should be analyzed and provided to others in the squadron for corrective action where possible.

   iii. If a member is moving from the area, find out where they are going and let the new squadron know the individual is moving into their area. Facilitate a friendly transfer of the member so they remain in USPS.

d. Promote volunteer job training opportunities
   i. The squadron membership committee chairmanship should be a two-year commitment. Hopefully this would improve committee efficiency.

   ii. Attend national or district conferences to network with peers, attend workshops, then share information with the other squadron officers.

   iii. A number of committees interact with the Membership Committee. Get with the Program Committee to develop great programs for members. High-profile speakers in a technical area could be a good reason to join as a member; conversely to attract families be sure to balance programs. Charge a two-tier fee structure to give the member a break. Have the Involvement/Hospitality Committee call new members to invite them to meetings. Take pictures of new members and mount with a bio for all to see. Follow up on new members.
iv. Have Newsletter Committee list names of new members; get anniversary dates of longtime members to let others know length of membership and celebrate it.

3. **OBJECTIVE: Absorb Squadron Revitalization function into retention**
   a. Use existing tools and personnel to assist squadrons identify individual issues and rectify
      i. Promote readily available resources
         1. National membership committee webpages, manual, and SailAngle
         2. Review information about winners of Awards and contests as means of measurement and to generate ideas and contacts
         3. District and national membership committee members
   b. Implement and promote use of new DIR2.0 program
      i. Introduced at the 2014 governing board
      ii. Full implementation commences January 2015
      iii. Review past DIR forms to compare progress or lack thereof
   c. Eliminate ‘squadron revitalization’ terminology throughout organization

4. **OBJECTIVE: Support Squadron Development**
   a. Provide readily available, easy-to-use materials to complete membership requirements
      i. Assist with handbook content
      ii. Assist with presentation materials for Squadron Development committee use
   b. Assist as needed with training, recognition, and information
      i. Provide contact information to the new squadrons
      ii. Assist membership committee and the bridge with recruitment methods
   c. Communicate regularly with the new squadrons
      i. Electronic via websites, facebook, email, and SailAngle
      ii. Traditional: personal contact through phone calls
      iii. Add to MEMCOMments distribution list
   d. Encourage attendance at district and national meetings