USPS Board of Directors
Raleigh, N.C.
20, 21 and 22 Nov. 2014

20 Nov. 2014
Called to order at 0900

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 Robert C. Miller, SN
P/C/C John T. Alter, SN

Guests present:

Stf/C Dick Pfenniger, SN
Mary Catherine Berube
Tammy Brown
SueLee Waller

**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:

1) To approve the dissolution of Peeksville Sail and Power Squadron/2.

2) To approve a donation of $2,500 to the United States Coast Guard Foundation in honor of Admiral Thad Allen.

3) To appoint P/D/C Peter Tenbrink, SN, as the staff commander of the National Government and Partner Relations Committee.
4) To appoint P/R/C Chris Windeler, SN, to fill the unexpired term of R/C John Kern, SN.

5) To accept an offer from headquarters staff member Arthur W. Stevens to purchase the USPS 1993 GMC Van for $400. Mr. Stevens will be responsible for all applicable taxes and DMV transfer fees.

6) To amend the Policy for Reimbursement of Travel and Related Expenses effective 1 Dec. 2014. (policy attached)

**Action items approved:**

**Motions:**

1) To approve the USPS Strategic Plan dated 20 Nov. 2014. (copy attached)

2) To spend up to $10,000 of Endowment Fund earnings in 2015 to cover $50 per student for Leadership Development Training Programs.

3) To dissolve East Hampton/3; Manhasset Bay/3; Blue Hen/5; Bush River/5; Southern Tier/6; Grosse Ile/9; Pequossette/12; Pasadena/13; Redondo Beach/13; Calumet/20; Ocala/23; Omaha/30, and Anderson/24.

4) To approve allowing Biscayne Bay/8 to donate its remaining funds for a designated purpose to District 8 upon dissolution of the squadron.

5) To draft a resolution authorizing and appointing Maury Rice, attorney, to handle all affairs for the Sheboygan Sail and Power Squadron, including but not limited to the distribution of assets as set forth in the USPS Bylaws, and to close any and all accounts in whatever bank or financial institution necessary.

**Discussions:**

1) SueLee Waller reported that final reports for the Reducing Recreational Boating Accidents through Advanced Risk Analysis will be submitted to the United States Coast Guard by 30 Nov. 2014.
2) Waller reported that the balance in the On-the-Water Rollout Phase III Grant was $143,685 as of 31 Oct. 2014. To date, more than 160 training events have been held. She reported that *Water Trainer*, the USPS OTW vessel, was retired on 30 Oct. 2014. Plans for 2015 include a redesigned Boat Operator Certification Website and additional POTW training events.

3) As of 31 Oct. 2014 the balance in the USPS Boat Handling Simulator I Grant was $5,420. The balance in the USPS Boating Handling Simulator II Grant was $186,500. Waller noted that 73 reservations were confirmed from 30 June through 30 Sept. 2014.

4) Waller reported that the FEMA Fire Prevention and Safety Grant to procure additional BullEx training units was not funded.

5) Waller reported that she is working on grant proposals for the 2015 USCG grant cycle. Applications are due by 13 Feb. 2015.

6) Tammy Brown reported on survey results to individuals who took a USPS course or seminar. Results to date showed that of the 544 participants who completed the survey, 29.25 percent did not join because they believed they did not need further education; 77 percent preferred to take courses in a classroom setting as opposed to online; 62 percent indicated that the quality of the course dictated the price, and 78 percent strongly agreed that USPS is effective in providing boating skills education.

7) Brown updated the Board on her attendance at the 2014 NASBLA Annual Conference, the Ft. Lauderdale Boat Show and the Marine Dealers Conference. She reported that a BSVT unit was demonstrated at each event and was well received.

8) Brown presented a draft Brand Standards Manual. She stated that the objective is to tell the story of USPS in a clear and consistent manner and that the USPS brand is a valuable asset requiring proper care and management. Plans are to distribute the manual following the 2015 Annual Meeting.

9) Brown reported that she is working with Rinck Advertising, the Educational Department and the Marketing Committee on Search Engine Optimization for online courses as well as pricing recommendations.
10) Brown introduced representatives from R+M Agency who presented a proposal to the Board on brand assessment, brand definition and brand direction.

11) P/C/C John T. Alter, SN, reported on his attendance the BoatUS Advisory Council Meeting.

12) Stf/C Dick Pfenniger reviewed the list of candidates for 2015 elected and appointed officers with the Board.

Adjourned 1710.

21 Nov. 2014

Called to order at 0900

1) Mary Catherine Berube reported that one BullEx unit was in need of repair at a cost of approximately $1,845. The BOD agreed to repair the unit noting that usage continues to decline and that units are expensive to ship and maintain. The BOD discussed offering the units for sale to districts and squadrons at a significantly reduced rate. Headquarters will reevaluate the usage in 2015 and report back to the BOD.

2) Berube reported that on 6 Nov. 2014 headquarters customer service representatives began surveying a select group of former members who did not renew their membership in 2014. To date, 283 former members had been contacted, 32 participated in the survey, and two renewed their membership. Reasons stated for not renewing included loss of interest, could not afford dues, sold their boat, moved, and advanced age.

3) Berube reported that headquarters is developing a new member booklet that will contain a membership card, decal, information on educational opportunities, member benefits, Ship’s Store and USPS communications. Plans are to begin using the newly designed member booklets in early 2015.

4) Berube reported that Commodore Uniform has been sold and will continue to provide uniform supplies to members. Contact information is as follows:
5) V/C Robert C. Miller, SN, reported that through Oct. 2014 operating revenues were significantly short, primarily in sales and dues revenue.

6) V/C Miller discussed implementing national dues rate changes to coincide with the USPS fiscal year, which has historically been effective on 1 June. The BOD agreed that national dues rate changes will be effective on 1 December beginning in 2015.

7) V/C Peter W. Mitchelson, SN, reported that R/C David Allen, SN, national law officer, is moving forward to determine the next steps of action to locate the website developer.

8) V/C Mitchelson reported that the Information Technology Committee is developing a new USPS Website. ITCom is working with the Marketing Committee and the Educational Department to produce relevant content for the public and to update the member and departmental sites to create a cohesive website. He stated that the new site would be demonstrated during the 2015 Annual Meeting.

9) V/C Mitchelson reported that a new trial membership program, 18-months for the price of 12, would be available following the 2015 Annual Meeting.

10) The Communications Committee is updating newsletter and website evaluation forms to conform to the USPS Brand Standards Manual.

11) The Ship’s Store Committee reported YTD sales of $106,879.50 as of 16 Nov. 2014 and a gross profit of 36.1 percent.

12) V/C Mitchelson reported that 6,675 cyber members had joined as of 17 Nov. 2014, with 28 percent renewing their membership.
13) V/C Gary P. Cheney, SN, reported that year-to-date royalties from the Affinity Marketing Program increased to $4,600 in 2014 compared to $2,100 in 2013.

14) V/C Cheney reported that the Leadership Development Committee will teach the LD101 Leadership Seminar at the 2015 Annual Meeting in Jacksonville Fla., on 23 Jan. 2015.

15) V/C Cheney reported receiving inquiries from districts concerning 100th anniversary district ensigns. C/C Baldridge reported that the USPS 100th anniversary ensign would be retired at the 2015 Annual Meeting. He recommended that districts retire their 100th anniversary ensigns following the 2015 Annual Meeting and to use them for special ceremonies and occasions only.

16) V/C Bob Brandenstein, SN, reported that through Oct. 2014 educational sales were down 6.75 percent over the same period in 2013.

17) V/C Brandenstein reported that through Oct. 2014 ABC online sales declined 3.5 percent compared to 8.5 percent in 2013 for the same time period. He noted that marketing emphasis by Rinck Advertising is reversing the historically downward trend in ABC online sales.

18) V/C Brandenstein reported that 445 online seminars were sold through mid-November. He noted that the proportion of nonmembers to members taking online seminars is four to one. Contact information for individuals purchasing online seminars is being distributed to local squadrons.

19) V/C Brandenstein reported that the Hurricanes and Boats online seminar is expected to be released in first quarter 2015. Using GPS, How to Use a Chart and Cruise Planning online seminars are in early stages of development.

20) V/C Brandenstein reported that the efforts of Rinck Advertising during the first month resulted in doubling the rate of visits to the Interactive Online Course Website. He announced a holiday promotional price of $24.95 for online seminars beginning on Black Friday through the end of December.

21) V/C Brandenstein reported that USPS had five Boating Skills Virtual Trainers for use by districts and squadrons. Reservations can be made at www.usps.org/php/bsvt and information on sales and promotional information can be found at www.usps.org/boatingskillsvt. The
prototype generation two unit will be debuted at the 2015 Annual Meeting. All units will be upgraded to generation two technology to include full 360 degree visibility enhancing slewing mechanism, enhanced water physics, breaching and mooring scenarios, a map location display and session timer, and navigational aids for piloting instruction.

22) V/C Brandenstein reported on a proposal from Discover Boating to set up a pilot program where USPS would run on-the-water training for prospective customers of Freedom Boat Club. The curriculum would be designed jointly by Discover Boating and USPS.

23) V/C Louie Ojeda, SN, reported that the Environmental Committee submitted a draft MOU to the North American Marine Environmental Protection Association to distribute selected NAMEPA materials to squadrons.

24) The Marketing Committee is designing a new brochure to replace the Learn from the Best brochure.

25) V/C Ojeda reported that USPS would receive 30,000 vessel safety check decals in 2015. Decals will be distributed to squadron commanders at a rate of 110 percent of successful completions reported in 2014.

26) The Cooperative Charting Committee reported that three districts and 30 squadrons had achieved Honor Roll status through 15 Nov. 2014.

27) V/C Ojeda discussed the distribution of assets when a squadron dissolves. The BOD agreed to work with the Committee on Rules to establish a policy and amend the USPS Bylaws to protect squadron assets.

Adjourned 1700.

22 Nov. 2014

Called to order at 0900

1) V/C Ojeda reported that it may be necessary to ask the Governing Board to change the dates of the Governing Board Meeting in San Diego, Calif.
2) V/C Ojeda reported that Niagara/6; Biscayne Bay/8; Quincy Bay/12; Costa de Oro/13; Singing River/15, and Missouri Ozarks/30 are in the process of dissolving.

3) V/C Ojeda discussed the process to dissolve a district. The BOD agreed to consider reestablishing a district that would be overseen by the national executive officer for squadrons that are in remote locations and are not close to a district.

4) C/C Robert A. Baldridge, SN, reported that he received feedback from the Finance Committee concerning proposed changes to the USPS Endowment Fund Rules on administering and distributing Endowment funds. The BOD discussed recommendations from the Finance Committee.

5) C/C Baldridge discussed hiring a Development Director to create and implement a development plan and strategy and to support fundraising efforts.

6) C/C Baldridge led a discussion on the most important issue that the Board should address. Opinions varied from membership growth, organizational structure, marketing and increasing revenue.

7) The BOD discussed requests from squadrons for marketing support and asked Tammy Brown to establish a pilot program to assist squadrons in marketing courses and seminars and to increase and retain membership.

8) C/C Baldridge discussed the lack of funding for national marketing and agreed to set up a fundraising campaign for national brand development and marketing.

Adjourned 1555.
United States Power Squadrons®
POLICY FOR REIMBURSEMENT OF TRAVEL AND RELATED EXPENSES

Reimbursement Code
Position Qualifying for Reimbursement

A
District Commanders or Voting Representatives
District Educational Officers or Voting Representatives
Chairperson of General and Standing Committees
Chairperson of Department Committees or Programs or Voting Representatives
Members of Committee on Nominations
Assistants to the NEO and Secretary
Aides Assigned to NXO, NEO, NAO, National Secretary and National Treasurer
Merit Mark Area Monitors

B
Board of Directors

C
C/C’s Guests at a national meeting and/or BOD Meetings
Committee members working at headquarters such as the Budget, IT, and Heritage and Protocol Committees

D
Intentionally left blank

E
C/C Representatives at District Conferences
National Flag Lieutenant
C/C Representatives traveling to meetings outside USPS National Meetings
Committee members at site visitations

F
National Chaplains
National Parliamentarian
National Photographer
National Medical Officer

Refer to page 2 for Reimbursement Policy that applies to all letter codes and to subsequent pages that give additional Policy for a specific position, as identified by the Reimbursement Letter Code.

Unusual Travel Situations: There are occasions when it is cost-effective to combine trips or travel by auto when several persons are traveling. These should be cleared with the National Assistant Treasurer beforehand.

The Chief Commander has authority to make exceptions to this policy.

It is the intent of this USPS policy to not pay for any of the above items in excess of actual
costs charged to the individual requesting reimbursement. This intent would be used in evaluation of any expense that could not be anticipated by this policy. The federal per diem rate in effect for each meeting location would be considered a maximum reimbursement if this rate is less than the actual cost. The Treasurer’s Department has responsibility for this policy and welcomes members’ questions.

**Reimbursement Policy for all Reimbursement Codes**

**Inter-city Transportation**

**Note** – Annual and Governing Board meeting inter-city reimbursement for airfare, train fare, auto mileage, personal plane mileage/hangar space, personal vessel mileage/slip fee, and baggage fees is limited to a maximum of $250.

**Air/Rail/Bus** - Lowest advance purchase (35 days prior to travel) non-refundable fares. Travel agent and trip insurance fees are not reimbursed. In the event a trip must be cancelled for unforeseen circumstances reimbursement for some or all of the cost may be made at the discretion of the Board of Directors.

**Auto** - $0.35 cents per mile plus tolls between member’s closest home and meeting site. The mileage reimbursement should not exceed the air cost above.

**Personal Plane/Vessel** - $0.35 cents per mile between member’s closest home and meeting site plus up to $12 per day for hangar space/slip fee. The total reimbursement should not exceed the air cost above.

**Internet Access**
Prior authorization required by departmental vice commander who will then notify the appropriate budget officer.

**Local Transportation**
Transportation at home site - Personal cars may be used from home to airport or train station where the cost is less than other options such as taxi or shuttle. Reimbursement will be at $0.35 cents per mile, plus tolls and long term parking fee.
Transportation at the activity site - Airport shuttle or hotel courtesy cars should be used if available. Taxis may be used if shuttles or courtesy cars/vans are not available. Expense reimbursement will be at the lowest cost available at each individual meeting.

**Note** – Annual and Governing Board meeting Parking at the departure airport, or the meeting site area for those that drive, will be reimbursed for no more than one day longer than the approved number of meeting days for each reimbursement code and will be limited to the lowest parking rates available in or near the hotel.

**Lodging and Meals**
No reimbursement will be made for cost of meals en route or for personal charges, e.g. laundry, telephone, hotel services.
No reimbursement will be made for lodging en route to or from a meeting.

**Submission of Requests for Reimbursement**
Requests for reimbursement must be on form Bud2a and forwarded to the appropriate budget officer for approval within 60 days of travel. The Bud2a must be accompanied by original receipts. Travel agency statements are not acceptable. Any unusual travel arrangements or
routing should be explained and attached to the Bud2a form.

**Tipping**
Tipping is not reimbursable.

**Reimbursement Policy for Specific Codes**

**Code – A - Annual Meeting and Governing Board Meeting**

**Transportation**
Travel expense will be reimbursed for the officer.

**Lodging and Meals**
The USPS Board of Directors sets the number of reimbursable days for a national meeting. The usual number is 4 days for the Annual Meeting and 3 days for the Governing Board Meeting.

A reimbursement of $65.00/day will be allowed for the hotel room when staying at the USPS designated hotel.

Five days at each meeting is approved for the Chairpersons of the General and Standing Committees.

Five days at the Annual Meeting and four days at the Fall Governing Board are approved for members of the Educational Department Leadership Staff.

Six days are approved at both the Annual and Governing Board Meetings for the Committee on Nominations.

Four days are approved at both the Annual and Governing Board Meetings for the aides assigned to the NXO, NEO, NAO, Nat'l Sec'y and Nat'l Treas.

Five days are approved at both the Annual and Governing Board Meetings for the Area Monitors.

Additional days may be pre-approved by an appropriate Vice Commander and reported to the Assistant National Treasurer.

Two members eligible for reimbursement and sharing a room will be allowed the lesser of the daily allowance or half the actual room cost.

**Code – B Transportation**
Reimbursement will be made for officers attending BOD Meetings. Reimbursement will be made for officers and spouse attending national meetings.

**Lodging and Meals**
Hotel room expense will be reimbursed. Meals will be reimbursed only for meetings held at locations other than the national meetings.

**Code – C Transportation**
Reimbursement will be made for the officer or committee member.

C/C’s guests and spouses at a national meeting will be reimbursed at the Chief’s discretion.

**Lodging and Meals**
Hotel room expense at the designated hotel will be reimbursed. Meals will be reimbursed for BOD meetings and committees working at HQ.

**Code - D**
Intentionally left blank.

**Code – E Transportation**
C/C Rep to a District Conference: the officer will be reimbursed for the meeting assigned. Meetings outside USPS could be for the officer only or officer and spouse at the discretion of the Chief Commander. N/FL/LT and spouse for national meetings up to a maximum of $250 each.

**Lodging and Meals**
Hotel room will be reimbursed for the host hotel. At national meetings the N/Fl/Lt is reimbursed to a maximum of six days. Generally, meal expense is reimbursable when on the Chief’s business at meetings outside of USPS and limited to the federal per diem rate. Meal expense is not reimbursed for the Chief Commander’s representatives at District conferences.

**Code – F Transportation**
Reimbursement will be made for the officer at the Annual Meeting and Governing Board Meeting up to the maximum of $250.

**Lodging and Meals**
A $65 per day room allowance for a maximum of 3 days for both the Annual Meeting and Governing Board Meeting.

01 December 2014
United States Power Squadrons®

America’s Boating Club®

National Planning Committee Report

Strategic Plan

22 November 2014
Recognizing the need for a long range plan, the Planning Committee under the direction of the Board of Directors proposes three major goals along with some basic recommendations for each to be the basis of a 2 year plan (concurrent with the term of the Chief Commander) with future plans to build on prior plans as needed. This plan is a Living Document that needs to be reviewed and amended as needed.

The Planning Committee believes that the successful development and implementation of this plan is dependent on effective communication from our leadership on the status of all initiatives, their implementation, and results, as well as guidance on key sections of this strategic plan. In addition, it should be made clear that there is ownership of this plan at the highest levels of our organization and unless this message is consistently delivered and maintained for a number of years, progress in these areas will not be realized.

Goals are described in general terms since the various departments must develop specific plans and measurements of progress that will align them with the overall goals of the Organization and will aide in moving United States Power Squadrons into the future.

These goals support and enhance our Mission Statement to “Promote Recreational Boating Skills and Boating Safety through Education, Hands-on Training and Civic Activities While Providing Fellowship for Members”. And they also integrate well with the three legs of our triangle: education, community service and fraternity.

The goals presented here were derived from direction and input from the Board of Directors.

Our Goals are: Marketing the Organization and Brand, Membership, Financial Stability and Administration

The following Action Item numbers are more to identify the Items, not to prioritize the order of the Items.
Goal 1 - Marketing the Organization and Brand

This goal is to make the United States Power Squadrons well known to the boating public and recognized as a boating organization to the non-boating public.

Action Item 1:
Develop a coordinated plan of increasing the public’s awareness of the focus of United States Power Squadrons, that it is a boating organization. Add a descriptive line to the name so the public will know who we are when we interact with them.

Action Item 2:
All National publications and logo material will use the same descriptive line. All those that are responsible for publishing USPS-related material should use the same descriptive tag line at every level of the organization.

Action Item 3:
Market our products more aggressively to the general public. Market also to schools or other institutions that have or are planning to have boating, water safety, seamanship, boat building, marine engineering courses, or environmental programs that relate to or require boating skills and education.

Action Item 4:
Continue the development and marketing of our courses and educational materials for online consumption.

Action Item 5:
Encourage squadrons and districts to increase our public visibility and outreach, for example join local Chambers of Commerce, form speaker’s bureaus, and increase public presence through civic participation and articles in newspapers and local web sites.

Action Item 6:
Use social media platforms such as Facebook, Twitter and YouTube to present to the public helpful information. For example through video presentations on YouTube such as using a Port Captain to provide information regarding boating experiences, and sightseeing opportunities; or, to illustrate the correct way to transit difficult sections of our waterways, lakes, and canals.
Goal 1 - Marketing the Organization and Brand (Continued)

Action Item 7:
An on-going partnership between the squadrons/Districts and the Marketing Team should be established. Effective and consistent two-way communications between these partners will enhance marketing effort at all levels of the organization.

Action Item 8
Continue and expand the Boat Handling Simulator program by adding units to make it available whenever and wherever it will stimulate interest in boating and increase skill levels. Develop a selling profile to be used by squadron members in conjunction with the Simulator to create interest in USPS membership.
Goal 2 - Membership

This goal is to focus on Increasing Membership. Pursue ongoing efforts to attract new members and retain current members. Develop additional ways to increase the value of membership.

Action Item 1:
Make the merits of membership more rewarding by expanding recent efforts to increase Member Benefits and encourage more utilization by members.

Action Item 2:
Encourage members to find, develop and promote United States Power Squadrons through interaction with the general public.

Action Item 3:
Enhance the member experience by encouraging, but not mandating, participation in activities where they can achieve success, without overburdening the squadron members and their leaders. The USPS has a wide range of activities available to squadrons of all sizes and activity levels.

Action Item 4:
Strive to make Squadron, District, and National meetings a positive benefit for the expenditure of time by members and must be viewed as a positive benefit by members (poll/survey the attendees of every meeting).

Action Item 5: **
Specifically track and monitor retention rate differences of Active Assessment Paying members

Action Item 6:
Be very active on Electronic Boating, Social Media and other online venues: Websites, Facebook, DiscoverBoating, Ebay, Amazon, Twitter, Craig’s List, Google+, Linked-In, Pinterest, Tumblr, Instagram, CafeMom, Meetup, just to name a few.

Action Item 7:
Researching Non-Member boaters to determine how USPS can best attract even the most casual boaters, future boaters and anglers. Use of focus groups, social media or other survey methods can eliminate costly mistakes.

** See Attachment “A” Rationale on Action Item 5
Goal 3 – Financial Stability

The goal is to achieve a strong financial base that enables USPS to meet its objectives. This involves both examining sources of revenue to include, but not be limited to sales of Educational materials, member dues, grants and through partnering with members of the boating industry. Develop new sources of revenue and efficiently use existing revenues.

Action Item 1:
Develop new sources of revenue.

Action Item 2:
Recommend that the budget should provide for maintaining and improving Educational Materials including classroom, on line and on the water programs. Our courses must be monitored on a continuing basis to ensure they are the latest and best available to meet the needs of today’s boaters in current applicable formats (ie: print, eBook, YouTube, PPT, Webinar, etc.).

Action Item 3:
Budgeting should include a Marketing Program that instructs and includes tools to assist squadrons in their localities.

Action Item 4:
Reserve funds sufficient to maintain and improve the headquarters facility and equipment as needed.

Action Item 5:
Evaluate the cost/benefit of continuing two national meetings a year
GOAL 4 - Administration

This goal is focused on modernizing and updating all aspects of the administration of the United States Power Squadrons

Action Item 1:
All programs will undergo periodic reviews to determine if each program continues to meet its goals for the cost incurred in both financial and volunteer hours.

Action Item 2:
Review of each committee and department should be an ongoing process in order to ensure they are meeting the needs, goals and mission of our Organization and its members.

Action Item 3:
Develop ways to encourage more members to take boating courses.

Action Item 4:
Evaluate life member benefits.

Action Item 5:
Recommend that Headquarters staff participate in reviewing forms or procedures that may affect corporate operations.
ATTACHMENT “A”

Rationale for **Goal 2 - Membership** **Action Item 5:**

The most common measurement we see for membership examines the aggregate year-over-year membership numbers:

"We had X members on May 31, 2012 and we had Y members on May 31, 2013."

If the aggregate is the only measurement we use, we will miss important distinctions:

1. We continue to offer a free six month trial membership. There is a natural rhythm for boater education, at least in the Northern states. New boaters take their classes early in the season. These new members go onto the books just in time to offset losses in "normal" renewals.

2. We include Life and Sustaining Members in the measurement. These members don't need to take any action at renewal ---- we have seen "renewals" for members who died the previous year.

3. The 3rd (4th, 5th) member in a family unit is a passive renewal. It doesn't cost anything to the family, so functional non-renewals [members who are no longer involved or interested] are not getting reported.

4. We don't get as good feedback for Marketing. The ultimate indication that your message has gotten thru is when a customer reaches into his/her wallet and hands you hard earned dollars.

So: The proposal is that we begin to track "paying customers" as a defined category within the broader measurement.

How many **new** paying customers [including free memberships that were renewed]?

How many paying renewals?

How many "retained but not returning revenue [Life, Sustaining, family units 3 thru X]"