

United States  
Power  
Squadrons®



# Operations Manual



dedicated to  
making boating  
safer and more fun

2024



# Operations Manual



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**2024**



## Table of Contents

See chapter tables of content for details

Preface.....	iv
Chief Commanders .....	vi
Mission and Vision Statements.....	ix
Update Logs .....	xi

## Operational Chapters

1) Organizational History .....	1-1
2) .....	
3) National Organization .....	3-1
4) District Organization .....	4-1
5) Squadron Organization.....	5-1

## Miscellaneous Chapters

11) Meetings and Ceremonies .....	11-1
12) Protocol, Etiquette and Flag Code .....	12-1
13) .....	
14) Correspondence, Published Material and Preservation of Intellectual Property Rights .....	14-1
15) Dissolutions (including Mergers and Consolidations).....	15-1
16) Merit Marks .....	16-1

## Appendices

A) Using this Manual .....	A-1
B) Part One ... The Uniform .....	B-1
Part Two ... Tailor's Guide .....	B-13
C) National Awards .....	C-1
D) Official USPS Forms .....	D-1
E) Disciplinary Action .....	E-1
F) USPS Funds .....	F-1
F1) USPS Endowment Fund .....	F-1
F2) USPS Educational Fund.....	F-9
G) USPS Policies .....	G-1
G1) - Investment Policy .....	G-1
G2) - USPS Statement of Policy on Teaching Boating Safety Courses .....	G-2
G3) - On-the-Water Policy .....	G-3
G4) - USPS Position on Boating Education and Operator Licensing .....	G-5
G5) - Reimbursement of Travel and Related Expenses Policy .....	G-5
G6) - USPS Revised Policy involving Squadron Auxiliaries.....	G-9
G7) - Electronic Data Policy .....	G-10

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G8) - USPS Liaison Policy/Procedure.....	G-12
G9) - Lobbying .....	G-13
G10) - USPS Whistleblower Policy .....	G-14
G11) - USPS Conflict of Interest Policy.....	G-15
G12) - Grants and External Funding Procedures.....	G-17
G13) - Protection of Vessel Safety Check (VSC) Vessel and Owner Data.....	G-18
G14) - Administration of Memoranda of Understanding .....	G-19
G15) - Communications Policy .....	G-20
H) USPS Manuals and Publications.....	H-1
I) Special Years and Due Dates.....	I-1
J) Miscellaneous Data .....	J-1
J1) - The Americans With Disabilities Act .....	J-1
J2) - United States Power Squadrons and Sea Tow International .....	J-1
J3) - Vessel Safety Check Program (VSCP) .....	J-2
K) Canadian Power and Sail Squadrons .....	K-1

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## Preface

This version of the *Operations Manual* supersedes all previous editions. It contains detailed guidelines and information for all members of the United States Power Squadrons, America's Boating Club. Actions and policies adopted by the Board of Directors and ratified by an Annual Meeting or America's Boating Club Conference are included. These materials supplement USPS Bylaws and reflect updated and current data. A copy of the "USPS Gold Bylaws" can be downloaded from the USPS Website. It is important that members, especially officers, be familiar with the procedures, programs, duties, methods of operation, and time tables so that the organization functions more efficiently. The *Operations Manual* is divided into chapters, with a detailed table of contents preceding most chapters. All chapters, sections, and topics are coded for easy reference. The Secretary's, Treasurer's, Membership, and Squadron Development Manuals are published in stand-alone format.

The *Operations Manual* is available on the USPS website and may be downloaded to a disk and either printed or viewed on-screen. Topics of interest may be found by using either the Table of Contents, each chapter's Table of Contents or the Adobe Acrobat Reader "search" function. Check Appendix A for more detailed information on locating information in our suite of manuals. The *Operations Manual* is a reference or research volume and, as such, is an excellent resource when members are taking the Operations Training program.

### **HERITAGE AND DOCUMENTS COMMITTEE'S OPERATIONS MANUAL TEAM**

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Any word denoting gender in this manual applies equally to any gender as the context may require. As appropriate, references to manual contents are indicated as [Refer to 2.1 on page 2.6] or references to that effect.

National department heads and committee chairs are encouraged to forward update information to the HADCom chair. Changes relating to policy or procedure must be approved by a department head or committee chairs. Comments on perceived errors or omissions and recommendations for future editions are solicited from all members.





## Chief Commanders

This manual is dedicated to the following Chief Commanders who have given of their time, talent, and energy to build and help grow the United States Power Squadrons into the organization it is today. Without their dedication to the task at hand, we would not be who we are.

† <sup>1</sup> Roger Upton	Boston	1914-1915
† Theodore I. Coe, JN	Huguenot	1916-1917
† C. N. Burnell	Boston	1918
† H. M. Williams	Huguenot	1919
† A. B. Bennett, JN	Potomac River	1920-1923
† H. A. Jackson, N	Huguenot	1924-1925
† Dean Potter, N	Huguenot	1926-1927
† F. W. Horen-burger, JN	Huguenot	1928
† J. Edwin Lawton, N	Potomac River	1929
† Frederic W. Keator, N	New Haven	1930
† Frederick L. Reid	MidHudson, <sup>2</sup> Stamford	1931
† Benjamin S. Coe, N	Stamford, <sup>3</sup> Housatonic River	1932-1933
† William A. Earl, N	New York	1934
† Harold H. Funk, N	Brooklyn	1935-1936
† Wesley E. Morse, N	Hartford	1937-1938
† Arthur Middleton, N	Potomac River	1939-1940
† William K. Anderson, JN	Detroit	1941
† William L. Sayers, N	North River	1942-1943
† Bertrand H. Perry, N	Annapolis, <sup>2</sup> Miami	1944-1945
† Charles F. Chap-man	Huguenot	1946-1947
† F. Ritter Shumway, AP	Rochester	1948-1949
† A. N. Clifton, N	Springfield	1950-1951
† Herbert R. Prior, N	North River, <sup>2</sup> Clearwater	1952-1953
† Kenneth B. Champ, JN	Fostoria	1954-1955
† William C. Wolfmuller, N	Bayside	1956-1957
† Lester C. Lowe, JN	Los Angeles	1958-1959
† Richard S. Weber, JN	Detroit	1960-1961
† Charles M. Bradley, JN	Absecon Island	1962-1963

<sup>1</sup>Indicates deceased

<sup>2</sup>Squadron affiliation when Chief Commander

<sup>3</sup>Squadron name change

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†	<b>Walter J. Sutcliffe, N</b>	Northern New Jersey	1964-1965
†	<b>Hugh Hutchings, N</b>	Sequoia	1966-1967
†	<b>Emery E. Ellis, JN</b>	Ashtabula	1968-1969
†	<b>George R. Hodell, N</b>	Houston	1970-1971
†	<b>Walter R. Cosdon, JN</b>	Los Angeles	1972-1973
† <sup>4</sup>	<b>William C. Lucey, N</b>	Evanston	1974-1975
†	<b>Robert L. Woods, N</b>	New Britain	1976-1977
†	<b>Harold E. Spoelstra, N</b>	Portland	1978-1979
†	<b>James H. Pou Bailey, N</b>	Raleigh	1980-1981
†	<b>Raymond A. Finley, Jr., N</b>	Lackawanna	1982-1983
†	<b>Bruce M. Steere, N</b>	Dallas	1984-1985
†	<b>Richard W. Miner, N</b>	Mt. Clemens, <sup>5</sup> Birmingham	1986-1987
†	<b>William D. Selden IV, N</b>	Richmond	1988-1989
†	<b>James T. Stewart, N</b>	Skokie Valley	1990-1991
†	<b>Gillette E. Gordon, III, N</b>	Diablo	1992-1993
	<b>Joseph L. Kennedy, N</b>	St. Petersburg, <sup>2</sup>	1994-1995
	<b>L. M. Barnes, III, N</b>	Rocky Mount	1996-1997
†	<b>Arthur H. Farr, N</b>	Rocky River, <sup>2</sup> North Coast Ohio	1998-1999
	<b>Lance J. Jensen, SN</b>	Bellevue	2000-2001
	<b>Theodore H. Smith, SN</b>	Grosse Pointe	2002-2003
	<b>G. Leslie Johnson, SN</b>	Diablo	2004-2005
	<b>Ernest G. Marshburn, SN</b>	Tar River	2006-2007
	<b>Creighton Maynard, SN</b>	Fort Worth	2008-2009
	<b>Frank Dvorak, SN</b>	Bellevue	2010-2011
†	<b>John T. Alter, SN</b>	Raleigh	2012-2013
	<b>Robert Baldrige, SN</b>	Baton Rouge	2014-2015
	<b>Louie Ojeda, SN</b>	Ponce	2016-2017
	<b>Gary P. Cheney, SN</b>	Erie	2018-2019
	<b>Mary Paige Abbott, SN</b>	Sanibel Captiva	2020-2021
	<b>Craig D. Fraser, SN</b>	Akron	2022- .....

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<sup>4</sup>Indicates deceased

<sup>5</sup>Squadron affiliation when Chief Commander

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# Mission and Vision Statements

The mission and vision of the United States Power Squadrons, America's Boating Club, are to

## **MISSION STATEMENT (2020)**

Improve the competence, knowledge, and enthusiasm of the boating community by providing high quality boater education and enjoyable boating and social opportunities.

## **VISION STATEMENT (2020)**

Increase boating enjoyment and safety.



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# Update Logs

## Update Log for 2024

The 2024 release of the *Operations Manual* contains all known updates as of 02/04/2024.



# Chapter 1

## Organizational History

### January 2024

Seldom does the complete story of an organization's founding survive the passage of time. Much of the following information was located in archived minutes, manuals, and magazines.

Memories and assumptions of early members closed the remaining gaps. However, it is a certainty that the name of Roger Upton of Boston and Marblehead, Massachusetts, stands pre-eminently in the list of founding fathers. Without the vision and enthusiasm of Roger Upton, the national organization known as the United States Power Squadrons would not exist.

Recreational boating, in the early 1900s, largely consisted of sailing craft and a few larger steam yachts with professional crews. Commercial ships of the day were all steam-driven; steam propulsion had become king by the close of the previous century. Sailing schooners were fast becoming relics of a bygone era while internal combustion engine, gasoline-driven watercraft were coming into their own, albeit with little enthusiasm on the part of dedicated sailors. Yacht clubs taught and promoted the spirit of sailing. When the owners of motor-driven vessels joined yacht clubs, there were few activities for them. Yachting was still for the sailors, and the new breed of powerboat men found scant fun on club cruises and almost none in racing.

Laws of the United States governing navigation applied only to steam vessels. Governed by a board of steamboat inspectors, who were crusty, old, sea-going men, these inspectors had little use for the small internal combustion engine yachts. It was their fervent hope to gain control over these boats by placing them under the very same rules that governed ocean liners and other steam-powered vessels. Through education, the founders of the organization set out to protect power yachts from these steamboat inspectors and to disprove the claims of ignorance and foolhardiness with which professional captains and seamen disparaged power boaters.

It is unknown when Roger Upton first conceived the idea for a club-within-a-club to embrace a select group of “gasoliners” who would develop such forms of cruising and racing as the new types of yachts would allow. However, in the summer of 1911, Upton presented his thoughts before a small group of colleagues. With acceptance of his ideas, Upton was elected rear commodore of the Boston Yacht Club in 1912. His duties placed him in charge of the unofficial powerboat division of the fleet. A self-taught navigator and stickler for doing things correctly, Upton soon had the division's 36 members busy with studies, cruises, races, and drills modeled after U.S. Naval Maneuvers. To quote from one of his articles, *“To my mind the organization can be of use to yachtsmen for three major reasons: first, improvement in navigating ability of power-boat owners; second, promotion of acquaintance and social intercourse by the power-boat owners; third, the fitting of power-boat owners to be of possible use to the Navy in time of war so that they might be received as volunteers should they so desire.”*

The social side of the organization included monthly dinners at which ship and tow captains, marine inspectors, and other prominent persons were guest speakers. From these activities grew confidence in and a change of attitude toward the new breed of yachtsmen. Unintentionally, their quest for recognition improved during the summer of 1912 with the invitation of twenty vessels from the Boston Yacht Club's powerboat division to accompany the sailing yachts on their annual cruise to Portland, Maine. The powerboats cruised in squadron formation with an elaborate system of maneuvers executed using flag signals. During the cruise, a screeching nor'wester blew, and many of the sailing yachts suffered damage, including dismasting, and were disabled. It was then that the worth of the power yachts gained recognition. Under Upton's command, they sped to the rescue and towed all disabled craft safely to port. No lives or boats were lost. To quote the September 1912 issue of Motor Boating Magazine, in their six-page photo story, *"The fellows of the Powerboat Division provided meritorious service and emerged from the ordeal crowned with glory."*

Received at the 14 October 1912 Executive Committee meeting of the Boston Yacht Club, a letter from Rear Commodore Roger Upton petitioned the club to establish officially the Powerboat Division. As minutes of that meeting disclose, the Executive Committee granted Commodore Upton's petition unanimously. Three months later, at the annual meeting in January 1913, the name of the Powerboat Division changed to Power Squadron. The club-within-a-club idea had become both a reality and an official entity. The Power Squadron's officers and rules appeared in the 1913 Boston Yacht Club Yearbook. Officers were Roger Upton, commander; C. N. Burnell, lieutenant commander; and Nathaniel L. Stebbins, a noted Boston marine photographer, secretary.

The new Power Squadron designed a distinguishing pennant that flew above the yacht club. The pennant featured a red field with a centered white star at the hoist; the center third was white and the outer end was blue. Prospective members were required to pass a detailed examination in advanced piloting before their admission into the Power Squadron and authorization to fly the pennant.

Sometime in January of 1914, the Power Squadron of the Boston Yacht Club called a conference of many yacht clubs throughout the country to determine if the "power squadron" idea merited development independent of yacht clubs. Those already active with power squadrons agreed that the movement was destined to grow beyond the yacht club confines, forming a national body of its own. Only some clubs along the Atlantic Seaboard attended, but the officials of existing squadrons found enthusiasm. Because no minutes of this meeting exist, the attendees, agenda, and meeting location are unknown. However, later evidence proves that the "power squadron" idea warranted nationwide action.

The exploratory group met for a second time on 2 February 1914. Minutes exist of this second conference and note that at eight o'clock in the evening, the following vote passed. Delegates, whose names appeared alongside their respective clubs or associations, signed the document. The United States Power Squadrons became an official national organization.



*“That we, the undersigned, duly authorized delegates of the club or association set against our respective names do hereby associate such clubs or associations together as a national organization to be known as United States Power Squadrons, and we bind our clubs to abide by the rules and regulations adopted by said United States Power Squadrons.*

- *Yachts men's Club of Philadelphia; C.L. Lagen, Commodore*
- *Power Boat Squadron of New Haven, Conn.; J.N. Champion, Commodore*
- *Larchmont Yacht Club; Francis M. Wilson*
- *Atlantic Yacht Club; Theodore D. Wells*
- *Corinthian Yacht Club of Philadelphia; C. Longstreth*
- *Rhode Island Yacht Club; William St. Streeter, Commodore*
- *New York Motor Boat Club; C.F. Chapman*
- *Hudson River Power Squadron; Franklin P. Pratt*
- *Lynn Yacht Club; A.D. Grover*
- *Knickerbocker Yacht Club; William E. Spencer*
- *Harlem Yacht Club; R.S. Haydock*
- *Portland Yacht Club; Holman F. Day, Rear Commodore*
- *Savin Hill Yacht Club; Charles A. J. Smith*
- *Kennebec Yacht Club; Charles E. Hyde*
- *Hudson River Yacht Racing Association; Worthington Scott*
- *Sachem's Head Yacht Club; W.C. Stringer*
- *Baltimore Yacht Club; Dwight F. Mallory*
- *Seawanhaka Corinthian Yacht Club; Elliot Tuckerman*
- *Indian Harbor Yacht Club; Frank Bowne Jones*
- *Boston Yacht Club Power Squadron; William A. Hopkins*

*The signatures of Messrs. Longstreth, Stringer, Tuckerman, and Jones are affixed subject to ratification of their respective clubs.”*

The preceding document, along with other historical documents, resides in the archives at the organization's Headquarters in Raleigh, North Carolina.

At this same organizational meeting, the organization elected officers and members of the Governing Board including:

- Henry A. Morse;
- Captain DeWitt Coffman, USN (Boston Navy Yard);
- Charles Longstreth;
- Frank S. Cornwell;
- Francis M. Wilson, and
- members of the bridge.

Captain Coffman, USN, later Vice Admiral, served on the Governing Board for many years as the representative of the Navy Department. The Honorable A.J. Tyrer, Deputy Commissioner of Navigation of the Department of Commerce, was also an active member of the early Governing Boards. Franklin Delano Roosevelt, then assistant secretary of the Navy, had been so impressed with the activities of the Boston Yacht Club's Power Squadron, that he sent his aide, Captain William F. Fullam, to attend the organizational meeting. As was reported in the press, Captain Fullam praised the organization in the highest terms possible.

April 1914 proved eventful. At a meeting held at the Harvard Club of Boston, the Governing Board approved bylaws. Dividing the Atlantic Seaboard into six districts for purposes of instruction, the Governing Board appointed boards of Instruction and Examination to administer the new districts. From the very beginning, the accent has been upon education, although it differed in the early days from the present system. Then, in addition to knowing the rules of the road, the compass, buoys, and chart bearings, a member was required to attend at least three squadron drills yearly to hold his membership certificate. When the member attended twelve, he became a privileged member. Privileged members needed only to appear at one drill each year. Not more than six drills counted in any one year toward the member's qualification.

Two of the organization's founding members, Charles Chapman of New York and Roger Upton of Boston designed the United States Power Squadrons' ensign shortly after the organization's establishment.

Roger Upton wrote a letter about the establishment of the Power Squadrons. Published in the US Naval Institute Proceedings for 1917, Vol. 43, Part 1, on pages 701-705 (1917), digitized in later years, Upton's article is freely available using an Internet search engine.

The thirteen stars and thirteen stripes in the Power Squadrons Ensign are from the United States Yacht Ensign and the National Ensign. Thus, those design elements have the same meaning as in the Yacht and National Ensign. In other words, the thirteen stars represent the original states and the thirteen stripes stand for the original colonies. Upton's article explained that the original idea was to have Power Squadrons' vessels operate as a form of naval reserve or as an auxiliary to the Navy. The intent was for the special ensign to identify the Power Squadrons' vessels. Since an ensign is a flag of national character flown from the stern of the vessel, the established icons of the American nation, white stars in a canton, thirteen stripes, and red/white/blue coloring, would naturally be used. In essence, United States Power Squadrons' Ensign is an adaptation of the national flag.

On page 701 of the 1917 article, Roger Upton said, "The idea advanced by the Navy Department was to have something on the lines of the Blue Ensign of England, which is used to denote naval reserve. Wherefore the design approximated our yacht ensign with the colors reversed and the stripes vertical instead of horizontal." Upton noted that the design of the United States Power Squadrons flag made it impossible to confuse with the flags of other nations.

Upton also led the Power Squadrons' founders in the effort to amend the yacht licensing law. The yacht licensing law, which had been on the books since 1848, required all "licensed yachts" to

fly the Yacht Ensign. The proposed amendment intended to add a provision permitting yachts of Power Squadrons to fly the Power Squadron Ensign in lieu of the Yacht Ensign. However, the attempt was unsuccessful and the yacht licensing law remained unchanged.

Designed as an ensign, the United States Power Squadrons flag is a flag of national character. However, in practical use, the Power Squadrons Ensign is an organizational flag and does not fly in place of the National or Yacht Ensigns.

Since the Yacht Ensign influenced the design of the Power Squadrons Ensign, one might ask the derivation of the design of that flag. As with the Power Squadrons Ensign, the United States National Ensign is the answer. Immediately following the passage of the Federal Yachts Ensign Act of 1848, the US Secretary of the Navy, by the authority delegated to him in the Act, requested the New York Yacht Club to submit a design. On 21 February 1849, the Navy Department approved the design of the present Yacht Ensign. Named the American Ensign, the flag retained the thirteen red and white vertical stripes of the National Ensign and featured a circle of thirteen stars surrounding a fouled anchor.

In March 1915, the Governing Board adopted the Power Squadrons Ensign. On 18 May 1915, General Orders No. 11, issued by Flag Lieutenant Stebbins from Boston, authorized the flying of Power Squadrons Ensign, with or without the Power Squadron pennant, which up to that time, had been the distinguishing flag of the squadrons. During World War I, the Governing Board ordered a new pennant of a somewhat different design from that of the original flown by squadron boats. The Governing Board further instructed that squadron vessels fly the new pennant and the American Ensign at the taffrail or gaff. Similarly, during World War II, Old Glory flew in her proper place and the United States Power Squadrons Ensign at the starboard spreader.

As the squadrons grew, both in number and size, the educational program developed to keep pace. There were continuous revisions and enlargements. Members submitted their suggestions and the educational program adopted many of those ideas. Highly skilled yachtsmen enthusiastically served on course committees.

By 1916, there were 500 members and many of these were clamoring for abolition of the on-water-drill requirements. However, it was not until some years later that a general uprising against the requirements caused official action. The leadership reduced the significance of the on-the-water maneuvers to a subordinate position as a second qualification to a new Junior Navigator course. Shortly thereafter, due lack of interest, the on-the-water maneuvers requirements disappeared altogether with further courses of study replacing them. In 1917, the educational program introduced a Navigator course. This was the course to end all instruction, comprising a detailed review of all courses the candidate had taken from his entrance examination to the JN course. It also included a practical demonstration of boat handling.

As World War I threatened to engage the nation, all Americans became very active in the preparedness movement. The United States declared war on Germany on 6 April 1917, and with the coming of hostilities, Charles F. Chapman sent a letter to Franklin Delano Roosevelt,

Assistant Secretary of the Navy, volunteering the entire United States Power Squadrons instructional program for the training of men for naval coastal defense. Secretary Roosevelt accepted the proposal with gratitude. In New York City, four free nautical schools were established. Based on records, total enrollment exceeded three thousand students. Local squadrons in Boston, Detroit, Newburg, New Haven, and Washington, D.C. organized similar schools. Over five thousand men who attended these classes entered the armed services and, based in significant part on the quality of the training that they received, many received officer commissions. Squadron members themselves enlisted in the navy and many, because of their outstanding nautical education and background, soon earned commissions. Additionally, the Secretary of Commerce appointed some members as “Navigation Inspectors” with on-the-water duties similar to those performed by the Coast Guard Auxiliary during World War II. These men received a dollar per year for their services.

Efforts to recruit new members into the organization declined during this period. With many of the officers of the local squadrons in service, interest in the United States Power Squadrons began to wane. With the coming of peace and the release from the Navy, many of the members desired a rest from anything pertaining to the sea, so without their leadership, local squadron activities all but ceased. In addition, one of the principal objects of the squadrons had been, up to that time, to be of service to the U.S. Navy in times of emergency. The emergency had passed, and most members had all they wanted of small boat maneuvers based on anything connected with the Navy. Conditions were not unlike those in most yachting organizations of that time. Interest was at a low ebb, and many yacht clubs and similar organizations went out of business. On 26 January 1918, Chief Commander Coe wrote the following in his annual report. *“The demands of war have affected all social, fraternal and economic life, and our organization has not escaped the problems and handicaps which have arisen from this abnormal condition.”*

At the fall meeting of the Governing Board in 1919, Chief Commander H.M. Williams reported that local squadron secretaries did not answer his letters; dues were uncollected; there was no money in the treasury; and, the organization's debt was \$450.00. He closed his report with two recommendations: 1) that the members of the Governing Board chip in to pay the debt and 2) that the United States Power Squadrons disband. Chief Commander Williams was not a defeatist, but he viewed the existing situation from a realistic standpoint. His recommendation brought the matter sharply to attention where it obtained immediate and definite action.

Vice Commander A.B. Bennett expressed the opinion that such action would be a mistake and that he was sure that with the adoption of certain changes, the squadrons could be revived. The changes he suggested were:

- 1) To change the certificate holder from being only a member of a local squadron, reached only through his local squadron secretary, to first being a member of United States Power Squadrons, thus making him answerable to the national organization and secondly, a member of the local squadron;

- 2) To eliminate all boat drills and maneuvers. The war was over, and men were through with such activities; and,
- 3) To eliminate the restriction of membership to members of yacht clubs and admit any worthy man who passed the examination.

Bennett further suggested that since the oldest institutions of man in the world were institutions of learning, the United States Power Squadrons should stress education and nothing else. He ended his suggestions by proposing the rewriting of the constitution to include his suggested changes. The Governing Board authorized Vice Commander Bennett to rewrite the constitution and to present it at the next annual meeting of the Governing Board.

At the annual meeting of 28 February 1920, Vice Commander Bennett advanced to chief commander; Rear Commander Harry Jackson advanced to vice commander; and James T. Bresnahan of the Potomac Squadron to secretary. The Governing Board adopted the new constitution. At that time, there was no list of members; however, *The Ensign* mailing list contained a thousand names. Chief Commander Bennett and Secretary Bresnahan drafted a letter to each name on the mailing list, informing them of the changes in the constitution; announcing the waiving of all unpaid dues; and, asking each person to enroll in the national organization by paying one dollar in dues for 1920. One hundred forty-two plus nineteen reinstatements enrolled - a few from each of the former squadrons. Appointed as local boards of examiners, the duties of these newly enrolled men were to start classes of instruction to prepare men for the spring entrance examination.

With the newly reorganized United States Power Squadrons, the leadership issued new certificates in 1920. Chief Commander Bennett hand-lettered the names of the members onto the certificates in Old English style. Charles F. Chapman received Certificate Number 1. As a founding father of the organization, his membership date was among the earliest.

Communication between the national organization and the local squadrons relied on the U.S. Postal Service. However, Chief Commander Bennett visited many squadrons, helping them to make a new start. This difficult task ended in success for Chief Commander Bennett, the only chief commander to serve more than two years. At the close of his fourth year, there were over four hundred members, over four hundred dollars in the treasury, and no debt.

Chief Commander Harry Jackson inherited this organization in January 1924. Following the plan that Bennett had implemented, Jackson wholeheartedly nurtured the reviving organization, enthusiastically supporting squadrons throughout his tenure. Credit for the perpetuation of the United States Power Squadrons is due to the efforts of the Bennett-Jackson team.

The Power Squadrons grew slowly during these formative years, and by April 1931, the organization reported a total membership of only 840 in 12 squadrons. However, if the quantity of members was disappointing in the early thirties, the quality of instruction taught by members was not. With the introduction of Advanced Piloting in 1932, the advanced grades program was established. By November of that year, the organization had 1,431 members in 13 squadrons.

In October 1933, the Committee on Rules presented a plan for creating bylaws from the constitution and writing a second set of bylaws containing details for the operation of a squadron. The Governing Board approved both sets of bylaws the following year.

The Governing Board, on 13 December 1938, approved the establishment of seven divisions consisting of thirty-three squadrons and the appointment of a rear commander to administer each division. A later Governing Board approved changing the division designation to “district”. The United States Power Squadrons had 4,406 members by the end of 1938.

On 14 January 1939, the organization celebrated its twenty-fifth anniversary. Representatives from twenty-one squadrons attended a dinner dance at New York's Hotel Astor, one of the largest and most successful affairs ever held by the United States Power Squadrons. In honor of the occasion, President Roosevelt sent a letter of congratulations, praising the organization's civic service. Later that year, the president accepted an honorary membership bestowed upon him by vote of the Governing Board.





**Figure 1: Pictured with FDR is Charles F. Chapman, one of the founding fathers of USPS**

While 1939 was a milestone in the organization's history, tragic events shortly followed as the world once again erupted into war. On 8 December 1941, less than 24 hours after the Japanese attack on Pearl Harbor, Vice Commander William Sayers sent a telegram to President Roosevelt and to the Secretary of the Navy offering the United States Power Squadrons' support for America's war effort. For the second time in 24 years, President Roosevelt accepted this support with appreciation.

During World War II, over 3,000 members of the United States Power Squadrons entered the armed forces, including C/C William Anderson, who served as a lieutenant commander, U.S. Navy Reserve. In February 1942, the National War Course Committee was formed which set standards in the instruction of navigation and related subjects. Also in 1942, the Special Courses Committee was formed which developed curricula in first aid, signaling, motor mechanics, air navigation, meteorology, and seamanship. Classes filled with service personnel, civilians, and members, all eager for the instructional offerings to qualify for advanced ratings. Members

served with the Red Cross, merchant marine, and other war-related services, all contributing significant assistance to the nation. With the encouragement of the national organization, more than twenty-five squadrons actively assisted the Coast Guard Auxiliary during this period. Friendly cooperation between the two organizations has been traditional ever since.

The United States Power Squadrons grew during World War II. By 1945, the National Secretary needed a paid staff and office space to meet increased responsibilities. The Governing Board adopted a resolution authorizing Secretary Charles Leach to employ such clerical help as necessary. The organization rented a three-room ground-floor apartment in Englewood, New Jersey for the storage of supplies and records. Shortly thereafter, the organization hired an office manager and, with a staff of three, satisfied the clerical and storage needs of growing membership and educational programs.

With the war ending in September 1945, the educational program updated the courses developed by the Special Courses Committee - namely seamanship, first aid, signaling, and motor mechanics - to civilian standards. Meteorology transitioned into Weather. A new course, Instruction Techniques, was launched in this time frame also.

Due to the rapid growth from 1935 to 1945, the organization underwent needed administrative changes. In 1945, the Governing Board approved the formation of the Planning Committee under the direction of P/C/C Frederic W. Keator, N. The Planning Committee conceived of a district organization. Until then, the “rear commander in charge of district” served without any staff. The Planning Committee then prepared district bylaws as a model. District 1, to which Keator and other Planning Committee members belonged, adopted the model bylaws. At the 14 April 1947 meeting, the Governing Board approved the model district bylaws, on the recommendation of the Committee on Rules. The United States Power Squadrons more than doubled its size during the forties. As the organization entered the fifties, the demands placed upon headquarters became even greater.

The first model district bylaws provided for the election of the district officers by the delegates to the district conference, rather than the Governing Board. The officers included the district commander (reserving the rank of rear commander for the national organization), staff captains (forerunners of the executive and administrative officers), the secretary and treasurer (serving without rank), and appointed officers as required. The district council including the district bridge and commanders of the squadrons of the district, met more frequently than the two conferences annually. The result was increased interest in district affairs, improved interchange of ideas between squadrons, and improved performance of the district commander.

During the testing of the pilot district operation, the Planning Committee developed plans for the national operation to provide for the executive, administrative, and educational departments, as well as the secretary and treasurer, each headed by a vice commander and assisted by rear commanders as required. The Planning Committee also recognized the need for legal officer, financial officer, and assistant secretary positions.



Contrary to the original concept, the squadron commanders had become a minority of the Governing Board, outnumbered by 20% by members-at-large (one for every 100 members). The Governing Board reduced this ratio to one for every 300 members (600 currently) in addition to restricting the number of members-at-large not to exceed the number of rear commanders.

With the success of the district pilot program, the first sixteen districts elected district officers at their conferences. The Governing Board approved the formation of a special district to represent unattached squadrons and members. The headquarters staff, which had increased to six, moved into a combination office and warehouse in the same NJ community. However, within five years, headquarters also outgrew those facilities. In 1958, United States Power Squadrons moved into even larger quarters located in Englewood, NJ. The organization grew significantly during the fifties. In May 1959, the National Secretary reported 45,000 members in 268 squadrons.

In 1960, the U.S. Coast and Geodetic Survey initiated a program to provide a series of specially designed charts for recreational boaters. To assist in this new program, the Governing Board approved the formation of the Cooperative Charting Committee to train members to participate. Although the program's first year produced fewer than 300 reports, by the year ending 30 September 1992, the United States Power Squadrons members had submitted nearly 60,000 revision data reports representing more than \$15 million in supporting services and taxpayer savings.

Recreational boating was booming as the United States Power Squadrons entered the sixties. The educational program added a sailing course in 1953 and a marine electronics course in 1961. By 1966, when Commander Chapman earned his fiftieth merit mark, the organization had recorded a membership of over 60,000 members in 348 squadrons.

In the early 1960s, the government of Portugal was planning the 500<sup>th</sup>-year commemoration of the death of Prince Henry the Navigator. In 1965, P/R/C James D. Paris, SN, then commander of District 4, was approached by the Portuguese Embassy in New York. The Portuguese government awarded an alabaster replica of Prince Henry to each of the districts of the United States Power Squadrons. After presenting the gift to District 4, Commander Jose Cabral, representing the Portuguese government, accompanied Commander Paris to twenty districts, presenting the replicas at their conferences. The deed of gift gave each district the authority to establish its own criteria for earning the award. Additional information about Prince Henry is contained in the Educational Department's Awards section of their web page.

On 13 April 1971, a new name appeared on navigation charts of the North Carolina coast. The efforts of 20 Carolina squadrons of D/27 of the United States Power Squadrons® were recognized by the National Oceanic and Atmospheric Administration's National Ocean Survey and the United States Board on Geographic Names by officially naming a spot of land on Cape Lookout, 2.5 miles north-northwest of the Cape Point, as "Power Squadron Spit."

This honor is in recognition of the USPS Cooperative Charting Program working in close coordination with the Marine Chart Division of the National Ocean Service. A commemorative plaque honoring the service of the twenty North and South Carolina power squadrons was

originally presented to President Nixon in Washington, DC, in 1972 by a delegation of Power Squadron members from Winston-Salem, NC. P/D/Cs Ronald Rau and Don Soefker were joined by C/C Walter Cosdon and officers from the National Ocean Survey for this presentation. The visit was followed by one to the office of North Carolina 5th District Congressman Wilmer Mizell. The plaque's first home was the Cape Lookout lighthouse, then owned and operated by the U.S. Coast Guard. Since then, the plaque has made many travels.



**Figure 2: Commemorative plaque honoring the service of the twenty North and South Carolina power squadrons**

During the administration of President Richard Milhous Nixon, the United States Power Squadrons was honored to be presented with a presidential flag that was flown on the presidential yacht, *SEQUOIA*.



THE WHITE HOUSE

WASHINGTON

November 22, 1972

Dear Commander Griffith:

Earlier this year I wrote the Chief Commander of the United States Power Squadrons to express my deep appreciation for the outstanding work your members have done on the National Ocean Survey Cooperative Charting Program. I want to again thank you for that effort and to take this opportunity to commend your excellent safety education programs.

By instructing more than one hundred thousand boaters each year, the Power Squadrons have helped make boating safe as well as enjoyable. This is a proud achievement, and in recognition of your fine efforts, I am pleased to present to you a Presidential flag that has flown on the yacht, SEQUOIA. I understand the flag will be placed in your Headquarters Historical Exhibit, and I hope it will be regarded as a tribute to your important public service.

With my best wishes to all the members of the United States Power Squadrons,

Sincerely,

A handwritten signature in dark ink, appearing to read "Richard Nixon".

Rear Commander F. Willard Griffith, N  
National Historian  
United States Power Squadrons  
855 Rahway Avenue  
Union, New Jersey 07083



Figure 3: Presidential Flag that flew on the Presidential Yacht, *SEQUOIA*.

In April 1973, on the advent of the sixtieth anniversary of the United States Power Squadrons, the organization presented a plaque to the Boston Yacht Club to commemorate the origin of the United States Power Squadrons in 1913. In October of the same year, the organization presented a plaque to the New York Yacht Club to commemorate the chartering of the United States Power Squadrons in 1914.

On the sixtieth anniversary in 1974, membership exceeded 70,000 in 425 squadrons. Headquarters resided in a newly constructed building located in Montvale, New Jersey. However, due to a legal situation, in September 1975, the Governing Board voted to move its base of operations to Raleigh, North Carolina. The relocation was completed, and operations were well underway when, in 1978, construction started on a modern office and warehouse. Completed by the end of 1978, the Headquarters relocated to their present location. An additional two-story wing was added during 1990-91 to include a memorial library and up-to-date computerized procedures which would enable the staff to handle extensive printing requirements, control educational inventory, and respond to virtually every kind of membership request.

Because of litigation in New York and New Jersey during the latter half of the seventies and early eighties over the issue of private status versus public accommodation, coupled with a sagging national economy registering high rates of inflation and unemployment, membership fell to the low 50,000s in 454 squadrons and 33 districts. Governing Board actions in 1981 and 1982 addressed two important and significant aspects of participation. The Governing Board, in September 1981, expanded their ranks to include members who had earned 50 merit marks. Granted the status of Governing Board member emeritus, this position granted lifetime voting privileges. In 1982, changes to the constitution and bylaws eliminated the male-only membership rule and permitted women to become active members. Prior to that time, women could hold a Women's Certificate, entitling them to enroll in all of the courses. However, by 1982, it was more than apparent that boating had become a family-oriented endeavor. The bylaw change also made family membership available. In November 1982, the first females received active memberships. The first family memberships also occurred in November 1982. To accommodate the change, the Governing Board voted to establish a reduced dues structure. However, not all women chose to become additional active members and retained their status as Women's Certificate Holders. The Governing Board also voted to limit households to only one copy of the national publication, *The Ensign*. Concerning that publication, the Governing Board also approved the transferring of the editorial and publishing functions from San Mateo, California to Headquarters. Headquarters completed the transfer of operations in December 1982.

During the mid-eighties, the Educational Department introduced a new piloting course and added a new elective course - cruise planning. A varied curriculum of supplemental courses was also made available including a skipper-saver program which was designed to be presented by a Power Squadron member to any interested group. To assist public boating enthusiasts who preferred TV instruction to classroom attendance, the United States Power Squadrons and the William Morrow Company produced a boating course on video. The Leadership Development



Committee developed the Operations Training Program during this time frame as well. In 1989, the Governing Board elected the first female Rear Commander. By the close of the 1980s, the organization had also established its own marine insurance program with both low rates and sound coverage.

To celebrate the 75th anniversary of the organization, five large United States Power Squadrons ensigns traversed the United States and Canada, visiting every U.S. squadron and many of the Canadian Power Squadrons. Two special ensigns logged 1,000,600,000 miles in their journey over all seven seas on board the National Aeronautics and Space Administration (NASA) shuttle Atlantis, on 4-8 May 1989. Still, another went to Moscow and a replica of the ceremonial ensign flew at the Greenwich Meridian in England. Eventually, all of the ceremonial ensigns converged at the Governing Board meeting in Richmond, Virginia on 16 May 1989. Another part of the celebration included a visit to the White House by Chief Commander William D. Selden, IV, SN, where he looked on as President George H. W. Bush signed a proclamation honoring the United States Power Squadrons.



**Figure 4: P/C/C Bill Selden, SN, watches as President George H. W. Bush signs a proclamation celebrating the 75th Anniversary of the United States Power Squadrons on 15 September 1989**

In the 1990s, the organization began using a shorter, six-session boating course. At the same time, the Educational Department released a new video boating course. The Governing Board approved a new “Life Saving Award” to recognize members who saved the lives of others. The Governing Board also approved the reduction of dues for “additional active members” in the same household. The United States Power Squadrons assisted with the 200th anniversary celebration of the United States Coast Guard held in “Coast Guard City, USA” (Grand Haven, Michigan). The United States Power Squadrons also extended cooperation with the United States Coast Guard Auxiliary, reaching an agreement wherein each organization would accept one another's basic boating course as the requisite for membership.

There were other significant commitments and changes as well during the 1990s, but the unity displayed by the organization's membership in donating to “The Headquarters' Building Fund” campaign was perhaps the most meritorious. To provide additional space that was desperately needed, members voluntarily purchased deeded square inches of North Carolina real estate, purchased bricks for a special wall, bought silver or gold anchors, and even purchased raffle tickets for talking toy parrots. Overall, the members raised in excess of \$450,000.00 - more than sufficient to pay for the expansion without touching the funds in the treasury.

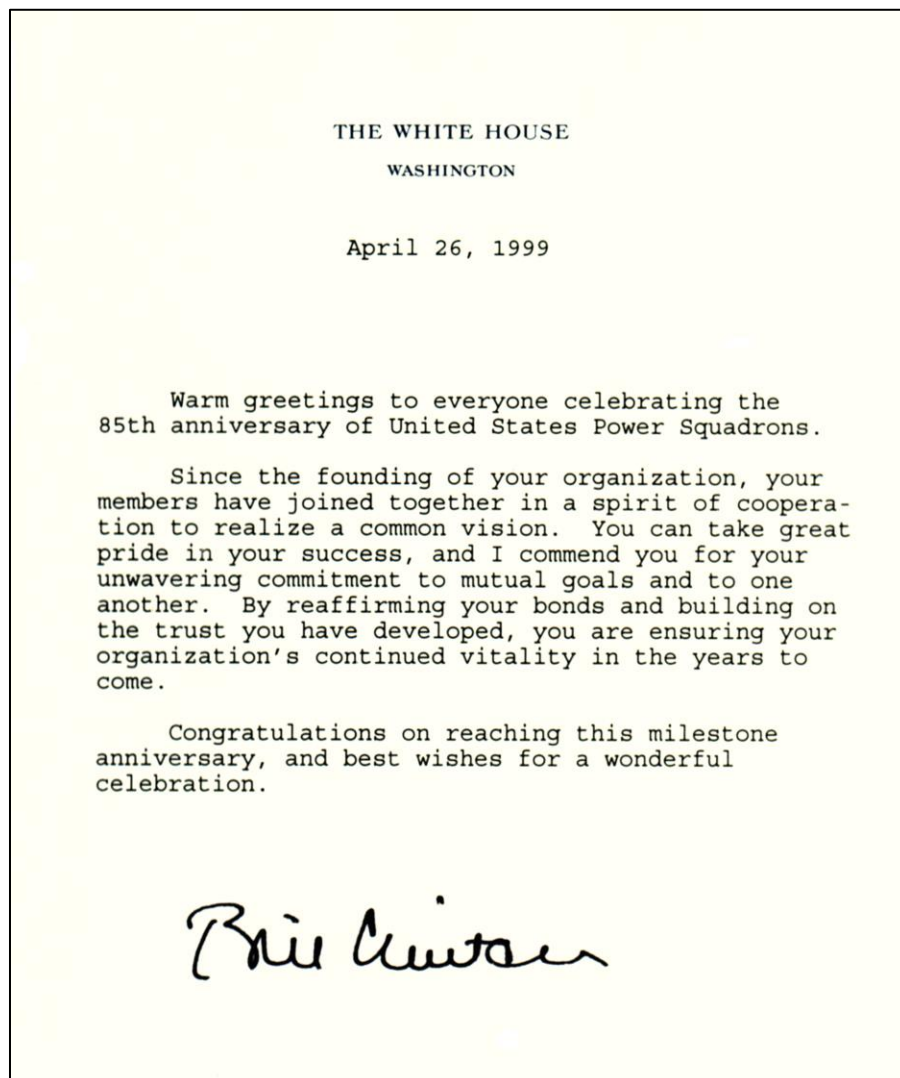
In 1992, mariners celebrated the 500th Anniversary of the discovery of America by Christopher Columbus. More than 230 sailing vessels from around the world celebrated by gathering together on 5-14 June in the harbor of Old San Juan. The armada enjoyed the gracious hospitality of the Puerto Rican squadrons before making its way toward New York Harbor. Replicas of the three Columbus caravels made their first of 21 ports-of-call as local squadron vessels led the parade of boats into the harbor of Miami, Florida. The United States Power Squadrons rendezvoused with the armada as they participated in the parade of Tall Ships into New York Harbor for the Fourth of July Tall Ships Festival.

The United States Power Squadrons offered broadened coverage in a new On-The-Water Insurance policy. This policy aided squadrons in attracting new students and retaining members. The Governing Board also approved a youth program partnership with the U.S. Coast Guard Auxiliary in a cooperative effort to prepare and teach the same youth course, namely Boating Safety, to any age group with the target audience of ages 10-16. The Treasurer's Department, in cooperation with a credit card company, offered a no-fee affinity credit card, which paid dividends back to local squadrons. The Governing Board adopted a new membership Pledge and approved new bylaws for the organization. These new bylaws combined the organization's constitution with the bylaws. Consequently, the Governing Board voted to repeal the United States Power Squadrons Constitution.

Of major significance in 1995, the Caribbean squadrons became District 33. In October 1995, Headquarters listed 59,746 active members, of whom 16,060 were women - about 27% of the membership. Women had been eligible for membership for fifteen years, and their numbers were growing.

In 1997, the United States Power Squadrons adopted the slogan T.E.A.M., “Together Everybody Accomplishes More,” which challenged the membership to greater heights. Policy changes permitted boating courses in squadron-owned or leased facilities. Significant bylaws and policy changes were also made to move the organization from a strictly “by invitation” type of membership procedure to membership by “application” with a means to determine membership interest while retaining selectivity. The Marketing Committee received direction to redefine the United States Power Squadrons as the premier educational boating organization worldwide. To help solve an identity problem, the bylaws were changed to allow squadrons the option of adding “Sail and” to their squadron name.

In 1999, the United States Power Squadrons celebrated its 85th Anniversary with enthusiasm.



**Figure 5: In 1999, President William Jefferson Clinton sent a congratulatory recognizing the 85th Anniversary of the U.S. Power Squadrons.**

The Public Relations Committee released a stylized logo to commemorate the 85th Anniversary. The Ship's Store stocked all types of anniversary items, including embroidered ensigns. The 2nd Voyage of The Ensign began in San Juan, Puerto Rico, at the 1999 Spring Governing Board meeting and concluded in Orlando, Florida, at the 2000 Annual Meeting. Five commemorative ensigns traveled thousands of miles throughout the squadrons of the United States and Canada. During that year, the ensigns also flew aboard the Challenger spacecraft and the USS Kanawha. Those ceremonial ensigns visited Turkey, traveled through Switzerland, and France, and flew on an armada that sailed from St. Petersburg, Florida, to the Annual Meeting to be welcomed home with music and a laser light show. There had been dinners, boat parades and rendezvous all across the nation. These ensigns are now on display at Headquarters in Raleigh, North Carolina.

The organization commissioned the renowned marine artist Donald Demers to create a historic painting depicting a 1915 scene in Marblehead Harbor. This painting included a limited edition of 2000 signed and numbered prints. Demers presented the completed painting to the United States Power Squadrons at the anniversary party held at the Boston Yacht Club where the organization's history began so many years ago.

With the arrival of the Year 2000 and the new millennium, the United States Power Squadrons set new goals and reorganized to meet the needs of new and existing members. To meet the needs of the membership, there were many changes and updates to bring the organization into the electronic age. One example was DB2000, a computer program designed to build local databases for squadrons, districts, and national to use in maintaining records, submitting forms, and providing contact information. Over the years, DB2000 expanded to facilitate the entry of electronic merit mark and historian report submissions, educational department updates, and officer slate (OD-1 and OD-2) submissions. This action saved storage space and postage costs, and reduced manual data entry at Headquarters. The organization also established standards for web access at the national, district, and squadron levels. The Committee on Rules updated the model bylaws for squadrons and districts and, for the first time, offered the documents online to streamline the process of changing and updating existing bylaws.

In the summer of 2002, Commander Dean Lee, commanding officer of the U.S. Coast Guard Group at Fort Macon, informed P/R/C Ken Link that he was removing the "Power Squadron Spit" plaque from the Cape Lookout lighthouse (See Figure 2) as the Coast Guard was transferring management of this sentinel beacon of safety for ships plying the waters near the Cape to the National Park Service.

To reduce expenses and become more environmentally responsible, the organization started offering many newsletters and *The Ensign* online. Another cost-saving measure was the reduction of national meetings from three to two per year. On 10 May 2003 approved the elimination of the Spring Governing Board Meeting with the effective date of 2006. In September 2003, the Governing Board also ratified the Operating Committee's establishment of the P/C/C Raymond A. Finley, Jr., SN, Sea Scout Service Award.



The Governing Board approved structural changes and consolidation of committees with overlapping or obsolete missions to make the organization more efficient in meeting the needs of members. The Governing Board also authorized the formation of the Environmental Committee, created to promote the conservation of environmental resources, to educate the membership, and to publicize efforts both internally and externally.

The Educational Department continued to evolve into the new millennium with some major changes and revisions to bring members the most current and accurate information in the available courses for members. The introduction of the USPS University and seminars expanded the offerings to the public. The first online offering, America's Boating Course, replaced The Squadron Boating Course. The Executive Department also stepped forward by introducing a new program: Vessel Safety Checks, established in a working partnership with the Coast Guard Auxiliary. The United States Power Squadrons developed many working partnerships and negotiated memoranda of understanding (MOUs) within the boating industry - the Coast Guard, the National Association of State Boating Law Administrators (NASBLA), and other organizations.

In 2004, the United States Power Squadrons celebrated its ninetieth anniversary. In January of that year, the First Aid Support Team (F.A.S.T.) was established. In May, the Governing Board approved motions to amend the by-laws to allow family members to serve on squadron committees and to serve as chairs on non-elected committees. Also approved was the motion to extend the age limit of the apprentice membership to the age of twenty-three.

On 15 May 2004, members of the USPS again visited Cape Lookout to rededicate themselves to the purpose of Cooperative Charting which focuses on reviewing marine charts and making comparisons between actual and charted depths, navigational aids and changes in topography so that corrections may be made to improve safety for mariners. At the rededication, D/27 Commander Stephen Puckett thanked all who attended and commented that Cooperative Charting is part of the civic service arm of the USPS' three arms (education, public service, and fraternity) which keeps USPS members active in their efforts to improve boating safety for the mariner. Members attending with D/C Puckett, were: National Executive Officer V/C Ernest Marshburn, SN; Rep. Jean Preston of the North Carolina House of Representatives; Bob Vogel, Superintendent of the Cape Lookout National Seashore, and thirty members of D/27. V/C Marshburn stressed the dedication of not only the members of D/27 but all members of USPS in their continuing efforts in the cause of Cooperative Charting. Rep. Preston thanked the Power Squadrons for its dedication to public safety, particularly boating safety, and their support of recent legislation regarding personal watercraft use near the Cape.

In September, the Governing Board approved motions to amend section 3.8.1 of the by-laws to allow family members, Women's Certificate holders, and apprentice members to serve on appointed committees.

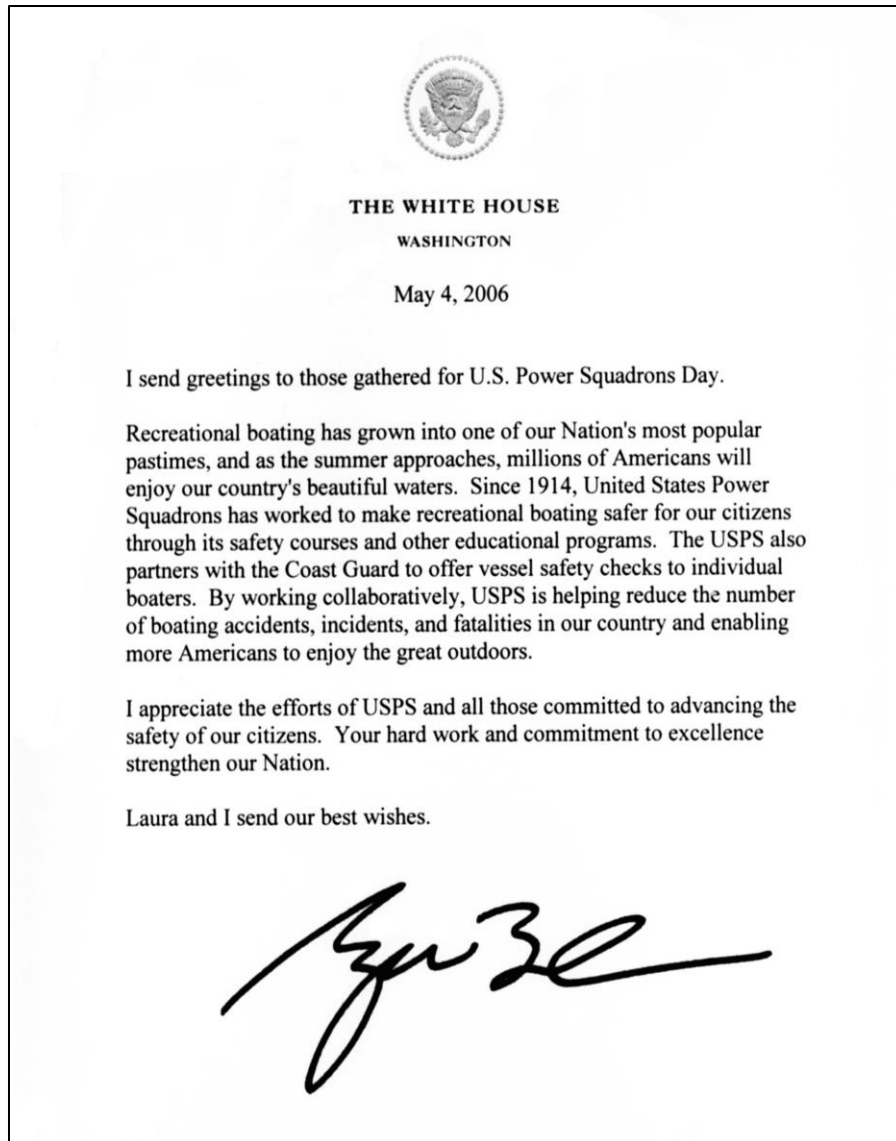
On 30 March 2006, members of the Fort Macon Sail and Power Squadron presented the "Power Squadron Spit" plaque to the Acting Superintendent, Cherry Payne of the National Park Service,

Cape Lookout National Seashore, at the Headquarters on Harkers Island. The plaque is installed in the Lighthouse Keeper's Quarters Museum at Cape Lookout National Seashore. Power Squadron members everywhere can be proud of this recognition of their efforts and take pride in the naming of the spit of land as Power Squadron Spit.



**Figure 6: From Left to Right: Chief Ranger Wouter Ketel, Resource Management Specialist Michael Rikard, Acting Superintendent Cherry Payne, 2006 FMSPS Cdr Robert Howd, JN, and P/R/C Ken Link, SN.**

During 2006, several more organizational changes occurred to streamline operations and promote growth. Accordingly, the Rules Committee updated the bylaws and the Planning Committee revised The Strategic Plan for Membership and Education, adding financial stability as a goal. The Treasurer's Department introduced Voluntary Headquarters Anniversary Billing featuring a centralized billing and collections process at Headquarters. The Governing Board also approved a revision to the dues structure and a \$25 entrance fee for primary members joining the organization.



**Figure 7: President G. W. Bush sent his greetings on U. S. Power Squadrons Day and his appreciation of the organization's contributions to America**

In 2007, the election of the first female Assistant National officer and the recognition of the first women life members occurred. In 2009, the organization moved forward with more efforts to streamline and remove duplication. For the preceding five years, the annual appointment of an independent auditor to ensure the organization's compliance with the bylaws and charter was necessary due to the increasing complexity of tax laws. As a result, the Governing Board voted to eliminate the National Auditing Committee. Anniversary billing became mandatory for all members. In 2010, the Governing Board approved unified membership classes.

At the 23 February 2008 Annual Meeting, the Governing Board approved the reorganization of the national structure to resemble more closely that of a national corporation as opposed to a

local boating club. Implemented at that meeting was the Board of Directors. The purpose of the new structure was to increase the organization's competitiveness, visibility, and voice as a leader in recreational boating. More importantly, the new structure created a more efficient and effective leadership grounded by sound fiscal management and accountability for its actions. As part of a continuing effort to streamline and consolidate committees the National Historian Subcommittee and the Flag and Etiquette Subcommittee (FECom) were merged into the Heritage and Protocol Committee in 2013. The Public Relations Committee, the Government and Partner Relations Committee, and the Program Partner Relations Committees merged to become The Public Affairs Committee (PA-Com) at the Annual Meeting in Orlando in February 2017.

The election of the first female National Secretary occurred in 2011. By 2014, women comprised approximately 34 percent of the membership and were actively involved at all levels of the organization. In 2014, the United States Power Squadrons celebrated its 100th Anniversary. In 2016, the election of the first female National Administrative Officer occurred. In 2018, the election of the first female National Executive Officer took place. Finally, in 2020, the organization elected its first female Chief Commander.

Recognizing that some districts and squadrons have disbanded over the years, the Board of Directors, Planning Committee, and Marketing Committee developed a branding strategy to enable the United States Power Squadrons to continue to meet its mission. The Marketing Committee discouraged members from referring to the organization as USPS. Research indicated that the acronym's use resulted in target markets confusing The United States Power Squadrons with the U.S. Postal Service. After developing a new, lettered logo, the Marketing Committee began publishing an annual guide to establish branding standards and to downsize the local squadron names.

In 2016, the Governing Board authorized the name America's Boating Club® as a trade name for the United States Power Squadrons. In the first year of implementation, both names and logos appeared in a co-branding strategy. The Ship's Store began to feature items with both logos. Throughout the three-year transition period, squadrons moved to promote the America's Boating Club name as being more appealing and informative to the public. There was, and is, no plan to change the name of the legal entity, United States Power Squadrons. However, the Strategic Implementation Plan called for the trade name America's Boating Club to be fully implemented with all local squadrons and districts having registered fictitious names and doing business as America's Boating Club of {squadron, district} by the end of 2019. The May 2003 Governing Board approved "America's Boating Club" as a tagline for the cover of *The Ensign*.

In 2019, the United States Power Squadrons doing business as America's Boating Club, expanded its electronic presence to the public and membership with "America's Boating Channel" on the video-sharing website, YouTube. The organization also produced several mobile applications. Marketing campaigns advertised America's Boating Club via online, television, social, and printed media. Expanded Educational offerings included a wide variety of online courses and seminars for the public and membership including America's Boating Course, Boat Operator Certification for advanced on-the-water training, and over 30 additional seminars.

The United States Power Squadron continued to work in conjunction with the U.S. Coast Guard and the Coast Guard Auxiliary as well as with NASBLA to provide the best in boating education and civic involvement in local communities.

2020 was a year of firsts for America's Boating Club. The Governing Board elected the first female chief commander and the first female treasurer at the Annual Meeting in February. This was the first time that women constituted one-third of the National Bridge.

In March 2020, the country entered various stages of quarantine for the COVID-19 Pandemic. Many districts and squadrons started exploring ways to conduct meetings, Changes of Watch, and classes virtually to protect their memberships. The Vessel Safety Check program was suspended for safety purposes along with in-person classes as most locales encouraged populations to self-isolate. As the COVID-19 Pandemic infections continued to increase during the summer, state travel restrictions were implemented with many restaurants and hotels affected. These restrictions made the physical meeting of the Fall Governing Board impossible. Several national committees and the Board of Directors (BOD) had held some of their meetings via assorted web platforms for a couple of years. This experience helped build the basis for the Fall Governing Board sessions to be held virtually. Lessons learned from that first virtual Governing Board meeting and the various platforms used enabled the BOD to begin development on a plan for future virtual meetings including an electronic voting function.

The COVID-19 Pandemic and the virus mutation into new strains continued to present challenges in 2021. Due to continuing quarantine restrictions, the Annual Meeting in February 2021 was held as a two-week virtual meeting with all departments presenting seminars and holding interactive meetings. The Annual Meeting was conducted virtually and votes were conducted electronically. With the implementation of safety restrictions, the Fall Governing Board of 4 September 2021 convened in Raleigh and approved several bylaws amendments including allowing in-person, electronic, or hybrid meetings throughout the organization per North Carolina law; eliminating the vetting requirements before the nomination and election of district and squadron educational officers; and permitting districts and squadrons to combine the secretary and treasurer positions.

2022 was a year of transition, as the organization examined its mission and repositioned itself to grow after two years of COVID-19 Pandemic isolation. In 2021, Chief Commander Abbott had appointed an *ad hoc* Committee on Regionalization. This effort was continued by Chief Fraser as he expanded the mission of the *ad hoc* committee. After conducting several surveys, reviewing data for member retention, and researching multiple other factors, the *ad hoc* committee was renamed Committee for Reorganization. The committee recommended some major changes to the organization including eliminating districts. Strong opposition from some of the members led the committee to recommend to the BOD that the district issue be referred to the Planning Committee for further study.

The BOD tasked the Planning Committee with district simplification. The Planning Committee, in conjunction with the Committee on Rules, developed flexible district and squadron structures



to reduce the number of squadron dissolutions. The Committee on Rules codified the changes to Articles 6 and 7 of the *Bylaws of the United States Power Squadrons* which were approved at the Fall Governing Board in Raleigh on 17 September 2022. In October, the revised model bylaws for both districts and squadrons were published. In brief, the flexibility introduced into the bylaws enabled districts and squadrons to structure their bylaws and organizations corresponding to the number of resources available to perform the work that they wished to accomplish, while still ensuring that every member who wanted a job was accommodated.

The calendar year of 2023 saw the completion of many improvement and support projects. In February, electronic voting was launched at the Annual meeting in Orlando. This new system enabled all voting members to cast their vote whether they attended the meeting in-person or viewed the proceedings via live-stream.

With continued funding from the U.S. Coast Guard, America's Boating Channel launched a live-stream network incorporating boating safety and education and maritime-related programming from multiple platforms in April 2024 at the International Boating & Water Safety Summit in Little Rock, Arkansas. The initial availability was through Roku and Apple streaming services, reaching not only members, but the larger viewing public and presenting many opportunities to expand brand recognition and partnerships in the future.

The *ad hoc* Committee for Reorganization presented its final recommendations to the BOD and disbanded in June of 2023. Also in June, the Educational Department released their strategic plan to improve the type and quality of materials while streamlining the development cycle. Substantial progress was made prior to the year's end as the department continued to update existing and introduce new educational materials to meet the needs of the membership and the public.

At the Kansas City Governing Board, the Heritage and Documents committee unveiled the Document Library, a new database to maintain an index with access to the excellent documentation - past and present - created throughout the organization.

A new, commercial information management system was approved for Headquarters, iMIS Association and Member Management Software. Implementation was continuing in the final months of 2023 with the launch expected to begin in early 2024.

The efforts of the United States Power Squadrons, America's Boating Club continue, with all national committees working with the Board of Directors to streamline and strengthen the organization as it moves into a new and more challenging era. The challenge of meeting the needs of the membership while growing the organization itself, as with all civic organizations, is a learning experience that must evolve in a changing society. As the organization seeks to become more accessible to the public, the primary focus continues to remain on its membership. After all, the members have always been, and continue to be, the backbone of the organization.

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# Chapter 3

## National Organization

### February 2024

3.1	Official Name and Trade Name .....	3
3.2	Governance.....	3
3.3	Non-Profit Corporation.....	3
3.4	Legal Observances. ....	3
3.5	Power Squadron Objectives .....	3
3.6	Definitions.....	4
3.6.1	Officer Classifications.....	4
3.6.2	Officer Types .....	4
3.6.3	Flag Office .....	4
3.6.4	Bridge Officer .....	4
3.6.5	Committee Staff.....	4
3.6.6	Educational Officers.....	5
3.7	National Organization.....	5
3.7.1	National Bridge .....	5
3.7.2	Governing Board .....	5
3.7.3	Board of Directors.....	7
3.8	General and Standing Committees.....	7
3.8.1	General Committees.....	7
3.8.2	Committee on Nominations .....	8
3.8.3	Committee on Rules .....	9
3.8.4	Standing Committees.....	9
3.8.5	Finance Committee.....	10
3.8.6	Law Committee.....	11
3.8.7	Planning Committee .....	11
3.9	Departments.....	11
3.9.1	Departmental Committees .....	11
3.9.2	Departments.....	11
3.10	Chief Commander .....	12
3.10.1	The Chief Commander .....	12
3.10.2	Appointed Officers and Positions .....	12
3.10.2.1	National Flag Lieutenant.....	12
3.10.2.2	Aides .....	12
3.10.2.3	Chaplains.....	13
3.10.2.4	Area Monitors.....	13
3.11	National Executive Officer (NXO) .....	13
3.11.1	The National Executive Officer .....	13
3.11.2	Cooperative Charting Committee.....	13
3.11.3	Environmental Committee .....	14

3.11.4	Marketing Committee .....	14
3.11.5	Public Affairs Committee .....	15
3.11.6	Safety Committee .....	15
3.12	National Educational Officer (NEO) .....	16
3.12.1	The National Educational Officer .....	16
3.12.2	Basic Public Education Committee .....	17
3.12.3	Boat Handling Committee .....	17
3.12.4	Boat Operator Certification On-the-Water Training Committee .....	17
3.12.5	Boat Systems Committee .....	18
3.12.6	Educational Outreach Committee .....	19
3.12.7	Instructor Development Committee .....	19
3.12.8	Marine Environment Committee .....	19
3.12.9	Navigation Committee .....	20
3.12.10	Publishing Committee .....	20
3.12.11	Educational Leadership Team .....	21
3.12.12	Educational Department Manual .....	21
3.12.13	Educational Department Notices .....	22
3.13	National Administrative Officer (NAO) .....	22
3.13.1	The National Administrative Officer .....	22
3.13.2	Membership Committee .....	22
3.13.3	National Meetings Committee .....	24
3.13.4	Squadron Support and Development Committee .....	24
3.14	National Secretary (NSecy) .....	25
3.14.1	The National Secretary .....	25
3.14.2	Communications Committee .....	26
3.14.3	Heritage and Documents Committee .....	27
3.14.4	Information Technology Committee .....	29
3.14.5	Member Services Committee .....	29
3.14.6	Ship's Store Committee .....	30
3.15	National Treasurer .....	30
3.15.1	The National Treasurer .....	30
3.15.2	Budget Committee .....	30
3.15.3	Insurance Policies .....	31
3.15.4	Fidelity Bonding .....	31
3.15.5	Liability Insurance .....	31
3.15.6	National Insurance Coverage .....	32
3.15.7	Indemnification .....	33
3.15.8	Other Funds .....	33
3.16	Miscellaneous .....	34
3.16.1	Assistant Bridge Officers .....	34
3.16.2	Incapacity of National Line Officers .....	34
3.16.3	Corporate Seal .....	34
3.16.4	Dissolution of Assets .....	34

*A Chart of the National Organization appears at the end of this chapter.*



### 3.1 Official Name and Trade Name

The official and legal name of this organization is the United States Power Squadrons®. All contracts and official agreements must use the organization's legal name only. It is unnecessary to include a trade name in the bylaws of the organization.

America's Boating Club® is the trade name under which the organization presents itself to the public. Trade names are commonly referred to as DBAs (d/b/a - doing business as), AKAs (a/k/a - also known as), or fictitious names.

For information regarding the formatting of district and squadron official names and the approval requirements for trade names of same, refer to 4.1 and 5.1, respectively.

### 3.2 Governance

The United States Power Squadrons are composed of separate component squadrons operating as local units grouped into districts. The organization is governed by a governing board and is presided over by a chief commander and appropriate assisting officers.

### 3.3 Non-Profit Corporation

The organization is qualified and operated as a non-profit corporation under the laws of the state of North Carolina and pursuant to the requirements of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended.

### 3.4 Legal Observances

The national organization, its districts, squadrons, and members observe all federal, state and local human rights laws, regulations and ordinances applicable to any Power Squadrons activity, procedure or practice. At no level - national, district nor squadron - is any person refused membership, denied office, or prevented from participating in any activity because of any fact or circumstance which identifies that person as one of a protected class of individuals under the human rights laws, regulations or ordinances of any governmental jurisdiction where the person resides or in which national, the district or the squadron involved conducts business.

### 3.5 Power Squadron Objectives

The objectives of the United States Power Squadrons are:

- To selectively associate congenial persons of good character having a common love and appreciation of boating as a nationwide fraternity of boaters.
- To encourage and promote all forms of boating and to provide, through local squadrons and otherwise, a practical means to foster fraternal and social relationships among persons interested in boating.
- To encourage and promote a high amateur standard of skill in the handling and navigation of boats, power and sail; to encourage and promote the study of the science and art of navigation, seamanship and small boat handling; to develop and promote instructional programs for the benefit of members; and to stimulate members to increase their knowledge

of and skill in boating, through instruction, self-education, and participation in marine sports activities and competitions.

- To encourage its members to abide by recognized yachting traditions, customs, and etiquette.
- To render and encourage its members to render such altruistic, patriotic, or other civic service as it may from time to time determine or elect.

## **3.6 Definitions**

### **3.6.1 Officer Classifications**

There are three classifications of officers, namely, national, district, and squadron. The chief commander, the vice commanders, the chairmen (rear commanders), and assistant chairmen (staff commanders) of the general, standing, and departmental committees are national officers of United States Power Squadrons. The district commanders are national officers and, at the same time, they, together with officers elected by a district or appointed by a district commander thereof, are district officers. Likewise, squadron commanders are district officers and, at the same time, they, together with officers elected by a squadron or appointed by a squadron commander thereof, are squadron officers.

### **3.6.2 Officer Types**

There are two types of officers in the organization. Elected officers are those elected by the Governing Board, by the districts, or by the squadrons. Appointed officers are those appointed by the Governing Board and equivalent bodies in the districts and squadrons, or by authorized officers on the national, district, and squadron level, respectively.

### **3.6.3 Flag Office**

The term “flag office” means any office which, by virtue of the rank associated with it, entitles the officeholder to fly a specific rectangular flag. The chief commander, vice commanders, rear commanders, staff commanders, district and squadron commanders, lieutenant commanders, first lieutenants and lieutenants are all flag officers. [Refer to 12.17 - 12.20]

### **3.6.4 Bridge Officer**

The term “bridge officer” means the commander, executive officer, educational officer, administrative officer, secretary, or treasurer on the national, district or squadron level. Districts and squadrons may elect other supervising officers, usually because of combining the executive and administrative positions, are bridge officers.

### **3.6.5 Committee Staff**

Elected officers, elected committee chairmen, and committee members as well as all appointees are subject to the following general provisions:

- All elected officers, elected committee chairmen, elected committee members, and appointed officers are active members, at least 18 years of age, and in good standing.
- Except for members of committees with staggered terms or as otherwise provided in applicable bylaws, all officers, committee members, and appointees are elected or appointed annually; serve for one year or until their successors are elected or appointed, or if applicable, installed and begin their terms of office at the time at which they are elected or appointed, or if applicable, installed.

- Every appointee holds office at the pleasure of the appointing power, but not beyond the term of office of that person or body, except to complete an assignment with the approval of the Board of Directors or equivalent body at the district or squadron level.
- Except as otherwise provided in the bylaws, no member can be nominated for or hold more than one flag office at any single level of the organization simultaneously, except for a short lame duck period due to overlapping terms of office. More than one elective position, other than flag office, may be held if there does not appear to be a conflict of interest.

### 3.6.6 Educational Officers

District and squadron educational officers and assistant educational officers are elected by their respective units in the same manner as other district and squadron officers.

## 3.7 National Organization

### 3.7.1 National Bridge

The chief commander (C/C) is assisted by a national executive officer (NXO), a national educational officer (NEO), a national administrative officer (NAO), a national secretary (NSecy) and a national treasurer (NTreas); each of whom serves with the rank of vice commander (V/C). These officers and the C/C form the National Bridge.

The vice commanders are divided into two categories of operational roles. The NXO and NAO are line officers meaning that they exercise general command authority, are eligible for operational command positions, and are authorized to perform the duties of the C/C during a short-term absence. The NAO is also authorized to perform the duties of the NXO under the same circumstances. The NEO, NSecy and NTreas are staff officers, meaning that they support the line officers in the execution of their duties, but are not authorized to perform their duties during an absence. All vice commanders are formally addressed as commander.

### 3.7.2 Governing Board

The Governing Board (GB) serves the members (shareholders) of the United States Power Squadrons, America's Boating Club. The Governing Board is composed of three classes of members:

- Those who acquire membership by virtue of office held (members *ex officio*).
- Those who are elected as individuals.
- Members emeriti (members with fifty merit marks).

Members *ex officio* include the Chief Commander, vice commanders, rear commanders, district commanders, district educational officers, members of the general committees, squadron commanders, past chief commanders, and past vice commanders who have served a minimum of two full elected terms as such.

General members of the GB are elected at the rate of one such member for each 600 active members of the entire organization in good standing as of the first day of October. They are nominated by the Committee on Nominations, usually upon recommendations submitted by the district commanders.

No member is eligible for election to office at a GB unless nominated: 1) by the Committee on Nominations, or 2) by a petition signed by at least 10 active members from each of at least six squadrons, such squadrons being components of not fewer than three districts and filed with the NSecy not less than 15 days prior to the annual meeting at which such election is to take place. Below each signature on the

petition, the hand-lettered or typed name, address, certificate number and squadron affiliation of the signer must appear.

Each general member has a personal vote, entirely independent of his district commander or squadron commander. Each is deemed a representative of the general membership of the organization. Each has the responsibility to keep informed on issues and is expected to attend at least one GB meeting a year.

General members meet before each GB meeting to be familiarized with and discuss matters that will require their vote at the official session. They discuss and originate other matters affecting the organization.

At meetings of the GB, squadron delegates, authorized by the NSecy at the rate of one delegate for every 100 active squadron members (or fraction thereof) and selected by their squadron commanders, are accorded voting privileges.

The function of the Governing Board is:

- To make and amend bylaws and rules for its own governance.
- To enforce the authority given it under the *National Bylaws* and to take such action as may be required to advance the best interests of the national organization, its districts and its squadrons. Actions may include disciplinary action and/or the imposition of penalties for violation of United States Power Squadrons policy and the *National Bylaws*.
- To establish committees of the GB and of the departments and to provide for appointments to those bodies.
- To constitute and reconstitute the districts and to form districts into regional groups of squadrons.
- To elect national officers and to fill vacancies in any national position normally filled by election. Officers appointed by the Board of Directors to fill vacancies hold office until the next meeting of the GB where their appointments may either be approved or rejected.
- To admit persons to membership in the organization or to delegate the authority for such admission.
- To fix requirements for transfer of members and for resignation by members.
- To promulgate specifications for and to regulate the wearing of uniforms and insignia by members of the organization along with the flags and pennants to be used by such members or flown from vessels commanded by such members, and may delegate such authority when desirable.
- To publish *The Ensign*, the *Operations Manual* and other publications as it may order.
- To fix all national fees and dues and to modify the national budget.
- To rescind actions adopted by the BOD, provided that:
  - A petition to rescind has been signed by at least 50 members of the GB.
  - The petition is received by the NSecy at least 75 days before the GB meeting at which time the motion to reconsider is presented.
  - The rescission is prospective.
  - The motion to rescind is adopted by at least two-thirds of those voting.
- To select, at the annual meeting of the GB, an outside auditor licensed to practice public accountancy in the state of North Carolina.

### 3.7.3 Board of Directors

The Board of Directors (BOD) is comprised of the National Bridge and the most recent past chief commander willing and able to serve. Directors are elected by the GB at its annual meeting. The BOD:

- Regulates the management and policies of the national organization, its districts and its squadrons.
- Is vested with and has custody of all real and personal property and other assets of the United States Power Squadrons, America's Boating Club.
- Makes and executes contracts and makes expenditures provided the liability of the organization does not exceed reasonably anticipated, uncommitted funds.
- Adopts an annual budget, authorizes budget reductions, and transfers between budget accounts and approves supplemental appropriations of not more than \$20,000 after receiving a report from the Finance Committee.
- Controls the educational policies and practices of the United States Power Squadrons, America's Boating Club, as administered through the Educational Department and its officers, including the award of grades and other recognitions of proficiency.
- Revokes, withdraws, or suspends squadron charters.
- Conducts the business of the organization with the exception that the BOD cannot change the composition of the GB or the BOD or amend the *National Bylaws*.
- Makes temporary appointments to fill vacancies in national elected offices created since the last meeting of the GB. Such appointments are for a term that expires at the meeting of the GB next following the BOD meeting at which such appointments are made.
- Directs and oversees the operations of the national organization's headquarters.
- Schedules and holds regular and special meetings of the GB and/or BOD at such times and places as it may designate. The times and places selected for such meetings may provide for physical attendance, electronic participation to the maximum extent permitted by North Carolina law, or a combination of physical attendance and electronic participation.

Proceedings of the BOD are recorded by the NSecy. The minutes of each board meeting are submitted to all members of the GB no later than 45 days following such meeting. If a regular or special meeting of the GB occurs less than 45 days following a meeting of the BOD, the Chief Commander makes known to the members present at such GB meeting any matters of importance that have been voted upon at said meeting of the BOD unless the minutes of the meeting of the BOD are already in the hands of the GB members.

## 3.8 General and Standing Committees

The chairmen of the general and standing committees serve with the rank of rear commander (R/C). The assistant chairmen of these committees serve as staff commanders (Stf/C). Both ranks are formally addressed as commander.

### 3.8.1 General Committees

General committees of the national organization are elected by the GB. The GB elects the members and chairmen of the general committees; however, each general committee elects the assistant chairman from among their members. Past chief commanders may not serve as either chairman or assistant chairman.

General committees report not to the National Bridge, but directly to the GB. There are no ex officio members of general committees. However, general committees are required to send their reports to the NSecy, who, in turn, distributes the reports to the members of the GB in the Call to Meeting notices.

The chairmen and members of general committees are, ex officio, members of the GB.

### **3.8.2 Committee on Nominations**

The Committee on Nominations (ComNom) consists of seven members plus the most immediate past chief commander or the most recent past chief commander willing and able to serve. Committee members serve three-year terms with either two or three members elected annually as required to maintain elected membership at seven.

ComNom is responsible for selecting the slate of nominees presented to the GB for election - one of the most important tasks in the organization. The positions to be filled include the GB members, bridge officers, assistant bridge officers, committee chairmen and assistant chairmen, and members of the general and standing committees.

All deliberations of the ComNom are held in the strictest confidence. The decisions that the committee makes influence the functioning, conduct, and accomplishments of the national organization for the next three to five years or more. Nominees are chosen by the committee in the absence of personal bias, favoritism, patronage, prejudice, or political motivation. The resultant slate of nominees reflects those whom the committee believes to be in the best interest of the United States Power Squadrons, America's Boating Club

Recommendations for general members of the GB are requested from the district commanders. Vice commanders (V/Cs), as well as the existing chairmen, are solicited for their recommendations for the committee chairmen and assistant chairmen for the departmental committees.

The specific duties of the ComNom are:

- To select nominees for election by the GB at its annual meeting and unless otherwise directed by the GB, to submit to the NSecy, no later than 75 days before date of said meeting, its written report of nominees for election at that meeting.
- To submit to the NSecy, not less than 45 days before any fall or special meetings of the GB, its written report of nominees, if any, to be elected by the GB at said meeting to fill any vacancy in any elective national office or on the GB.
- To nominate and present replacement nominations to the next meeting of the GB for election in the event that vacancies occur from a nominee dying or refusing nomination, or a current office holder resigning or becoming incapable of serving in office.
- To request, from each V/C, recommendations for nominees of chairmen and assistant chairmen of committees within the V/C's department. The committee may reject any such recommendations for good cause and within 15 days request new recommendations from the V/C. If no mutually acceptable candidates have been selected after three such recommendations by the V/C, or if the V/C fails to submit such recommendations when requested, the committee makes its own selection without approval of the V/C.

No member of the ComNom is eligible for election to any national elective office while serving on the committee and for one year thereafter with the following exceptions: 1) any member of the committee whose term is expiring may be nominated as a general member of the GB; 2) any member of the committee may be nominated by the committee for the office of chairman of the committee; and 3) the chairman may be nominated to two consecutive terms in that office.

No member of the committee may serve more than three years on the committee except that a member, elected to fill an unexpired term of less than one year, may be elected for one additional three-year term. A



member elected as chairman does not lose membership on the committee solely by expiration of a term as chairman. Committee membership terminates only by death, resignation, disqualification, or by expiration of an elected committee term.

ComNom welcomes information and suggestions from any member of the organization as to names of members who are particularly qualified in personal backgrounds, skills, and knowledge of United States Power Squadrons, America's Boating Club, with leadership ability to serve at the national level, either as an elected officer or as a member of a committee. ComNom is greatly assisted in its job of evaluating prospective candidates and in placing them to best advantage, if their resumes are furnished to the committee. For this reason, ComNom hosts, on their web page on the national website, the Skills and Interests Resume Service (SIRS) database. This database facility provides all members of the United States Power Squadrons, America's Boating Club, the opportunity to enter their organizational resume, list their specific skills, and indicate the committees (at all levels) upon which they would like to serve. The SIRS database is used extensively by national committees and is also accessible to district and squadron commanders. Member resumes should be updated every two years.

### 3.8.3 Committee on Rules

The Committee on Rules (ComRules) consists of seven members. Committee members serve three-year terms with either two or three members elected annually as required to maintain elected membership at seven.

The duties of the Committee on Rules are:

- To interpret and make rulings on the organization's bylaws and internal procedural matters. This responsibility includes the chairman, or his appointed delegate, serving as parliamentarian for all national meetings, ensuring that all actions taken are consistent with the *National Bylaws*.
- To receive, consider, and formulate all proposed amendments to the National Bylaws and report its recommendations to any meeting of the organization and to any meeting of the GB, provided such recommended amendments have been published in full in the Call to Meeting at which action is to be taken. All proposed amendments to the *National Bylaws* are properly referred to this committee.
- To pass upon proposed bylaws of districts and squadrons and amendments. All proposed amendments to district and squadron bylaws are properly referred to this committee. It has authority to approve or disapprove amendments to district and squadron bylaws. The committee maintains current “model” bylaws for districts, squadrons, and provisional squadron.
- To pass upon applications for squadron charters and report at the next regular meeting of the GB on all such action taken.
- To pass upon the credentials of all delegates and all alternate voters, as appropriate, at any meeting of the GB.

### 3.8.4 Standing Committees

Members of standing committees, other than their chairmen and assistants, are appointed by the GB on recommendation of the chair and approval by the Chief Commander. The list of proposed appointees is presented to the GB by the ComNom. Standing committees report to the BOD. These committees are responsible for debating issues in their area of expertise. Important contributors to the BOD and the GB,

standing committees perform extensive research and provide in-depth perspectives to issues that are under consideration.

The chairmen of standing committees are members, *ex officio*, of the GB; assistants and members of standing committees are not.

### 3.8.5 Finance Committee

The Finance Committee (FinCom) is composed of five members, including its chairman and assistant chairman. Before the end of each fiscal year, this committee reviews the proposed budget for the ensuing fiscal year as prepared by the budget director. After determining that the necessary funds can be made available to finance the budget as presented, FinCom submits the budget to the BOD for consideration before the fall meeting of the GB, or if there is only one meeting of the GB for the fiscal year, then to that meeting which is last scheduled prior to the fiscal year for which the budget is to be presented.

In the event FinCom cannot foresee the required funds, then it rejects the budget as presented and returns it to the Assistant Treasurer/Budget Director, together with an estimated amount which FinCom feels can be realistically financed. The Treasurer's Department will then work to revise the proposed budget and resubmits the amended budget to FinCom.

The budget, when adopted by the BOD, is final, except as special supplementary appropriations may be approved subject to the following procedure: All special requests for subsequent appropriations must be submitted to FinCom, in writing whenever possible, and with full reasons in support of the request. FinCom promptly reports its recommendations to the BOD.

The duties of the Finance Committee are:

- To make a study of the annual dues and fees and to project the future revenue predicted for the near future. The resultant report is delivered to the fall meeting of the GB, or if there is only one meeting of the GB for the fiscal year, then to that meeting which is last scheduled prior to the fiscal year for which the budget is to be presented.
- To draft a fiscal policy for consideration and adoption by the BOD. This policy defines a measure of the financial health of the United States Power Squadrons, America's Boating Club, identifying conditions warranting remedial action and required responses.
- To propose to the GB, at its annual meeting, an outside auditor licensed to practice in North Carolina.

FinCom also serves as the Investment Committee to the United States Power Squadrons Endowment Fund, Inc., proposing the investment policy for the trustees to adopt and monitoring the funds on behalf of the trustees.

FinCom also serves as the Investment Committee to the United States Power Squadrons Endowment Fund, Inc., proposing the investment policy for the trustees to adopt and monitoring the funds on behalf of the trustees.

There are two individual but coordinated functions of financial control operating on clearly defined lines of authority: 1) FinCom provides planning and investment advice and supervision; and 2) the Treasurer's Department, through the Budget Committee, provides budgeting, administration and control of expenditures. No member should serve on more than one of these committees at the same time.



### 3.8.6 Law Committee

The Law Committee (LawCom) is composed of not more than ten members. The chairman and assistant chairman are referred to as the National Law Officer and the Assistant National Law Officer.

The Law Committee provides legal advice and services to the BOD, GB, departments, and committees. The National Law Officer serves as legal counsel to the GB as well as to the organization. Oversight of policies and procedures and review of squadron and district legal matters are also the auspices of this committee.

Members of the LawCom do not render advice relating to specific legal issues. Due to the rapidly changing nature of the law, local counsel should always be consulted on specific matters prior to acting.

### 3.8.7 Planning Committee

The Planning Committee (PlanCom) is composed of five to 11 members, including its chairman and assistant chairman. Members of the committee usually include a past chief, vice, rear and district commanders. The immediate P/C/C serves as liaison between PlanCom and the BOD.

The Planning Committee makes recommendations in response to queries referred to it by the BOD or by the GB and makes recommendations on its own initiative of proposed changes of any kind for the betterment of United States Power Squadrons, America's Boating Club. Resolutions from district conferences that represent possible changes in policy or procedure are generally referred to PlanCom for study and report.

Reports and recommendations of PlanCom are made to the GB or the BOD for appropriate action. Districts and squadrons are made aware of these reports and recommendations through the minutes of the GB and BOD meetings or by special notice, so that wide circulation can be given to the membership on policy recommendations, with reasons for or against the proposals. This action enables the membership to study, with all facts available, the subject under consideration.

## 3.9 Departments

### 3.9.1 Departmental Committees

The GB may establish specific departmental committees as necessary to carry out the responsibilities assigned to the various departments. For each committee established, the GB elects a committee chairman to serve with the rank of rear commander (R/C) and one or more assistant chairmen, as determined by the BOD, each to serve with the rank of staff commander (Stf/C). These officers are formally addressed as commander.

### 3.9.2 Departments

The work of the United States Power Squadron, America's Boating Club, is performed under the Chief Commander by an Executive Department, an Educational Department, an Administrative Department, a Secretary's Department, and a Treasurer's Department.

The authority of each national department descends from the V/C (vice commander) in charge to the officers and committees of that department. The V/Cs have general supervision of their departments as directed by the Chief Commander or the BOD. The V/Cs are, *ex officio*, members of all committees of their respective departments.

Each V/C makes a departmental report at national meetings and at such other times as the Chief Commander or the GB may order and performs such other duties as are required or which may be assigned by the GB or the Chief Commander. The Treasurer's reports include statements of receipts, disbursements, and the financial condition of the United States Power Squadrons, America's Boating Club.

## 3.10 Chief Commander

### 3.10.1 The Chief Commander

The Chief Commander is the ranking officer of the United States Power Squadron, America's Boating Club. At boating events, the Chief has command of the fleet. The Chief chairs the BOD and performs such duties as may be assigned by that body.

The Chief also:

- Presides at all national meetings and is, *ex officio*, a member of all departments and committees with the notable exception of the general committees ComNom and ComRules.
- Appoints representatives to other, non-national events and meetings.
- Appoints liaisons to mission partners.
- Awards annual merit marks to those active members who, during the current year, have made substantial contributions of personal effort benefiting or promoting the United States Power Squadrons, America's Boating Club.

### 3.10.2 Appointed Officers and Positions

The Chief Commander appoints and assigns duties to such aides as are deemed necessary. Reporting to the Chief Commander are the National Flag Lieutenant, one or more chaplains, the National Medical Officer who heads the First Aid Support Team (FAST) at national meetings, the National Photographer, the Area Monitors, and various Aides to the Chief Commander (Aide/CC).

#### 3.10.2.1 National Flag Lieutenant

The National Flag Lieutenant (N/F/Lt) is the Chief Commander's right hand and personal aide. He is formally addressed as Lieutenant. The duties of the N/F/Lt are:

- To maintain the Chief's calendar and keep aware of all commitments, deadlines, and scheduled functions for which the Chief is scheduled or wishes to attend.
- To maintain close communications with the Chief, keeping him appraised of progress, anticipating future needs and standing ready to answer additional tasks that the Chief may assign.
- To work closely with the aides and National Meetings Committee, ensuring that all honored guests are properly welcomed, escorted, and that their needs are met.
- To travel with or on behalf of the Chief on national business.

#### 3.10.2.2 Aides

Aides perform a multitude of special assignments as directed by their respective commanders, such as arranging for receptions and meetings, entertaining honored guests and visitors, coordinating inter-departmental functions, conducting surveys and collecting information, et cetera. The Chief Commander may assign aides to V/Cs to further coordinate inter-departmental relationships and to expedite internal operations.

### 3.10.2.3 Chaplains

The national chaplains are the spiritual advisors to the national organization. In addition to pronouncing the invocation and benediction at meetings, they conduct worship ceremonies in ecumenical liturgy for attending members. Chaplains also are called upon to counsel district and squadron chaplains who may wish suggestions as to ceremonies, prayers, and appropriate activities in their respective spheres. [Refer to 11.86]

### 3.10.2.4 Area Monitors

The area monitors review the merit mark submissions of squadrons and districts. When area monitors accept the recommendations, they forward the submitted entry on to the Chief for final consideration. When recommendations are rejected, the area monitors provide explanations and guidance, which allows the merit mark chair to provide additional information or clarification in a resubmission. [Refer to 16.14]

## 3.11 National Executive Officer (NXO)

### 3.11.1 The National Executive Officer

The National Executive Officer (NXO) has direct supervision of all district commanders. The NXO should be kept informed of developments in the districts which have the potential to impact the national organization. Also, the NXO should be consulted by district commanders on all important administrative problems, particularly those which involve relations with other districts or with outside agencies. The NXO is responsible for taking appropriate steps to ensure that periodic conferences are held in the districts and for advising district commanders on questions of national interest which should appear on the agenda of such conferences.

The NXO receives resolutions from district conferences, properly submitted in accordance with the National Bylaws, as motions duly made and seconded. Such motions are referred to a department, committee, or officer at the national level of the organization for study and report at the GB Meeting held not less than sixty days from the date of receipt by the NXO. If said resolution does not conflict or affect the National Bylaws, the BOD may implement said change until the next GB Meeting.

The National Executive Department and its committees are responsible for providing the public services of the United States Power Squadrons, America's Boating Club.

### 3.11.2 Cooperative Charting Committee

The Cooperative Charting Committee (CoChCom) is charged with the responsibility of organizing and guiding the public service participation of the United States Power Squadrons, America's Boating Club, in the Cooperative Charting Program. The intent of this program is to provide data obtained by trained volunteer observers in the areas of nautical surveys and geodetic recoveries. The cooperative charting year of the organization begins on 1 January and ends on 31 December.

The **Nautical Program** consists of making physical surveys of aids to navigation (ATONs) and bridges. Discrepancies are reported to the appropriate authority. If no discrepancies are found, this information (verification) is reported to the committee along with acknowledgment from the authority of any discrepancies for review and award of credits. In addition, surveys of the facilities provided by public marinas are conducted and reported to the committee. After review and award of credits, this information is passed on to Cruisers Net ([www.cruisersnet.net](http://www.cruisersnet.net)) to be incorporated in their online marina facility database. Another part of the nautical program is conducting physical surveys of the Mississippi River watershed and comparison of its features with the U.S. Army Corps of Engineers (USACE) charts. This

information is reported to the committee as well as to the Corps. The committee reviews the work and awards credits.

The **Geodetic Program** consists of physically locating geodetic survey marks and reporting their recovery and condition to the committee. After review and award of credits, this information is forwarded to NOAA's National Geodetic Survey Division (NGSD) who maintains the database of all such marks in the United States and US territories. Detailed information on these programs can be found on the Cooperative Charting Committee pages of the United States Power Squadrons' website.

The Cooperative Charting Committee sponsors several awards intended to stimulate interest in the United States Power Squadrons' program of cooperative charting: both geodetic marker recovery and nautical survey work. A summary of the awards is contained in Appendix C [Refer to page C-4]. Detailed information is on the Cooperative Charting Committee's web pages.

### 3.11.3 Environmental Committee

The Environmental Committee (EnvCom) works in concert with the Educational Department to ensure that adequate, current information, based on good science, is included in all the organization's educational materials. The combined effort of these two entities includes the creation of new material addressing environmental concerns in the recreational boating environment.

The Environmental Committee also distributes informational updates on current issues and initiatives, including funding opportunities, through the organization's publications, mailing lists, local/district/national event displays, and the website. Resource information for educational material provided by other environmental outreach programs is also provided.

For those squadrons who have successful stewardship programs and participate in local environmental initiatives, the Environmental Committee has the responsibility of informally documenting these programs and publicizing them throughout the United States Power Squadrons, America's Boating Club. This internal promotion serves several purposes: individual squadrons are recognized for their accomplishments; squadrons not active in environmental issues can build on efforts and ideas; and opportunities are provided for multi-squadron partnering efforts.

The Environmental Committee also works to provide nationally coordinated environmental initiatives for squadrons to utilize and establishes partnerships with appropriate government agencies, boating groups, and environmental organizations. By publicizing the environmental efforts of America's Boating Club, United States Power Squadrons, the Environmental Committee facilitates membership and marketing campaigns, funding opportunities and additional partnering opportunities.

### 3.11.4 Marketing Committee

The Marketing Committee (MarCom) works in tandem with the HQ Marketing Director to help the United States Power Squadrons, America's Boating Club, promote the organization, the squadrons, and their programs to the public. The committee's role is to create and recommend to the BOD effective strategies, techniques, tools, and branding policies for all marketing and promotional activities throughout the organization. The committee provides squadrons with written guidance and tools to promote their activities, educational offerings, and the recruitment of members. From time to time, MarCom may be required to request and manage grant funds from the BOD, the USPS Educational Fund, and the United States Coast Guard (USCG). MarCom also works with outside vendors to conduct national marketing campaigns.

### 3.11.5 Public Affairs Committee

The Public Affairs Committee (PACom) is a conglomeration of the Public Relations, Government and Partner Relations, and the Program Partner Relations Committees. Partner relations are an integral part of the committee's missions and essential to boating education at both the national and local levels. The communication of the events, activities, functions, and programs, to and between the membership, partners, and the public, is critical to the mission of the United States Power Squadrons, America's Boating Club.

The mission and goal of the Public Affairs Committee is to serve as the advocate of the United States Power Squadrons, America's Boating Club, to the public, recognized partners, the government, and other agencies. The committee provides communication and interactions regarding the organization's endeavors and those of the recognized partners. The Public Affairs Committee also provides communication and guidance to the district and squadron levels of the organization. The Public Affairs Committee channels their operations into four areas of effort:

- External Communications and Outreach provides general communication and boating related information to the public along with approved policies and public positions as to recreational boating issues.
- Partner Relations and Memoranda of Understanding (MOUs) maintain and coordinate specific relationships and communication with the organization's partners.
- Internal Communications and Squadron/District Assistance creates and maintains communication with districts, squadrons, and the membership to provide information and suggestions on the creation and maintenance of partnerships at local level and of recreational boating issues.
- Committee Administration facilitates the committee communications, secretarial functions, record maintenance, website, and other administrative duties.

Information regarding the awards administered or sponsored by the Public Affairs Committee is summarized in Appendix C [Refer to page C-6]. Detailed information is on the web pages of the Public Affairs Committee and in the *Public Relation Officer's Log - PROLOG*.

### 3.11.6 Safety Committee

The Safety Committee strives to minimize the loss of life, personal injury, property damage and environmental impact while maximizing the safe use and enjoyment of U.S. waterways by recreational boaters. The safety process is one of “prevention through education, outreach, and volunteer compliance” helping recreational boaters to gain a respect for the boating environment. The Safety Committee pursues their mission aggressively through the Vessels Safety Check (VSC) program and cooperation with government and industry partners in promoting safety related initiatives. Committee awards recognizing contributions to boating and personal safety and VSC performance are presented at the Annual Meeting.

The Safety Program is led by the National Safety Committee (NSC), which is composed of a chairman, assistant chairmen, First Aid Support Team (FAST) leader, regional chairmen, and several other members appointed by the committee. FAST is a team of medically trained members who volunteer to assist, support, and refer members or attendees who become injured or ill during meetings of the national organization and/or appropriate local safety personnel. The responsibilities of the NSC are:

- To establish policies and procedures for the administration of the organization's Safety and Vessel Safety Check Programs.

- To attend all national meetings, if possible, but to at least attend the Annual Meeting.
- To maintain communications with the Safety Committee Chair, members of other national committees, and district Safety Committee Chairs.
- To assist district Chairs in preparing and presenting seminars at district conferences.
- To suggest topics for *The Ensign* articles and to assist in the writing.
- To promote First Aid and CPR training for the members through outside resources.
- To promote formation of FAST programs at the district and squadron levels.

Area Representatives are responsible for communication and coordination with the districts and squadrons for safety related subjects including but not restricted to: Vessel Safety Check, Safe Boating Week, Visitation Program, interagency cooperation with USCG Auxiliary, US Coast Guard, and other marine enforcement agencies; safety bulletins; and candidates for the national Lifesaving Award.

Information regarding the awards administered or sponsored by the Safety Committee is summarized in Appendix C [Refer to page C-7]. Specifics of the individual awards are detailed on the web pages of the Safety Committee.

## 3.12 National Educational Officer (NEO)

### 3.12.1 The National Educational Officer

The National Educational Officer (NEO) has the responsibility of formulating and prescribing policy, rules, standards, and practices for all instruction, examinations, and reporting thereof, conducted by the Educational Department (Ed Dept), subject to the approval of the BOD. The NEO directs the activities of the National Educational Department, including preparation of course material and examinations and administration of the educational program of the United States Power Squadrons, America's Boating Club.

The NEO has the responsibility of formulating and prescribing policy, rules, standards and practices for all instruction, examinations and reporting thereof, conducted by the Educational Department, subject to the approval of the Board of Directors. The NEO directs the activities of the National Educational Department, including preparation of course material and examinations and administration of the educational program of the United States Power Squadrons, America's Boating Club.

The National Educational Department is responsible for the development of educational products and services that help the organization and its local squadrons/clubs to promote recreational boating skills and boating safety through education and hands-on training. This responsibility is met by:

- Providing members and the public with courses and seminars that improve their boating skills and teach new technology-driven subjects as well as the older seafaring subjects.
- Improving the quality of classroom and on-the-water instruction.
- Upgrading and improving the quality and depth of content in the courses and seminars for classroom, on-the-water, hands-on activities, and online instruction.
- Coordinating opportunities for marketing, sales, and delivery of educational products.
- Presenting the Charles F. Chapman Award for Excellence in Teaching at the Annual Meeting of the Governing Board. [Refer to the Awards page of the Educational Department web pages].

The National Educational Department consists of the NEO, three assistant national educational officers (ANEOS), the national educational committees, and all district and squadron educational officers. In addition, the NEO may appoint various teams and committees chartered to further the educational



programs of the department. The national educational officer is, *ex officio*, a member of the national educational department, all its committees, and assigned grant-driven programs.

### 3.12.2 Basic Public Education Committee

The Basic Public Education Committee (BPECom) is responsible for the development and implementation of the organization's public education program through the *America's Boating Course*. The committee is also charged with the maintenance and updating of the seminars *How to Use a Chart*, *Introduction to Navigation*, *Trailer Your Boat*, and other courses, seminars, materials, and programs as may be subsequently assigned to it. This committee has squadron counterparts under the Local Board of Boating Education.

### 3.12.3 Boat Handling Committee

The Boat Handling Committee (BHCom) is responsible for development and administration of the *Boat Handling* (formerly *Seamanship*) and *Sail* courses in addition to the seminars:

- *Advanced Powerboat Handling*;
- *Anchoring with Assurance*;
- *Boating with Confidence*;
- *Confidence in Docking and Undocking*;
- *Crew at the Helm*;
- *Emergencies on Board*;
- *Hurricane Preparation for Boaters*;
- *Knots and Line Handling*;
- *Man Overboard*; and
- *Rules of the Road*.

The committee is also responsible for the learning guides *Introduction to Sailing* and *Knots, Bends and Hitches for Mariners*.

### 3.12.4 Boat Operator Certification On-the-Water Training Committee

The BOC-OTWTrCom is responsible for the organization's on-the-water training and certification programs. This includes the Boat Operator Certification (BOC) program, Hands on Training, the Jump Start program, and the On-the-Water Teaching Aid Guides. Related developments funded by grants from external organizations such as the U.S. Coast Guard also are the responsibility of the BOC-OTWTrCom.

The Jump Start Program provides the framework for a squadron member to provide one-on-one training to a member or non-member student on the student's boat. The training is customized to fit the needs of the individual student. The goal is to help new boat owners to develop essential skills for safe operation of their boats and to break through any barriers that may limit their boating enjoyment. The target time for the training is set at two hours. This provides a reasonable amount of time to teach several skills. It also sets reasonable expectations for the student.

On-the-Water (OTW) training provides hands-on skill development for new boaters. It also provides a practical extension to classroom instruction. OTW session teaching aid guides are included in the instructor's kit of the following courses:

- *America's Boating Course*;

- *Boat Handling;*
- *Navigation;*
- *Sail; and*
- *Man Overboard*

The Boat Operator Certification (BOC) program provides credentials that certify the boating skills and educational achievements of members. Certifications can be earned for four levels of boating proficiency: Inland Navigator, Coastal Navigator, Advanced Coastal Navigator, and Offshore Navigator.

Detailed program documentation - including descriptions, requirements, and forms - is contained on the web pages of the Boat Operator Certification - On-the-Water Training Committee.

### **3.12.5 Boat Systems Committee**

The Boat Systems Committee (BSCoM) is responsible for the development and administration of the organization's electromechanical courses and seminars. The specific courses supported by the Boat Systems Committee are:

- *Electronic Navigation;*
- *Engine Maintenance;*
- *Marine Communication Systems;*
- *Marine Electrical Systems; and*
- *Radar for Boaters.*

The Boat Systems Committee is also responsible for the seminars:

- *AIS Electronics for Boaters;*
- *Fuel and Boating;*
- *Marine Radar;*
- *Propane Systems on Your Boat;*
- *Using GPS; and*
- *Using VHF and VHF/DSC Marine Radio.*

### 3.12.6 Educational Outreach Committee

The Educational Outreach Committee (EOCom) interacts with universities, community colleges, and other learning centers associated with recreational boating. It also plays a very important part in helping the organization to expand its online course and seminar offerings. The committee administers the Learning Management System (LMS) and the library of material that is available in the virtual classroom. In addition, EOCom works with the national Marketing and Public Affairs Committees in promoting courses and seminars with marine dealers, boat manufacturers, the public, and other interested parties.

### 3.12.7 Instructor Development Committee

The primary responsibility of the Instructor Development Committee (IDCom) is to ensure that qualified instructors are conducting classes. Unlike other United States Power Squadrons courses, the Instructor Development program is not designed to enhance boating skills. Rather, its emphasis is on enhancing presentation techniques and instructor skills. The Instructor Development course has been designed to demonstrate interactive teaching methods focused on adult learning. Students are required to prepare lesson plans and give three presentations to their peers utilizing a variety of teaching aids and presentation skills.

The IDCom also administers the Charles F. Chapman Award for Excellence in Teaching and the Teaching Aids competitions. Detailed information for these competitions is on the Instructor Development Committee's web pages.

### 3.12.8 Marine Environment Committee

The Marine Environment Committee (MEnvCom) is responsible for developing and administering the Cruising and Cruise Planning and Weather courses in addition to related seminars and guides. The cruising category consists of:

- *Boating on Rivers, Locks and Lakes* seminar;
- *Crossing Borders* seminar;
- *Cruising and Cruise Planning* course; and
- *Living Aboard while Cruising* recorded webinar.

The weather topics and offerings are:

- *Basic Weather and Forecasting* seminar;
- *GRIDS and GRIBS - Computer Weather Forecasting and Navigation* seminar;
- *Marine Weather Forecasting* seminar;
- *Marine Weather Forecasting webinar* (recorded);
- *Ocean Currents and Computer Navigation webinar* (recorded);
- *Ocean Waves webinar* (recorded);

- *Thunderstorm/Severe Weather Forecasting webinar* (recorded);
- *Weather course*; and
- *Weather for Boaters* short course.

### 3.12.9 Navigation Committee

The Navigation Committee (NavCom) is responsible for the development and administration of the organization's courses in navigation, getting from here to there on the water safely. The committee applies the three principles - Planning, Navigating, and Checking - in the instructional materials of its four courses: *Marine Navigation*, *Advanced Marine Navigation*, *Offshore Navigation*, and *Celestial Navigation*. Each course blends traditional navigation techniques with contemporary electronic methods. The hand-grading of the examinations for all four courses is the responsibility of the Navigation Committee. Additionally, NavCom is also responsible for the grading of the Celestial Navigation Sight Folders. Related seminars and learning guides are also the responsibility of this committee.

*Marine Navigation* (formerly *Piloting*) is the first course in the sequence of navigation courses and covers the basics of coastal and inland navigation. This course focuses on navigation as it is done on recreational boats today and embraces GPS as a primary navigation tool while covering enough of the traditional techniques so students will be able to find their way even in the event of GPS failure.

*Advanced Marine Navigation* (formerly *Advanced Piloting*) is the second in the sequence of navigation courses. This course builds on coastal and inland navigation skills while introducing more challenging conditions such as unfamiliar waters, limited visibility, and extended cruises. GPS is embraced as a primary navigation tool while adding radar, chart plotters, multi-function displays, and other electronic navigation tools.

*Offshore Navigation* (formerly *Junior Navigation*) is the first in a two-part program of study in offshore navigation. Continuing to build on the skills from the previous courses, the offshore environment is introduced including the effect of ocean currents, wind, and sea state on a vessel's performance over the longer passages. Subject matter includes precise time determination, *Nautical Almanac* use, sextant sights of the sun, establishing lines of position by sight reduction, special charts and plotting sheets, and offshore navigational routines.

*Celestial Navigation* (formerly *Navigation*) is the second part of offshore navigation and the last of the navigation courses. This course focuses on celestial positioning using celestial bodies other than the sun, sight planning, additional sight reduction methods, and electronic tools (software) that can be used to plan and execute an offshore voyage.

The Navigation Committee is also responsible for the seminars *Mariner's Compass* and *Tides and Currents* in addition to the learning guides:

- *Introduction to Navigational Astronomy*;
- *Mariner's Compass Guide*;
- *Plotting and Labeling Standards*;
- *Predicted Log Guide*; and
- *Sight Reduction Methods*.

### 3.12.10 Publishing Committee

The Publishing Committee (PubCom) is responsible for reviewing, formatting, and publishing the organization's educational materials, including texts and materials for courses, seminars, and guides under the responsibility of the Educational Department. Expanded responsibilities include operations supporting

curriculum development, preparation and publishing curriculum materials in physical and eBook formats, and assigned Educational Department administrative tasks that support the success of the educational programs of the United States Power Squadrons, America's Boating Club

PubCom works with project teams in the development of student assessment materials, maintains ExamGen's database of questions, and provides support to ExamGen's grading operation by HQ staff.

***NOTE: ExamGen is the software system designed by the CDCCCom (Curriculum Development and Coordination Committee, a predecessor of the Publishing Committee) to reference a database of course-specific questions, to randomly select examination questions for each student, and to produce unique examinations per student. For the machine-grading of multiple-choice examinations, ExamGen's function is to retrieve the answers from the database, to grade the examination, and to provide a critique of incorrect answers to forward to the student. [Refer to EDM-III].***

The Publishing Committee's other responsibilities are:

- To maintain the online glossary (Site Index webpage and EdDept side-menu).
- To provide printer-ready files to printers and to approve printer proofs for publication.
- To maintain the archive of source files and publication-ready files for all active curriculum.
- To manage the Course Catalog (Manage Classes/Order Materials side-menu selection).
- To produce the Currents newsletter for each meeting of the Governing Board (located under the Newsletters of the EdDept's Information Center side-menu selection).
- To distribute the monthly Boating Course Completion statistics.

### 3.12.11 Educational Leadership Team

The Educational Leadership Team is an ad hoc advisory committee chaired by the NEO and comprised of the ANEOs, the aide to the NEO, and the NEO's advisors. It meets weekly or at the call of the NEO to discuss issues and to develop responses related to timely action of Educational Department (EdDept) policy and procedures, proposed new courses, and other matters as may subsequently be assigned to it by the NEO or BOD.

The team is responsible for directing the processes necessary to execute the educational mission of the United States Power Squadrons, America's Boating Club. To accomplish this task, the decisions and directions of the Educational Leadership Team are communicated to all members of the Educational Departments at all three levels of the organization.

### 3.12.12 Educational Department Manual

Educational Department Manual (EDM) is a procedural guide developed and issued by the EdDept for educators throughout the organization. The three-part EDM details the educational responsibilities and activities of each level of the organization:

- Part I (EDM-I) details the squadron level.
- Part II (EDM-II) details the district level.
- Part III (EDM-III) details the national level.

All three parts of the EDM are available for download from the EdDept web pages under the Policies and Procedures tab of the EdDept Information Center menu.

***The Operations Manual makes no attempt to duplicate the purpose or the contents of the Educational Department Manual. All questions regarding the organization, responsibilities, and***

**activities of the Educational Departments at the squadron, district, and national levels of the United States Power Squadrons, America's Boating Club, that have been omitted in the *Operations Manual*, should be covered in the *Educational Department Manual*.**

### **3.12.13 Educational Department Notices**

The Educational Department Notices (EDNs) are issued to notify squadron, district, and national EdDept personnel and the BOD of changes in course material, policy, or procedures until revised pages of the Operations Manual or the Educational Department Manual are issued.

The most recent EDNs that are still relevant are available for viewing and download from the EdDept web pages under the Policies and Procedures tab of the EdDept Information Center menu.

## **3.13 National Administrative Officer (NAO)**

### **3.13.1 The National Administrative Officer**

The National Administrative Officer (NAO), in concert with his department chairmen, addresses the internal affairs of the organization.

### **3.13.2 Membership Committee**

The Membership Committee (MemCom), because its sole focus is on the welfare of the members within the organization, is one of the most important committees in the United States Power Squadrons, America's Boating Club. This committee serves as a clearinghouse of information and assistance for the general membership such as recruiting and retaining members, new member welcome and orientation, assistance for new membership chairmen of districts and squadrons/clubs, first time attendance at national meetings, member benefits and services, awards and contests, Boy Scouts/Sea Scouts, youth activities, and assistance for members to manage their records and to pay their dues. MemCom responsibilities include:

- To develop and introduce a structure for both gathering and disseminating to members insightful and useful feedback and information from National to districts and then to squadrons which may include the newest and best practices for recruiting and retaining members.
- To interpret and implement membership policies and procedures as set forth in *Model Bylaws for Squadrons* of the United States Power Squadrons and as prescribed by the GB.
- To encourage the squadrons to use the best practices of recruiting and retaining members.
- To support and encourage squadrons through a varied approach that promotes squadron membership growth through recruiting/-membership retention programs, community outreach programs, and youth activity programs.
- To plan and conduct membership programs at national meetings.
- To monitor and evaluate squadron and district membership programs and results and to issue improvement suggestions when required.
- To issue informative communications on a regular and timely basis, either through *The Ensign*, the electronic newsletter *The Compass*, the monthly *Member News* emails, committee web pages, or postings of messages and documents.
- To make available an up-to-date Membership Manual (located on the Heritage and Document Committee's Operations Manual Downloads webpage).
- To recommend to the BOD, through the NAO, changes in membership policies and procedures to make them more effective.
- To furnish a report to the NAO on a quarterly or as required basis.



The **Member Benefits Subcommittee** provides discounts and other useful benefits to members. The benefits are useful in attracting new members and in helping to retain existing members. Available benefits change frequently. Details of the benefits are located on the Member Benefits Subcommittee webpage.

Brochures are available from HQ (Headquarters) or may be downloaded from the Member Benefits website that can be handed to all students, passed out at all squadron and district events, and any boat show or seminar.

All members may use any of the benefits. The use of member benefits is optional; there is no requirement for any member to use any benefit.

The **Squadron Activities Subcommittee** is responsible for the planning and implementation of several programs which are applicable to all districts and squadrons. Each of these activities is intended to further encourage and enhance the boating activities of the membership.

- **The Cruise and Rendezvous (C&R) Division** exists to inspire members and their families to participate in the functions of both their own squadron and that of other squadrons and districts so that increased fellowship and boating pleasure will be achieved. The *Cruise and Rendezvous Planning Guide* is offered to assist members with event planning and execution. A C&R registration function publicizes events so that other members can find activities in the areas through which they are cruising or visiting. The C&R Division also provides an overview of educational cruises that some squadrons offer to public boating students.
- The **Port Captain Program** is designed to provide a nationwide network of members who are experienced and knowledgeable about their boating areas and who are willing to provide this information upon request to members. Port captains can provide information and guidance on subjects such as waterway hazards, anchorages, marinas, repair facilities, and other shore-side services. The *Port Captain Program's Directory* is maintained on the Squadron Activity Subcommittee webpage along with an FAQ addressing the qualifications and responsibilities of port captains. [Refer to Section 5.27]
- **The Amateur Radio Club** provides information regarding radio generalities, licensing, and the USPS Amateur Radio Club, an ARRL (American Radio Relay League) affiliated club [Refer to Section 5.44]. The **USPS-CPS Amateur Radio Directory** facilitates amateur radio activities between power squadron members. The goal is to encourage participation, increase members' proficiency, and assist in the transmission of emergency communications.
- **The Auxiliary Advisory Program** is responsible for the dissemination of information to auxiliaries of squadrons. The Auxiliary Advisory Program reviews bylaws locally prepared and submitted through a squadron commander. If a squadron is considering sponsoring an auxiliary, it should seek advice from the Squadron Activities Subcommittee. An auxiliary may become recognized by meeting certain standards as to objectives, titles of officers, insignia, *et cetera*. An auxiliary may not duplicate or otherwise conflict with titles, insignia, *et cetera* of the United States Power Squadrons. An auxiliary may adopt a burgee, approved by the squadron, which may be flown from the bow staff of power vessels so equipped and from the foremost masthead of sailing vessels, and masted power vessels without bow staff when under command of a member in good standing of that auxiliary. Any squadron which has a desire to have an auxiliary should submit all the information required in the *USPS Revised Policy Regarding Auxiliaries* [Refer to Appendix G, Section G.7]. When all the requirements have been met, the Squadron Activities Subcommittee will issue a letter of authority to the squadron to form the auxiliary.

- The **Squadron Emergency Response Assistance Team (SERAT) Program** is a structure through which a local squadron may provide a trained team of volunteers to render assistance to local fire departments, law enforcement, and other agencies in the event of a water-related emergency and other water-related non-emergency events such as the Tall Ships, boat races, and major swim events. The duties of the SERAT program are to provide a team of qualified and experienced boaters with knowledge of local waters who are willing to donate time and effort to assist in providing this important service. This may include water rescue, water search and rescue, water-related patrols, and help in securing an area in the event of an emergency. Other non-emergency duties may include providing safety patrols at water-related events and assisting other agencies with control of larger events.

Recognitions administered by the Membership Committee include the William D. Selden IV Member Involvement and Retention Award (MIRA), the Growth Award, and the Raymond Finley Sea Scout Service Award. Information regarding the awards administered or sponsored by Membership Committee is summarized in Appendix C [*Refer to page C-1*]. Specifics of the individual awards are detailed on the web pages of the Membership Committee.

### 3.13.3 National Meetings Committee

The National Meetings Committee (NMC) evaluates prospective locations and the hosting responsibilities for such meetings and provides its recommendations concerning selection. This committee is also responsible for the planning, scheduling, and administration of arrangements for hotel accommodations, meeting facilities, exhibits, activity registration, and publicity, including their costs, for all national meetings, in accordance with guidance furnished by the BOD.

National meetings are normally scheduled at different cities around the country to reflect the diversity and interests of the membership. There is no geographic formula for specifying where or how often any meeting is to be held in a particular region. Selection considerations include availability of adequate and suitable hotel and convention facilities at competitive rates, public transportation access, and recreational amenities.

Either before or after selecting a site, the local district commander is advised of the site selection so that the district may assist the NMC as needed. The local district may be required to assist with social activities, planning, and implementation. The local district must obtain the written approval of the chair of the NMC prior to making any commitments for social activities that are not part of the formal GB meeting agenda. The nature of the activity, its timing, and budget are considerations. Only the chairman of the National Meetings Committee may execute contracts.

### 3.13.4 Squadron Support and Development Committee

The mission of the Squadron Support and Development Committee (SSDCom) is to support members and squadrons in their efforts to grow and prosper. Working with individual squadrons, district commanders, and district squadron development committees, the committee's role is to help identify both squadrons needing assistance and opportunities for the development of new squadrons [*Refer to Chapter 15*].

In addition to various tools and documentation kits, SSDCom has two major programs designed to inspire members. The **Operations Training Program** offers members the opportunity to learn about the workings of the organization, including the relationship among squadrons, districts, and the national levels. It includes insight into squadron education, training, staffing, planning, meetings, protocol, and communications. The "OT in 3" Program utilizes the website's 3-hour PowerPoint presentation. Materials from the **Leadership Development Program** present practical approaches to leadership. Topics covered

include the means of identifying and choosing proper courses of action in using situational leadership and various leadership styles. While especially valuable to bridge personnel, both programs offer valuable tools for everyone. The concepts presented apply not only to Power Squadron/Boating Club leadership situations but to any leadership role whether at work, home, or a volunteer organization. Neither of these two programs requires an examination. Materials related to these two programs are available for download from the “Tools and Other Presentations” tab of the Squadron Support and Development Committee main web page.

The BoatUS Civic Service Award is presented under the joint sponsorship of the BoatUS Foundation and the United States Power Squadrons/America's Boating Club through the National Squadron Support and Development Committee. This award is recognition for a squadron's contributions to the community they serve. This award includes not only the boating classes and VSCs, but also public seminars and workshops, scholarships, courtesy marine patrols, media interviews, children's safety programs, et cetera.

Another recognition administered by the Squadron Support and Development Committee is the Operations Training Award. Awarded to districts, this recognition is designed to encourage squadrons to present the Operations Training program, thereby giving squadron members an appreciation and knowledge of the workings and organization of the United States Power Squadrons, America's Boating Club.

Both the BoatUS Civic Service Award and the Operations Training Award are summarized in *Appendix C* [Refer to page C-2]. Specifics of the awards are detailed on the web pages of the Squadron Support and Development Committee.

## 3.14 National Secretary (NSecy)

### 3.14.1 The National Secretary

The National Secretary (NSecy) issues the calls to the annual and special meetings of the GB (Governing Board), which contain the agenda and reports of various committees, including a report of nominees by the Committee on Nominations, and any proposed bylaws changes by the Committee on Rules. The NSecy appoints the delegates to represent the Cyber and Unattached Squadron members at all meetings of the GB. Additional duties of the NSecy are:

- To keep a record of the proceedings of all BOD and GB meetings.
- To have custody of the *Bylaws of the United States Power Squadrons* and the corporate seal.
- To keep a record of each squadron, the membership thereof, and a record of all members of the organization including grades attained, merit marks earned, and other member data deemed appropriate.
- To keep an accurate and complete list of persons elected to office in the organization, such list must be open to inspection by any member in good standing of the organization during normal and reasonable hours of business between meetings of the GB.
- To attest to and affix an embossed or stamped impression of the corporate seal to any instrument when so directed by the BOD or the Chief Commander.
- To prescribe the procedure for reinstatement of members as in the *Operations Manual*.
- To receive the report of the outside auditor and present same to the Annual Meeting of the Governing Board.

Some or all of these duties may be delegated to the Headquarters Director, but the NSecy remains responsible for their discharge.

The Secretary's Department provides most of the forms and certificates used throughout the organization. The secretary's department prints several publications, including:

- *The Directory of Squadron, District, and National Officers*;
- *The Ensign*;
- *The Operations Manual*;
- Checklist for Officers; and
- Minutes of Annual, GB and BOD meetings.

The *Directory of Squadron, District, and National Officers* is the national roster. This document is available each year and is downloadable by all members of the Governing Board. The contents include the current bridge officers and their addresses. The lists of past chief commanders, past vice-commanders, and area monitors, as well as general members of the Governing Board, appear in designated sections. Information on national committees, district officers, and squadrons' bridge officers is also included. Addresses of all officers listed in the directory are recorded in an alphabetical section at the end of the publication. Another interesting feature found in the directory is information about the district location, assignment of squadrons in specific districts, and squadron charter dates and membership records.

***Any roster or directory of officers, members, and committees is to be considered strictly proprietary and should not be available to any outside individual, organization or agency. No member of the United States Power Squadrons, America's Boating Club may use any such source for any purpose, public or private, outside the normal activities of the organization without approval by the Board of Directors.***

The Headquarters (HQ) Building, located in Raleigh, North Carolina, provides suitable space for the office staff, a library, a shipping department, and warehousing. The clerical details of the Secretary's and Treasurer's Departments are handled at HQ. Squadron merchandise is packaged and shipped from that location. HQ personnel maintain the individual membership records and the address files for *The Ensign*. All routine correspondence is handled by the Secretary's Department. Mailings for many of the national committees are prepared and/or mailed from Raleigh.

### 3.14.2 Communications Committee

The Communications Committee (CommCom) promotes wider and more comprehensive communication among members by providing information resources as well as newsletter and website advice to all the organization's editors and webmasters upon request. Because websites and newsletters are used as public introductions, CommCom's webpage provides numerous tools and standards useful in producing quality publications and websites. Social media, while very important, falls outside the scope of the Communications Committee at the time of this writing, although many of the information resources are also useful for constructing and interacting with social media sites.

Many CommCom members serve as newsletter or website advisors to squadrons and districts. Advisors are responsible for maintaining open communication with the assigned squadrons and districts throughout the year to provide ongoing evaluations, encouragement, and if needed, suggestions to improve their products. The Distinctive Communicator Award (DCA) is sponsored by the Communications Committee to recognize the newsletters and websites which merit special recognition for sustained quality throughout the year. Of particular merit are those publications that not only promote life within the United States Power Squadrons, America's Boating Club, but those that also engage readers/visitors and inspire them to take courses and join the organization.

Newsletter advisors evaluate publications based on the standards established in the *Newsletter Evaluation Form* which is posted on the CommCom website. Newsletters that achieve this standard may be nominated

for the annual Distinctive Communicator Award for Newsletters. The squadron or district newsletter editor is responsible for notifying the assigned advisor when a periodic newsletter is available on a website or to mail a hard copy of each edition through the year to the advisor.

Website advisors evaluate websites with a goal of assuring maintenance of standards as stipulated by the Information Technology and Communications Committees' document *Website Evaluation Form* as posted on the CommCom website. Websites are reviewed quarterly throughout the calendar year. Website advisors inform webmasters of connectivity problems, the currency of dated material, or other technical faults that need to be addressed if the site is to remain eligible for a recommendation to the Distinctive Communicator Award for Websites.

The DCA evaluation year is 1 January to 30 November for both publications and websites. Recipients of DCAs are recognized by the presence of a special graphic displayed on the winning websites' home pages or on the newsletters during the following year. In addition, the DCAs are announced during the Annual Meeting with the certificates being distributed or mailed to the district commanders for each of the winning webmasters or editors in their district.

The CommCom presents a Parade of Publications exhibit in conjunction with GB Meetings. The editors of DCA winning newsletters are invited to present copies of their publications for display and distribution at the Parade of Publications exhibit area. Editors of electronic newsletters are encouraged to forward a link to the site of their newsletters directly to the staff commander leading the newsletter advisors prior to the meeting. A printed composite of these links will then be distributed at the exhibit. Likewise, webmasters with winning websites are encouraged to forward a link to their site directly to the staff commander leading the website advisors so that a master list of winning websites may be available at the exhibit as well.

Some members of the CommCom communicate directly with *The Ensign* editorial staff. In addition to other assigned duties, these members continue to provide content for *The Ensign* magazine. *The Ensign* Correspondents, appointed by squadrons and districts, solicit boating articles of noteworthy activities like cruises, rendezvous, public relations, cooperative charting efforts, and safety concerns from their members and submit them to *The Ensign* editorial staff for review and possible publication.

### 3.14.3 Heritage and Documents Committee

The Heritage and Documents Committee (HADCom) is a composite committee consisting of the Flag and Etiquette, Historian, and Operations Manual Committees. Instead of maintaining these groups as subcommittees, the disciplines and responsibilities have been divided into teams, building one cohesive committee. The HADCom teams interact with each other as many of their responsibilities are shared across the teams.

The **Document Library** is the custodian of the volumes of informative documentation that has been written over the years by various committee members and other contributors. The library multi-index enables the material to be presented in alphabetical lists by title, author, and category order. Information includes both traditional documents, websites, PowerPoint presentations and recordings. Both current (on the website) and preserved (archived) material is available.

The **Flag and Etiquette Team** is the guardian of the traditions of the sea and of the United States Power Squadrons, America's Boating Club. This team bears responsibility for matters of procedure and protocol, ceremonies, and the proper display of flags, burgees, and pennants. The team also defines the design and use of uniforms and insignia [Refer to Appendix B] and the promotion of standards for the organization's



correspondence [Refer to Chapter 14]. The Flag and Etiquette Team investigates subjects as assigned and reports to the NSecy through the HADCom chairman. The team motto is: Let's do things right.

Squadron burgees and district flags must be approved by the GB, who has delegated this responsibility to the NSecy and the HADCom [Refer to 12.14-16]. Team members consult with both squadrons and districts in the designs and alterations to squadron burgees and district flags. Writing and maintaining the corresponding heraldry which explains the burgee/flag elements is also assisted by this team. The procedures for requesting modifications and anniversary recognitions are outlined on the HADCom's Burgees and Heraldries webpage under the Flag and Etiquette Team. This page also contains the application for entry of the modification or anniversary requests including upload of the proposed burgee/flag and the proposed heraldry. Update requests are approved by the rear or staff commanders of the HADCom after review by and consensus of the Flag and Etiquette Team members. New and modified burgees and flags are reported monthly to the NSecy and included in his reports at Governing Board Meetings.

The Flag and Etiquette Team is responsible for publishing the learning guide *How to Fly Flags - Nautical Flag Display*, a collaborative effort of the United States Power Squadrons, USCG Auxiliary, New York Yacht Club, and many other related organizations. This guide is available in the Ship's Store.

The **Historian Support Team** assists HQ in their mission to maintain genealogical and biographical records of all officers serving in the full organizational structure. This endeavor is augmented by the annual history reports of squadrons and districts. The report data resides on the HQ servers along with the applications to search, display, and update the electronic material. Team members are available to assist district and squadron historians in the performance of their duties - especially regarding the completion of the annual historian's report. America's Boating Club conferences often include seminars addressing the preparation and submission of annual historian reports.

The Historian Support Team is also responsible for working with the Operations Manual and Research Teams to gather and augment the organization's official history [Refer to Chapter 1] and to maintain the *Historian's Manual*. The *Historian's Manual* is located on the Operations Manual Download page under the Associated Manuals section.

The **Research Team** provides research and verification of historical and operational material prior to publication. This team supports all the HADCom teams. investigates subjects as assigned, and reports to the NSecy through the HADCom chairman.

The **Operations Manual Team** is responsible for producing and maintaining a suite of manuals including the *Operations Manual*, *Secretary's Manual*, *Treasurer's Manual*, *Membership Manual*, *Historian's Manual*, *Squadron Development and Support Manual*, and the *Public Relations Officer's Log - PROLOG*. Together, these manuals form the *Operations Manual Suite*.

Because the *Bylaws of the United States Power Squadrons* must necessarily be brief and direct, the *Operations Manual* and its associated manuals are intended to supplement these rules and regulations with detailed guidelines and information. The purpose of the *Operations Manual* is to serve as a guide to all members and officers. Information about their duties, opportunities, approved methods of operation, and approximate timetables are included with descriptions of how activities are managed. The Operations Manual Team strives to make the *Operations Manual Suite* the compendium of all information concerning the United States Power Squadrons, America's Boating Club.

With the assistance of all the national departments and committees, the Operations Manual Team makes every effort to keep the information current, presenting a true and accurate depiction of the organization as



it exists in the present day. The Operations Manual Team scans the minutes of GB and BOD meetings for items that will require future coverage in the manuals. Bylaw changes are reflected in the *Operations Manual* shortly after their GB approval. Each revised and new edition is a cooperative effort among the members of the team, the Chief Commander, the V/Cs, and the chairmen of the general, standing, and departmental committees. The advice and approval of the BOD and the NSecy are sought prior to publication, and the Law Officer is called upon to review certain items.

Components of the *Operations Manual* and its associated manuals, including individual chapters and appendices of the *Operations Manual* itself, are accessible on HADCom's Operations Manual Downloads page.

**Web Administration** is responsible for the development and content maintenance of the Heritage and Documents Committee's website. This team routinely interacts with the Documents Library, Flags and Etiquette, Historian Support, Research, and Operations Manual Teams.

### 3.14.4 Information Technology Committee

The Information Technology Committee (ITCom) is responsible for the research, development, and implementation for planning, training, and operational guidance for the computer systems of United States Power Squadrons, America's Boating Club. The committee's goal is to provide expert advice, problem-solving, and software engineering skills to solve the technological needs of the national organization and Headquarters staff. Areas of computer activity at headquarters include accounting and fiscal control, membership records, warehouse inventories, eBooks (electronic books), educational records and examination grading, the Skills Inventory/Resume Service (SIRS), the national websites, as well as hosting facilities for squadrons and districts.

ITCom also supports, promotes, and develops data management projects for the membership. These include squadron and district record keeping, data transfers between headquarters and squadrons, merit mark preparation, conference registration, and other endeavors which benefit from computerization.

### 3.14.5 Member Services Committee

The goal of the Member Services Committee (MSCom) is to assist Headquarters in many time-consuming projects relating to member record upkeep. Member Services works “to help members get the job done” and seeks to maintain a close working relationship with all members. Each district is assigned a Member Services Liaison (MSL) from the committee whose responsibilities are:

- To encourage squadrons to review and maintain their membership records.
- To resolve instances where member addresses become “lost” due to unfiled Personnel Change Reports.
- To encourage squadrons to file their OD-2 (Officers and Committee Chairmen), ED-1 (Local Boards), and TR-1 (Confirmation of IRS Form 990 submission) forms and other necessary duties in a timely manner.
- To contact or locate Women Certificate Holders and Life Members and to determine whether they wish to remain active in the organization.
- To assist dissolving squadrons in the transfer of their members to appropriate squadrons.
- To aid members in finding answers to questions using the members' pages of the national website.

### **3.14.6 Ship's Store Committee**

The Ship's Store Committee is responsible for establishing a purchasing, selling, and pricing policy and has an approval role within the Board of Directors over such matters. This committee also assumes the operation and management of the Ship's Store for the procurement and sale of logo items. The inventory is constantly in a state of flux as new items are added and old items are deleted from the online catalog. Sales events occur at national meetings and at district and squadron functions. The Ship's Store online catalog is updated periodically and published on the website of the United States Power Squadrons, America's Boating Club for online transactions by members.

With the advent of the COVID-19 pandemic, the committee conducted a virtual Ship's Store event during the 2021 Virtual Annual Meeting. Drawing on this experience, the Ship's Store Committee assisted in developing direct ship to member pop-up stores for vessel examiner and certified instructor apparel. Offering quarterly ordering windows throughout the year, these pop-up stores provide a broader range of merchandise and sizes at a much better price for members.

## **3.15 National Treasurer**

### **3.15.1 The National Treasurer**

The National Treasurer (NTreas) has the responsibility to ensure that the United States Power Squadrons, America's Boating Club, receives value for monies spent, to watch income and expenses, and to keep the organization on an economical and financially sound basis. Additional duties of the treasurer are:

- To oversee and collect all funds due and owing, as well as holding all funds and securities owned by the organization.
- To pay such bills as are contracted for by the head of any department or committee by virtue of an appropriation by the BOD or the adopted budget.
- To keep and preserve an accurate record of all funds received and disbursed.
- To give bond with sureties or corporate surety as required.
- To take such steps as may be necessary to effect collection and protect the interests of the organization. Accordingly, the NTreas, at any time necessary, may render bills directly to members for funds due.

Some or all of these duties may be delegated to the Headquarters Director, but the National Treasurer remains responsible for their discharge.

The NTreas also sits on the Endowment Fund's Board of Trustees as a non-voting member.

### **3.15.2 Budget Committee**

The Budget Committee (BudCom) is chaired by the Assistant National Treasurer (ANTreas) who serves as the Budget Director. The Budget Committee consists of the Budget Director, the Budget Officer and two or more Assistant Budget Officers to function as departmental budget officers. The Budget Officer serves with the rank of rear commander and the Assistant Budget Officers serve with the rank of staff commander.

The ANTreas / Budget Director aids the NTreas in carrying out assigned responsibilities. He and his staff prepare a detailed estimate of expenditures for the coming year covering all national activities, national departments, and national committees, which are to be approved by the BOD. This estimate is submitted to the Finance Committee [Refer to 3.19] for its acceptance or rejection, predicated upon that committee's projection of anticipated revenue. If rejected, the estimate is returned to the Budget Director with an

indication of anticipated revenue. The ANTreasury / Budget Director, in consultation with the NTreasury, will then prepare a revised estimate of expenditure for presentation to the Finance Committee. The combined recommendations of the Budget and Finance Committees are approved by the BOD but may be modified by the GB.

The ANTreasury / Budget Director acts to control expenditures during the year by making certain that goods and services being ordered are in accordance with those provided for in the budget. Through the NTreasury, the Budget Committee enforces rules which have been established to ensure that the organization gains the most value for funds spent. These rules include:

- Competitive bids are required to be obtained for all services and materials costing more than \$2,500. Normally, price is to be established in advance of purchase orders for services and materials costing more than \$500. When it can be shown by advance specification in writing to the NTreasury that competitive bids will not serve the best interest of the organization, the NTreasury may waive this requirement.
- Purchase orders are required for any supplies, materials, or services purchased. Purchase orders will be issued by HQ upon receipt of a requisition signed by the requesting committee chair or department head and countersigned by the NTreasury. Payment for purchases that have not been formalized by the issuance of such orders from HQ may be refused.
- For items not requiring a purchase order, (for example, claims for authorized travel expenses), the bill must be approved by the appropriate officer (committee chair, departmental V/C, et cetera). The departmental budget officer will forward the bill to HQ for payment. Bills should not be sent to the NTreasury without such approval.
- All payments to the organization should be made payable to "United States Power Squadrons" and transmitted directly to HQ. Note that the organization's official name must be used instead of its trade name.

The Treasurer's Department operates on a cash basis. While the extension of credit is not authorized, HQ will supply course material in advance of payment. If payment is not received within 90 days, a letter will be sent by HQ warning that further shipments will be suspended when the account is 120 days overdue. Funds received for any purpose (except dues) will be first applied to any outstanding balance due. To the extent that there is a remaining balance it will be applied as requested.

### **3.15.3 Insurance Policies**

Insurance policies, because they are contracts, require the insured parties to use their legal names, not trade names. All insurance policies purchased for or in the name of the United States Power Squadrons, and all claims against United States Power Squadrons insurance policies, must be approved by the Treasurer's Department in advance. Any questions as to the complete or exact provisions of coverage as contained in policies issued to the United States Power Squadrons should be directed to the Treasurer's Department.

### **3.15.4 Fidelity Bonding**

The United States Power Squadrons, its districts, and squadrons are insured against loss from employee and member dishonesty. The National Treasurer, the Headquarters Director and their assistants are covered to a greater degree. The organization is also covered by forgery insurance.

### **3.15.5 Liability Insurance**

The NTreasury maintains comprehensive general liability insurance for bodily injury, personal injury, and property damage. The entities insured under these policies are the United States Power Squadrons, its

national headquarters, districts, squadrons, and auxiliaries. Also covered are duly elected or appointed officers, GB members, as well as individual members while acting for or on behalf of any organizational unit of the United States Power Squadrons.

However, no operator or owner of a watercraft is covered under this policy regardless of his/her position with the organization. The purpose of this coverage is to protect the organization from claims arising out of bodily or personal injury and/or property damage that might result from any occurrence directly connected with usual squadron activities and those activities considered as official functions of the organization. Special events being sponsored by individual squadrons and not necessarily considered organization-related functions require that coverage be purchased from a local agent to cover the exposure. Any claim under national coverages must result from some activity for or on behalf of the United States Power Squadrons, America's Boating Club. Examples of items not covered by the normal policy are:

- Premises owned or leased by districts or squadrons (Local insurance must be obtained);
- The owner or lessee of an automobile, watercraft, or aircraft (Personal insurance must be obtained for their ownership, maintenance, and operation).

Because the national policy provides coverage for all normal functions and programs of districts and squadrons conducted in accordance with the United States Power Squadrons Bylaws and Policies (including water activities), there is no need for separate district or squadron policies.

In the event of an accident resulting in bodily injury and/or property damage, immediate notice must be forwarded, in writing, to Headquarters without fail. In the event of a death or serious injury, immediate telephone notice must be given. It is essential that the insurance company receives notice of a potential claim as soon as possible to pursue prompt investigation for the protection of the organization.

It is the responsibility of each squadron and district to protect its property with ample insurance against losses that are a result of damage from perils normally covered by a standard fire and extended coverage policy. The national organization assumes no responsibility for losses to property, of any kind, belonging to squadrons or districts.

Coverage is also provided for “fire legal liability exposure” when properties of others are used by the United States Power Squadrons, its districts and squadrons for classrooms, meetings, *et cetera*, such as school buildings, hotels, restaurants, or other public or private properties.

Where evidence of insurance is required by the owner, lessor, or operator of such property, the suggested wording below, printed on appropriate letterhead, should be used to request a Certificate of Insurance from Headquarters. The certificate will be promptly issued and returned to the person making the request.

[*legal name of district or squadron*] will hold a [*type of function*] on [*dates*] at [*location*] for the purpose of [*specify*]. We are [*renting, free, et cetera*] from [*name and address of party requiring certificate*]. The property is a [*school, restaurant, hotel, et cetera*], where we will be occupying [*entire premises, room, et cetera*]. A certificate of insurance is required for limits of [*dollar amount*] bodily injury and [*dollar amount*] property damage.

[*Signature with rank and title*]

### 3.15.6 National Insurance Coverage

The NTreas maintains coverage for the following items on behalf of the United States Power Squadrons:

- Property insurance for the HQ building and contents, including fire and extended coverage, vandalism, and malicious mischief, all risk, as well as extra expense.

- Automobile insurance for vehicles owned or leased by the United States Power Squadrons. Any vehicle owned or leased by districts or squadrons must be insured locally by those entities and insurance must be arranged by a local broker who can determine what coverage is needed.
- Workmen's compensation insurance for the employees (HQ) of the United States Power Squadrons. If a squadron employs someone, either full or part-time, it may be liable under the compensation laws of the state of hire. This type of insurance should be considered and arranged through a local broker.
- Crime insurance covering dishonesty of employees.
- Directors' and officers' liability insurance for non-profit organizations.
- Cyber “Risk” Insurance which enables the organization to transfer the costs involved with recovery from a cyber-related security breach or similar events.

### 3.15.7 Indemnification

The United States Power Squadrons indemnifies officers of the organization from all liability which may be imposed by any court of final jurisdiction for all acts done in good faith in the performance of their duties. No indemnification is made by reason of any compromise settlement, before, during or after trial, unless such settlement is approved by the BOD prior to settlement. The indemnification includes reasonable legal fees, provided that the BOD is the judge of the reasonableness of such fees.

### 3.15.8 Other Funds

There are, within the accounts of the United States Power Squadrons, two other funds that have been established to receive voluntary contributions from members and other benefactors. Both are managed by trustees outside of the Treasurer's Department although they are assets of the United States Power Squadrons and are included in the financial reports of the National Treasurer.

The USPS Endowment Fund is organized under Sections 509(a)(3) and 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law) (the “Code”) exclusively for the support of the United States Power Squadrons, Inc., a North Carolina corporation organized under Section 501(c)(3) of the Code. The fund is used for the betterment of the organization, distributing grants for specific purposes on application by members or committees of the organization. The grants are intended generally to benefit all members, not those of a specific district or squadron. Unless otherwise stipulated by a donor, only income derived from contributed funds is available for projects. [Refer to *Appendix F*, Section F.1 on page F-1]

The USPS Educational Fund is a legal trust, operated by six (6) trustees elected by United States Power Squadrons Governing Board. It is a separate entity, apart from the United States Power Squadrons, governed by its own board of trustees. The Internal Revenue Service (IRS) has determined it to be a “qualified organization” under section 501(C) (3) of the Internal Revenue Code. All contributions to the fund are fully deductible from income, gift, and estate taxes. The purpose of the Educational Fund is to promote the development and the furtherance of educational programs and techniques in boating, seamanship, navigation, engine maintenance, marine electronic equipment, sailing, weather, boating safety, and other marine activities by issuing grants. [Refer to *Appendix F*, Section F.2 on page F-9]

## 3.16 Miscellaneous

### 3.16.1 Assistant Bridge Officers

There may be three Assistant National Educational Officers (ANEOS), an Assistant National Secretary (ANSecy), and an Assistant National Treasurer (ANTreas) elected by the GB. These assistant national officers assist their principals as required and in the principals' absence act in their stead, except that such assistant officers cannot serve on the BOD. One of the three ANEOs is selected, at the outset of the year, by the NEO, to act in his stead in any absence, but not to serve on the BOD. Assistant national officers serve with the rank of rear commander.

### 3.16.2 Incapacity of National Line Officers

In the event the Chief Commander, the NEO or the NAO is determined, by self-declaration or by a two-thirds vote of the BOD, to be incapable of performing the duties of office because of illness or otherwise, the BOD assigns the executive duties and powers of such office to the most recent past chief commander agreeable to serve. The assignment does not include service as a director. Such assumption of duties by a past chief commander lasts only until the earliest of three occurrences:

- The officer rescinds the self-declaration of incapability.
- BOD rescinds its declaration of incapability.
- The next GB meeting, at least 50 days after the declaration of incapability, occurs during which the BOD recommends to the GB whether the period of incapability should be extended or the office declared vacant.

If the BOD recommends that the office be declared vacant and the GB, by a two-thirds vote, concurs, an election is held to fill the vacancy. Candidates for the office are nominated by the Committee on Nominations or by a petition signed by at least 50 members of the GB and filed with the NSecy prior to the calling of the election as an agenda item at the GB meeting.

### 3.16.3 Corporate Seal

The corporate seal of the United States Power Squadron, Inc. is the ensign surrounded by a double circular rope border within which is inscribed, above the ensign, the words: United States Power Squadrons and below the ensign, the year 1914 (the year of the founding of the squadrons).

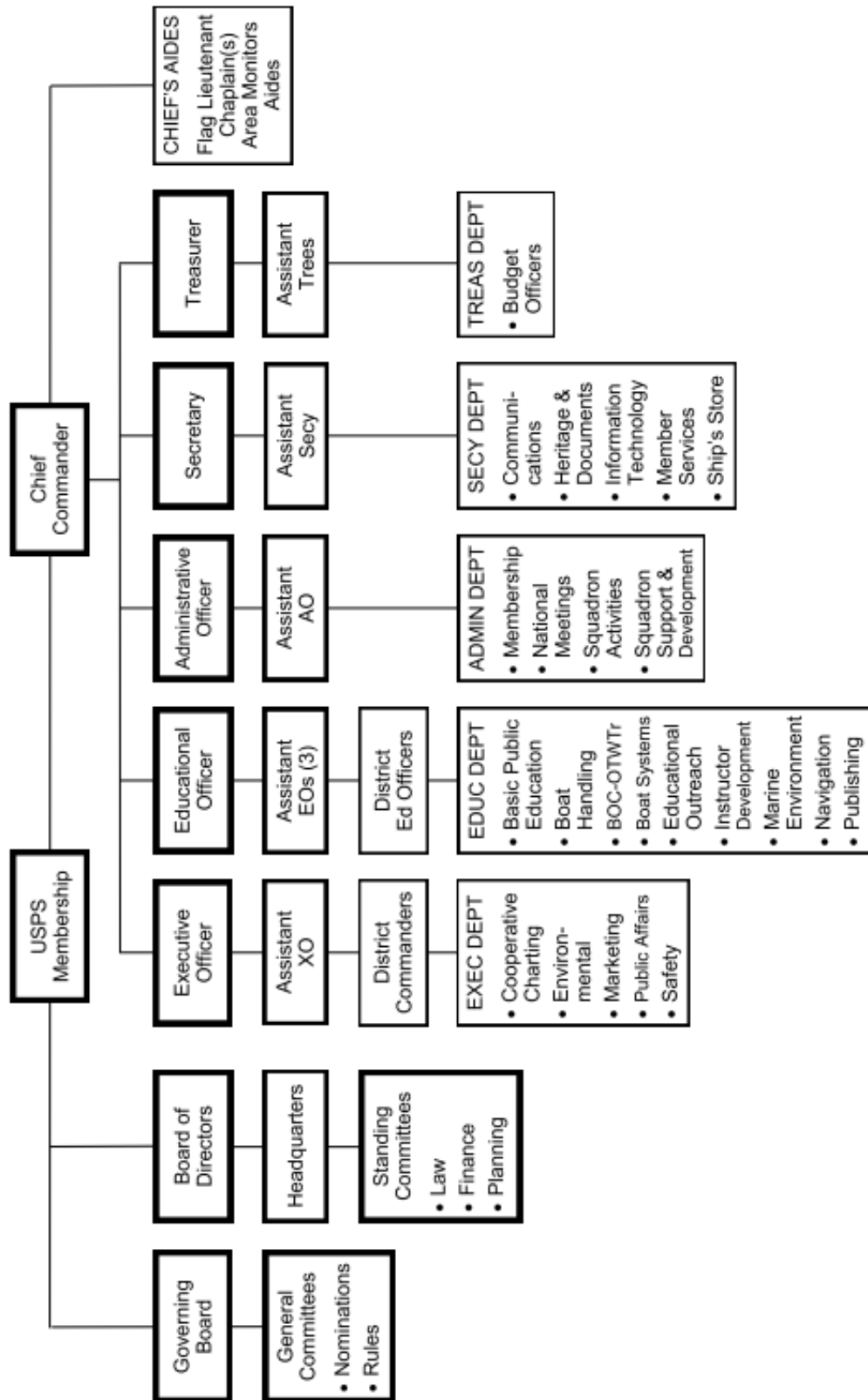


### 3.16.4 Dissolution of Assets

In the event of dissolution or other termination of the United States Power Squadrons, all of its assets are to be assigned by the GB to a selected non-profit educational institution having similar objectives or, in the absence of such assignment, they will be divided equally between and assigned to the U.S. Naval Academy at Annapolis, Maryland and the U.S. Coast Guard Academy at New London, Connecticut. Each share is to be used in a manner and for a purpose within said academies as the then commandants direct.



*United States Power Squadrons®*  
National Organization





# Chapter 4

## District Organization

### February 2024

4.1	Official Name and Trade Name .....	3
4.2	Governance.....	3
4.3	General Provisions .....	3
4.4	District Components .....	4
4.4.1	District Bridge .....	4
4.4.2	Assistant Bridge Officers.....	5
4.4.3	District Council.....	5
4.4.4	District Conference .....	6
4.4.5	District Committees .....	7
4.5	General (Elected) Committees .....	7
4.5.1	Nominating Committee .....	7
4.5.2	Rules Committee.....	8
4.5.3	Audit Committee .....	8
4.6	Standing (Elected or Appointed) Committees.....	8
4.6.1	Planning Committee .....	9
4.6.2	Budget and Finance Committee .....	9
4.7	Other Appointed Officers / Committees .....	9
4.7.1	Law Committee .....	9
4.7.2	Personnel Committee .....	9
4.7.3	USPS Educational Fund Representative.....	10
4.8	Bridge Officers and Department Committees.....	10
4.8.1	District Commander.....	10
4.8.1.1	Flag Lieutenant .....	11
4.8.1.2	Chaplain .....	11
4.8.1.3	Merit Mark Officer.....	12
4.8.1.4	Aides .....	12
4.8.2	District Executive Officer .....	12
4.8.2.1	Boat Show Committee .....	13
4.8.2.2	Cooperative Charting Committee.....	13
4.8.2.3	Homeland Security Liaison.....	14
4.8.2.4	Legislative Officer/Committee.....	14
4.8.2.5	Marketing Committee .....	14
4.8.2.6	Radio Technical Committee.....	15
4.8.2.7	Safety Committee .....	15
4.8.2.8	Squadron Development Committee .....	16
4.8.2.9	Vessel Safety Check Committee .....	16
4.8.3	District Educational Officer.....	17
4.8.3.1	Local Boards.....	18

4.8.3.2	Supplemental Programs Committee.....	18
4.8.3.3	Teaching Aids Committee .....	18
4.8.4	District Administrative Officer .....	19
4.8.4.1	Auxiliary Liaison .....	19
4.8.4.2	Conference Committee.....	19
4.8.4.3	Member Involvement Committee .....	20
4.8.4.4	Membership Committee.....	20
4.8.4.5	Operations Training Committee .....	21
4.8.5	District Secretary .....	21
4.8.5.1	Information Technology Committee .....	22
4.8.5.2	Publication Editor .....	22
4.8.5.3	Historian Officer/Committee .....	23
4.8.5.4	Roster Officer/Committee .....	23
4.8.5.5	The Ensign Correspondent.....	23
4.8.6	District Treasurer .....	24
4.8.6.1	Property Officer .....	24
4.8.7	Incapacity of Bridge Officers.....	25

*A chart of the Flexible District Organization and Options appears at the end of this chapter.*

## 4.1 Official Name and Trade Name

The legal name of a district within this organization is District \_\_, United States Power Squadrons®. The legal name also includes the “, Inc.” suffix if a district is incorporated. America's Boating Club® is the trade name under which the national organization presents itself to the public.

When any district decides to adopt a trade name, commonly referred to as a DBA (d/b/a - doing business as), an AKA (a/k/a - also known as), or fictitious name, that district must submit their proposal to the Board of Directors (BOD) for approval. District trade names follow the format “America's Boating Club of geographical region.” Upon receiving approval from the BOD, the district registers the trade name with the state(s) in which the district operates. After the state(s) requirements have been satisfied, the trade name is presented to the Conference for adoption.

All contracts and official agreements must be executed under the district's legal name; however, it is suggested that the trade name be included to avoid confusion.

District trade names that were registered and adopted prior to the 15 February 2020 Governing Board's passage of §1.1.1 of the National Bylaws are excluded from the approval requirement.

## 4.2 Governance

Districts are composed of the squadrons assigned to them by the Governing Board (GB). Each district is governed by a Conference and may have a Council which functions as an executive committee of the Conference, all in accordance with the policy and authority of United States Power Squadrons. If the district has chosen not to have a council, the district bylaws may assign some or all of those duties to the district Bridge. Any duties assigned by the national bylaws that are not assigned in the district bylaws to the Council or the Bridge, are deemed to have been reserved for the Conference.

## 4.3 General Provisions

All officers and committee members, elected or appointed, are subject to the following general provisions:

- All elected officers, elected committee members, and committee chairs, elected or appointed, must be active members of squadrons in the district and at least 18 years of age. Likewise, all appointed committee chairs and members must be active members of squadrons in the district;
- All officers, committee members, and appointees are: (1) elected or appointed annually; (2) serve for one year or until their successors are elected or appointed or, if applicable, installed; and (3) begin their term of office at the time at which they are elected or, if applicable, appointed or installed;
- No member may be nominated for or hold more than one district flag office simultaneously, with the exception that:
  - The offices secretary and treasurer may be held by the same person;
  - The optional departments may be combined to form a new department under one officer. For example, combining the Administration and Executive departments into a new department. The new department could be called whatever a district desires, for example, an ‘Operations’ Department supervised by an Operations Officer. This differs from the secretary and treasurer in that the positions and corresponding departments remain separate with one officer is holding both posts; and

- A member may hold an elected flag office at other levels of the organization if there does not seem to be a conflict of interest;
- Committees with staggered-term memberships are formed with members initially elected or appointed for terms to meet such qualifications. One of the members whose term next expires is considered for appointment as chair, except for the general committees who select their chairs;
- A vacancy occurring in any elective office is filled according to the bylaws. This responsibility is usually designated to Council. However, when the bylaws do not contain provisions for a Council, those bylaws assign either the Bridge or the Conference to be the appointing authority. In whatever manner vacancies in elective offices are filled, the new position-holders serve the remainder of the unexpired terms. A vacancy occurring in any appointive office is filled by the D/C except for multi-year terms which are appointed by the Council or other duty-assigned authority. District bylaws may describe other methods of filling vacancies in the elected or appointed offices;
- In addition to their specific duties, all district officers are expected to perform such other duties relating to their office as may be prescribed by the policy and authority of United States Power Squadrons;
- In all instances relating to rank, grade, appointment, duties, and procedures, the policy and authority of the national organization prevails; and
- Upon leaving office, all officers must turn over to their successors all significant records, reports, communications, and documents in their possession that pertain to the affairs of the district.

## 4.4 District Components

District organizations are flexible in that each district writes its bylaws to accommodate the number of resources available to perform the work that they wish to accomplish. The only required positions for districts are a commander, educational officer, secretary, and treasurer; all other positions are optional providing that the means of performing required functions are addressed in the district bylaws. In other words, districts may be sized and proportioned in relation to the total membership of their assigned squadrons.

As demonstrated by the organization chart at the end of this chapter, the majority of the departments, committees, and functions explained in this chapter are optional. The information is presented to enable districts to consider the types of jobs that they may wish to include in planning and maintaining their districts. Ideally, every squadron member who volunteers to work at the district level should be accommodated.

Each district officer and member of an elected committee must be an active member in good standing of a district squadron and be elected as prescribed in the district bylaws. Robert's Rules of Order defines the term "members in good standing" as those "... whose rights as members of the assembly are not under suspension as a consequence of disciplinary proceedings or by operation of some specific provision in the bylaws."

### 4.4.1 District Bridge

Each district is presided over by a commander (D/C) who, at a minimum, is assisted by an educational officer (DEO), a secretary (DSecy), and a treasurer (DTreas) who supervise their respective departments. If



authorized in the district bylaws, the DSecy and DTreas positions may be held by the same officer. These four positions are required and district bylaws must provide for the filling of mid-term vacancies in these offices.

District bylaws may provide for additional elected officers to supervise departments in addition to, or in replacement of, the executive officer (DXO) and the administrative officer (DAO). The district bylaws must define the responsibilities of the additional officers. The district bylaws may allow the election of one individual to fulfill each assignment and may allow for the Conference to leave the office(s) vacant.

All department supervisors serve with the rank of district lieutenant commander (D/Lt/C). Together with the D/C, these officers constitute the Bridge. The Bridge is elected by the members qualified to vote and in attendance at the district's annual meeting of the Conference. All Bridge officers, the command, and lieutenant commanders, are formally addressed or greeted as "Commander."

#### 4.4.2 Assistant Bridge Officers

When provided for in the district bylaws, the Council\* [Bridge or Conference] may authorize the election of assistants for each of the lieutenant commanders such as an assistant educational officer (ADEO), an assistant secretary (ADSecy), an assistant treasurer (ADTreas), etc. When authorized and elected, these assistants serve with the rank of district first lieutenant (D/1/Lt) and are formally addressed or greeted as "Lieutenant." Assistant bridge officers assist their principals as required and, in the temporary absence or incapacity of their principals, act in their stead. An assistant cannot be elected if the corresponding bridge office has been left vacant.

***NOTE: Because councils are optional, the notation "Council\* [alternate authorities, if appropriate]" has been utilized in this manual rather to repetitively remind readers that councils are optional. The Operations Manual Team hopes that this notation will aid in the clarity of this chapter***

#### 4.4.3 District Council

If the district bylaws contain provisions for a Council, the membership of that Council must be prescribed in those bylaws and must include at least the bridge officers, the commanders of the district's squadrons, and the immediate past district commander (being the most recent past commander who is a member of the district and in good standing). An incorporated district will generally need to identify a corporate board of directors/board of trustees in the district bylaws whose duties are often assigned to the Council. The specific duties and responsibilities of a Council include:

- Conducting the interim business of the district between meetings of the Conference;
- Establishing committees and appointing members to those committees;
- Filling vacancies in any elective office or in any elective committees. Vacancies in the required bridge officers are filled by special session of the Conference. Members selected in this manner hold office until their successor is elected and installed;
- Approving, for recommendation to the Conference, a detailed budget, including the assessment to be levied against squadrons for the following year and any investment suggestions, to be forwarded to Conference for approval;
- Delegating budget change authority to Conference or reserving budget changes to the Conference;
- Considering resolutions and recommendations from the squadrons and referring them to either the Conference for action or to the appropriate committees for further study;

- Conferring honorary membership, for not more than one year at a time, upon any persons, not members of the United States Power Squadrons, who have made a significant contribution to safe boating or rendered conspicuous service in the interest of the district. Honorary membership is not subject to the payment of entrance fees, dues, or district assessments. Honorary members do not have any of the privileges extended to other classes of membership except they may wear the organization's membership lapel pin;
- Appointing multi-year seats on appointed committees, traditionally Planning, and Budget and Finance, as described in the district bylaws;
- Performing such other duties as may be required by the policy and authority of United States Power Squadrons; and
- Designating, with the advice of the DTreas, depositories insured by an agency of the U.S. government in which all of the district's operating funds will be maintained. For planning purposes, operating funds should approximate 150% of a district's annual operating budget. For investment funds, a district may seek out higher-yield investments that have been recommended by a qualified professional.

#### **4.4.4 District Conference**

All district bylaws are required to prescribe the membership of the Conference which includes at least the squadron commanders, squadron delegates, the bridge officers, and all bylaw-designated members of the Council\*. Additional members of the Conference might include the chairs of the general committees (if any), chairs of standing committees (if any), and the past district commanders of the district who remain active members of district squadrons.

Conference delegates are selected by each squadron from that squadron's members qualified to vote on the basis of one delegate for each 25 members so qualified and in good standing, or major fraction thereof, as of the preceding 1 March, with a minimum of delegates per squadron. During the first year of a new squadron, the number of its delegates to the conference is based upon the number of its charter members. The minimum number of delegates is dictated in the district's bylaws. Prior to each meeting of the conference, each squadron commander submits a written list to the DSecy detailing the delegates and alternates of the squadron. The DSecy confirms the eligibility of the named delegates and alternates. If a delegate is disqualified or is unable to attend, the squadron commander appoints an alternate and notifies the DSecy prior to the convening of the meeting.

Conferences meet to conduct the business of the district on behalf of the membership of its squadrons. The specific duties and responsibilities include:

- Electing annually the elective officers and other elective offices as defined in the district bylaws;
- Adopting annually a detailed budget, including the assessment to be levied against district squadrons for their members joining after March 1;
- Establishing committees and making appointments thereto or to delegate such authority to the Council\* [Bridge or D/C];
- Considering and acting upon reports, resolutions, and recommendations from the Council\* or Bridge, officers, and committees, and to conduct other necessary business;
- Adopting and forwarding appropriate recommendations and resolutions, which have been adopted by a two-thirds vote of the Conference, via the office of the National Executive Officer (NXO) for a final decision by the Governing Board (GB). A subsequent Conference

may, by a two-thirds majority of those voting, move to withdraw a resolution still pending before the GB, a department committee, or an officer of the United States Power Squadrons;

- Adopting amendments to the district bylaws and standing rules; and
- Establishing and promulgating district rules and regulations consistent with the policy and authority of the United States Power Squadrons and district bylaws. Such rules and regulations are binding upon all officers and squadrons of the district.

#### 4.4.5 District Committees

The chairs of any district committees (general, standing, and department), serve with the rank of district lieutenant (D/Lt) and are formally addressed or greeted as “Lieutenant.” Other members of committees are not granted any rank based on their committee service, although they may hold a rank from other positions within the organization.

**NOTE All district committees - general, standing, and departmental - are OPTIONAL.**

### 4.5 General (Elected) Committees

General committees of a district organization are elected by the Conference. There are no ex officio members of general committees. Unlike the national level, where all members of general committees are voting members of the GB, at the district level, only the chairs are usually deemed to be voting members of the Conference.

General committees do not report to the Bridge but report directly to the Conference. However, general committees are required to send their reports to the DSecy, who, in turn, distributes the reports to the members of the Council\* and Conference Call to Meeting notices. Traditionally, the general committees are Nominating, Rules, and Auditing Committees.

**Although the three general committees are optional, all district bylaws must specify procedures for: 1) nominating candidates for elected offices; 2) amending the district bylaws; and 3) reviewing (or auditing) the financial records of the district independent of the bridge.**

Even if the general committees are retained, these procedures must outline the specific process for each function and may be assigned to:

- One or more general committees (In other words, no change);
- One or more standing committees;
- One or more select advisory groups formed and appointed upon a motion adopted by the Conference; or
- A regular or special meeting of the Conference.

#### 4.5.1 Nominating Committee

Traditionally, the Nominating Committee consists of a chair and five other members, two of whom are elected each year for a term of three years or as specified in the district bylaws. The task of this committee is to nominate annually a candidate for each elective district position. The subsequent report, sometimes referred to as the Nominating Slate, is mailed first-class, hand-delivered, or emailed to the DSecy no fewer than 45 days before the date of the Conference meeting at which elections are to be held.

Optional clauses that are sometimes added to the bylaws of large districts include:

- The committee is constituted so that at least half the members are past district commanders (P/D/Cs) or past district lieutenant commanders (P/D/Lt/Cs) and with not more than one member from any one squadron;
- The Conference can also elect alternates or assistants, to serve a one-year term, for each member of the committee who acts in the stead of their absent principal;
- No member of the committee whose term is expiring can be re-nominated to the committee; and
- No member of the committee is eligible for nomination by the committee to any elective office of the district during the bridge year following service on the committee.

While all of the optional clauses may be good policies, the provisions are not required by the Bylaws of the United States Power Squadrons. The elimination of these additional guidelines provides greater flexibility to the district.

### 4.5.2 Rules Committee

Traditionally, the Rules Committee consists of a chair and two other members, one of whom shall be elected each year for a term of three years. Districts can and do vary the membership number of this committee by adding additional members. Care is exercised to maintain the committee's membership to an odd number in order that ties may be broken. The specific duties of this committee are:

- To be responsible for adherence to the *Bylaws of the United States Power Squadrons*, the policies and procedures of the national organization, and the district bylaws;
- To remain familiar with the latest *Model Bylaws for Districts of USPS* and prepare necessary recommendations for district bylaws to maintain consistency with the policy and authority of the United States Power Squadrons; and
- To prepare wording for amendments to the district bylaws and district resolutions to the GB on the motion of a committee member or as may be directed by the Council\* or Conference.

Larger districts require this committee to interpret and make rulings on the district's bylaws and internal procedural matters. This responsibility includes the chair or an appointed delegate to serve as a parliamentarian for all district meetings.

### 4.5.3 Audit Committee

Traditionally, the Audit (or Financial Review) Committee consists of a chair and two other members, one of whom is selected each year for a term of three years. The duty of this committee is to examine annually all records of the DTreas and to submit a report of its findings to the next meeting of the Conference.

Additionally, another audit (or financial review) is performed whenever a different person assumes the office of DTreas before the end of the fiscal year.

## 4.6 Standing (Elected or Appointed) Committees

Standing committees of a district organization, if configured in the bylaws, may be elected by Conference or appointed by the D/C or Council\* [Bridge or Conference]. These committees often exist outside of any department and report to their appointing bodies or respective department heads as required or directed. Standing committees are responsible for debating issues in their area of expertise. Important contributors to the Council\* and Conference, standing committees perform extensive research and provide in-depth perspective to issues that are under consideration. Every appointee holds office at the pleasure of the

appointing authority. Terms of appointment end when that of the appointing authority ends. Exceptions may be made to complete assignments with the approval of Council\* [Bridge or Conference].

Standing committees differ from department committees in that standing committees are created in the bylaws. They often, but not always, exist outside of any department.

### 4.6.1 Planning Committee

The Planning Committee consists of a chair and five other members, two of whom are appointed each year by Council\* [Bridge or Conference] for a term of three years. If practical, this committee is constituted so that at least half the members are past district commanders (P/D/Cs) or past district lieutenant commanders (P/D/Lt/Cs) and with not more than one member from any one squadron.

The Planning Committee is responsible for making recommendations for proposed changes that benefit the district in response to requests from the Bridge, Council\*, Conference, or from within the committee. The committee submits an annual report to the district Conference.

### 4.6.2 Budget and Finance Committee

The Budget and Finance Committee consists of three members, one of whom is appointed annually by the Council\* [Bridge or Conference] for a term of three years. The duties of this committee are:

- To recommend policy concerning general reserves and operating funds as directed by the appointing authority;
- To draft a detailed budget of operating expenses and anticipated income annually. The complete budget is proposed to the Council\* [Bridge or Conference] for recommendation to the Conference; and
- To recommend necessary assessments to be levied against the district squadrons for the following budget year. Any change in assessment adopted at a Conference meeting cannot take effect until the beginning of the next Headquarters (HQ) dues year, 1 January.

## 4.7 Other Appointed Officers / Committees

### 4.7.1 Law Committee

The Law Committee consists of the law officer as chair and, where possible, an assistant law officer from each additional state, if any, served by the district. All committee members must be attorneys licensed to practice in their respective states and are appointed by the D/C. This committee performs such legal duties as may be assigned to it by the D/C, Council\*, or Conference which concerns the affairs of the district, its squadrons, and its United States Power Squadrons affiliations.

**NOTE: A district cannot assign the district law officer to represent a squadron without the consent of BOTH the law officer and the affected squadron since the ability to form lawyer-client relationships depends upon mutual consent of those two parties.**

### 4.7.2 Personnel Committee

The Personnel Committee maintains a current inventory of the interests and skills of district members for use as a source of qualified candidates for specific duties. This committee provides assistance to the bridge, Nominating Committee, department heads, and committee chairs.

The Personnel Committee has access to National's Skills Inventory Resume Service (SIRS) whose "District Resume Reports" option lists all of a district's squadron members with resumes on file. The list contains the district assignment requests and links to the resume, providing the organization service history, skills, and interests. SIRS is located on the National Committee on Nominations' website and all members should be urged to enter and update their resumes.

### 4.7.3 USPS Educational Fund Representative

The USPS Educational Fund Representative keeps members informed of the district's annual contributions to the fund, the overall progress of the fund, and the current projects that are being funded through the fund. The representative encourages gifts and memorials to the fund. The representative may have an aide in each squadron.

## 4.8 Bridge Officers and Department Committees

The duties of the bridge officers and their corresponding department committees are presented in their traditional configuration. With the exception of the Commander (D/C), Educational Officer (DEO), Secretary (DSecy), and Treasurer (DTreas), all of the following officers and committees are optional.

Department committees differ from standing committees in that department committees are created and dissolved by the D/C after consultation with the department head.

### 4.8.1 District Commander

The District Commander (D/C) is the ranking officer of the district. The D/C is, *ex officio*, a member of the Governing Board and represents the district in all national-level interactions. Additionally, the D/C:

- Presides at all district meetings, such as district Conferences and Council\* meetings;
- Visits each squadron at least once per year. If unable to make such visitations in person, the D/C designates a representative to do so, preferably one of the lieutenant commanders or a past commander of the district;
- Calls meetings of the Conference and Council\*;
- Sets the time and place of special meetings when such meetings are requested by the squadrons or Conference;
- Is, *ex officio*, a member of all appointed district committees, but is not a member of conference-elected committees; and
- Appoints all appointive officers and the chairs and members of appointive committees with one-year terms. Appointments for committees with multi-year terms are made by the Council\* [Bridge or Conference] as specified in the district bylaws.

Although the D/C is not a national officer, he may be assigned national duties and responsibilities in addition to those assigned in the district bylaws.

The D/C is responsible for fostering a close bond among the squadrons of his district. It is incumbent on the D/C to attend as many squadron functions as possible, visiting each squadron in his district at least once each year. In addition, it is his responsibility to conduct the installation of squadron commanders and, on request, squadron officers. In as much as it is rarely possible for the D/C to attend every squadron's change of watch, he assigns one of his bridge officers or a past district commander to represent him on some occasions.



The D/C also serves as a liaison with squadron commanders regarding district and national affairs. He is responsible for keeping squadron commanders informed of all district and national matters that concern their squadrons. He employs several communication methods including meetings of conference and council (if any), a district publication, postal correspondence, electronic mail where practical, or telephone. The D/C should ensure that his name is on each squadron's mailing list to receive its publications and announcements.

Since the D/C is the liaison among the Governing Board, national officers, and the squadrons of the district, he should keep in close touch with the National Executive Officer (NXO), to whose attention he should take all matters of significance, such as a new procedure to improve the operation of the district. In turn, national matters of interest to the district will be reported to the D/C, who is responsible for seeing that national policies are effectively carried out in his district.

Also, at meetings of the GB, the D/C may serve as the designated alternate for any squadron commander in the district provided that the absent squadron command has not designated another squadron member as the alternate voter or proxy.

The D/C may appoint additional lieutenants to assist in carrying out the work of the district. These positions include a flag lieutenant, chaplain, merit mark officer and as many aides as are deemed necessary. They perform such duties as assigned to them and serve at the pleasure of the D/C.

#### 4.8.1.1 Flag Lieutenant

The D/C may appoint a flag lieutenant to perform such duties as the D/C or the Bridge may assign. The District Flag Lieutenant serves with the rank D/Lt and is formally addressed and greeted as Lieutenant. The duties of the District Flag Lieutenant are:

- Maintaining the D/C's calendar and be aware of all commitments, deadlines, and functions for which the D/C is scheduled or wishes to attend;
- Maintaining close communications with the D/C, keeping him apprised of progress, anticipating future needs, and standing ready to answer additional tasks that the commander may assign;
- Working closely with the D/C's aide(s), ensuring that all honored guests are properly welcomed, escorted, and that their needs are met; and
- Traveling with or on the behalf of the D/C on district business.

**District flag lieutenants are sometimes abbreviated as D/F/Lt which refers to the position only; it is not a rank.**

#### 4.8.1.2 Chaplain

The D/C may appoint a chaplain to perform such duties as the D/C or the bridge may assign. While the chaplain may be addressed or greeted as Lieutenant, addressing him as Reverend, Father, or Rabbi, when he has been ordained, is also correct.

The chaplain, in addition to performing invocations and benedictions at meetings of the district, is available for counsel to all district officers who may require suggestions as to ceremonies, prayers, and other activities in their respective spheres. Chaplains also advise activity and conference planners on scheduling conflicts with religious holidays.

### 4.8.1.3 Merit Mark Officer

The Merit Mark Officer is appointed annually by the D/C. He compiles and correlates data to assist the D/C with merit mark recommendations. Alternatively, the D/C may delegate his authority to the Merit Mark Officer to perform and monitor the merit mark processing.

The Merit Mark Officer is responsible for completing the following tasks before the 15 November deadline:

- Collecting and collating efforts expended towards promoting the interests, programs, and objectives of the district (including total time plus any travel miles incurred) by the members under the supervision of the D/C, department heads, committee chairs, and activity leaders during the calendar year;
- Writing and entering the merit mark recommendation for each contributing member into the online application for qualifying active, family, and apprentice members;
- Ensuring that all of the district's squadrons submit merit mark recommendations for their qualifying members. Customarily, districts withhold submission of their merit marks until all of the district's squadron submissions are complete;
- Entering the merit mark recommendations for the qualifying squadron commanders;
- Reviewing the merit mark recommendations with the D/C and submitting the recommendations upon his approval;
- Following the merit mark processing, performing necessary corrections and resubmissions of any rejected recommendations, through the approval process;
- Verifying that the merit mark certificates have been received by the members for whom the recommendations were approved; and
- Communicate the information for the merit marks of associate members who contributed to the district's efforts, to the D/Cs, DXOs, and Merit Mark Officers of their home districts.

The merit mark process is documented on the Merit Mark web pages. [Refer to Chapter 16]

### 4.8.1.4 Aides

The D/C may appoint as many aides as are deemed necessary, to perform such duties as the D/C, Bridge, Council\*, and the Conference may assign, such as arranging meetings, entertaining distinguished guests and visitors, conducting surveys, and collecting information. Aides are not granted any rank based on their service as an aide, although they may hold a rank from other positions within the organization.

**District aides are sometimes abbreviated as Aide/DC which refers to the position only; it is not a rank.**

## 4.8.2 District Executive Officer

The primary duty of the District Executive Officer (DXO) is to assist the D/C. In the temporary absence or incapacity of the D/C, the DXO performs the duties and exercises the powers of the D/C, provided that the district bylaws do not specify another officer. The DXO has general supervision of the District Executive Department as directed by the D/C, the Council\*, or the Conference. He is, ex officio, a member of all committees of the Executive Department. The D/C may assign the DXO various other duties as well.

Specifically, the DXO is the liaison between the district and the squadron commanders and receives their reports. In the performance of this duty, the DXO:

- Reviews the minutes of squadron meetings;
- Conducts periodic meetings with squadron commanders, advising them on topics of district interest that should appear on agendas of the squadrons' general or executive committee meetings;
- Coordinates visits of the D/C and/or his representative to squadrons advising squadrons as to whether the D/C or his representative will be in attendance; and
- Notifies the Bridge, the Council\*, and the Conference, of any squadron resolutions or recommendations on which action by that body is required.

**NOTE: If there is no DXO, the bylaws must designate another officer to be the liaison with the squadron commanders.**

The functions of the District Executive Department and its committees are traditionally described as “external affairs.” The Conference may leave this office vacant at the time of elections.

#### **4.8.2.1 Boat Show Committee**

The District Boat Show Committee (D/BtSCom) is responsible for district exhibits and all materials at boat shows where there is no existing squadron participation. Each squadron should be asked to recommend at least one member to serve on this committee. The responsibilities of this committee are:

- Supervising the design, structure, and display of the district booth;
- Devising and procuring marketing material to introduce the public to America's Boating Course;
- Assembling and printing schedules, with contact information, of all public course offerings by squadrons/clubs within the district;
- Promoting membership in the local squadrons;
- Scheduling personnel from the district squadrons to setup, staff, and dismantle the booth; and
- Maintaining custody of exhibit material.

In cases where a squadron is an established exhibitor at the show, the district should exercise extreme caution not to undermine the squadron's participation. The district should not establish a competing booth; however, it can offer suggestions and assistance to the sponsoring/exhibiting squadron. Offers to provide materials, to reimburse the squadron's expenses, or to provide booth staff may be most welcome. At no time should the District Boat Show Committee ever attempt to take over the exhibiting squadron's show contract.

#### **4.8.2.2 Cooperative Charting Committee**

The District Cooperative Charting Committee (D/CoChCom) is the liaison between National Cooperative Charting Committee and the district's squadrons. The D/CoChCom has the responsibility of coordinating cooperative charting activities, including training within the district and to encourage active participation of squadron cooperative charting committees. The chairs of all S/CoChComs are members of the D/CoChCom.

The district chair is an unofficial member of and works closely with the National CoChCom. It is the district chair's responsibility to check all reports as prescribed by the national committee. In addition, he may establish, with the approval of the Conference, an awards program for the district and maintain whatever records are required to support such a program. The chair may request the D/C to appoint one or more assistants to help administer the program.

The cooperative charting year of the entire organization begins on 1 January and ends on 31 December. The Cooperative Charting Program is a major public service of the United States Power Squadrons, America's Boating Club. [Refer to 3.31]

#### **4.8.2.3 Homeland Security Liaison**

The duty of the Homeland Security Liaison is to facilitate the squadrons in working with community groups and law enforcement agencies to support the programs of those organizations. In respect to law enforcement, squadron participation is limited to observation only. The District Homeland Security Liaison maintains active communication with the United States Coast Guard and its Auxiliaries, Army Corp of Engineers, harbor safety or port security advisory boards, airport security, border patrols, civil defense, port captains, amateur radio clubs, area SERAT (Squadron Emergency Response Assistance Team) units, first responders, and law enforcement agencies. The liaison advises the DXO of current squadron liaison efforts, community needs, and the opportunity for the squadrons to participate or to provide assistance.

#### **4.8.2.4 Legislative Officer/Committee**

The District Legislative Officer is appointed by the D/C. The D/C may appoint other members to the committee including the chairs of any squadron legislative committees. This committee monitors and gathers information pertaining to laws, proposals and regulations affecting recreational boats, boaters and water sports in the states in which the district operates. This information is shared with the DXO and PACom for their usage. The Legislative Officer is the prime communication link between PACom and the squadron legislative officers [Refer to 3.34].

The duties of the District Legislative Officer include:

- Monitoring all legislative activity in the district;
- Scheduling and conducting meetings, seminars, symposiums or workshops at district Conference conventions to deal with legislative activity in the district and at the national level. If appropriate, he schedules additional sessions at meetings of the Council\*;
- Forwarding copies of all legislative reports to the respective National Public Affairs Committee (PACom) team leaders to ensure that all of the United States Power Squadrons, America's Boating Club, benefits from the information;
- Attending, if possible, at least one of the two national law and legislative meetings conducted at the GB meetings. If unable to attend any meeting, he requests the DXO or D/C to arrange representation at the meetings; and
- Updating the District Law Officer regarding any changes or modifications affecting recreational boating in the district.

#### **4.8.2.5 Marketing Committee**

The District Marketing Committee (D/MARCom) is composed of three or more members appointed annually by the D/C. The committee's numbers are augmented by each squadron's Public Relations Officer or Public Relations Committee chair. D/MARCom is the liaison between the National Marketing (MARCom) and Public Affairs (PACom) Committees and the squadrons' Public Relations (PRCom) Committees.

D/MARCom functions in both marketing and public relations efforts. The responsibilities of D/MARCom include:

- Recommending to Conference marketing methods to promote the United States Power Squadrons, America's Boating Club, to the communities in the district;
- Promoting the educational programs and benefits of membership in local squadrons/clubs;
- Assisting squadrons/clubs in developing solid community and media partners;
- Organizing and coordinating public relations activities that involve several squadrons in an event; and
- Conducting meetings, workshops, and instructional seminars for squadrons/clubs to facilitate the exchange of ideas and experiences between squadron Public Relations Officers and Committees.

#### **4.8.2.6 Radio Technical Committee**

The District Radio Technical Committee/Officer (DRTCom/DRTO) is the liaison between the squadron/club radio technical officers (SRTOs) and the national committees Boat Systems Memberships' Squadron Activities Subcommittee programs Amateur Radio Club and Squadron Emergency Response Assistance Team efforts.

The chair of the DRTCom should have a broad technical background in maritime electronic systems, including telecommunications; however, this knowledge may be supplemented by other committee members. The chair may have an assistant chair and as many committee members as are required to assist in the operation of the DRTCom. Squadron Radio Technical Officers (SRTOs) are ex officio members of DRTCom.

Meetings of the DRTCom, which may include marine electronics seminars, can be held in conjunction with district conferences. Liaison should be established with representatives of marine electronics and telecommunications organizations, who can be invited to participate in seminars. The chair of the District Liaison Committee should be informed of all contacts with outside agencies. Additional responsibilities of the DRTCom and its chairing officer are:

- Serving as the focal point in the district regarding technical matters and regulations relating to installation and operation of marine electronic equipment, including telecommunications;
- Assisting squadrons in establishing liaison with local representatives of the Federal Communications Commission (FCC) and marine electronics and telecommunications organizations, including yacht clubs and marinas licensed as private coast radio stations;
- Identifying qualified representatives who could be invited to provide programs at district conferences;
- Advising the district's Homeland Security Liaison of all contacts with outside agencies; and
- Attending, or having a representative attend, open meetings of the Boat Systems, Safety and Membership (Squadron Activities Subcommittee) Committees held in conjunction with GB meetings.

#### **4.8.2.7 Safety Committee**

The chair of the District Safety Committee (DSafeCom) is appointed by the D/C based on the chair's interest in marine safety. His committee is comprised of the squadron safety officers within the district. The District Safety Officer (DSO) reports to the DXO. It is the duty of the DSO to serve as the district representative to the national Safety Committee and to act as a liaison between the squadron/club safety committees and national safety officers.

Information regarding the awards administered or sponsored by the National Safety Committee is summarized in Appendix C [Refer to page C-7]. Specifics of the individual awards are detailed on the web pages of the National Safety Committee.

The duties and responsibilities of the district safety officer and his committee are:

- Formulating and collecting data that stimulates constant vigilance against the hazards inherent in the use, operation, and maintenance of recreational boats;
- Directing the safety program in the district and maintaining communication with national organizations in addition to government and state agencies within the district whose activities are directed toward boating safety. Such organizations include the United States Coast Guard, United States Coast Guard Auxiliary, American Red Cross, National Safety Council, National Safe Boating Committee, National Safe Boating Council, and state watercraft/wildlife marine agencies;
- Collaborating with the D/MARCom in the preparation of ideas and suggestions to publicize safety considerations to the public;
- Encouraging participation in the Vessel Safety Check (VSC) program; the Visitation Program, and inter-agency cooperation with USCG Auxiliary; and
- Promoting National Safe Boating Week through Squadron Safety Officers, informing or reminding the public that the promotion of safe boating practices is a civic service of the United States Power Squadrons, America's Boating Club.

#### **4.8.2.8 Squadron Development Committee**

The Squadron Development Committee (SDCom) is appointed by the D/C to assist with evaluating, aiding (upon a squadron's request), and reporting on the condition and health of each district squadron. The committee coordinates the preparation and collection of annual squadron surveys on the health of each squadron and summarizes the results in a "State of the Squadrons" report for the D/C.

The committee works closely with the National Squadron Support and Development Committee (SSDCom) in assembling and sharing information useful to squadrons and district officers in forming and supporting squadrons. While district committees may be requested to aid in establishing a provisional squadron, the majority of their efforts are focused on supporting existing squadrons. The assistance programs for developing new or revitalizing existing squadrons is not dissimilar. The district committee should be well acquainted with the national website, SSDCom's pages and the tools and programs designed to support existing squadrons.

#### **4.8.2.9 Vessel Safety Check Committee**

The District Vessel Safety Check Committee (DVSCCom) is appointed by the D/C with concurrence from the DXO. The committee chair serves as the liaison between National Safety Committee (SafeCom) and squadron vessel safety committees (SVSCComs). Responsibilities of the DVSCCom chair are:

- Coordinating and promoting the Vessel Safety Check and Safety Programs within the District;
- Aiding squadrons, upon request, in promoting the VSC program and training VSC examiners;
- Soliciting nominations from squadron chairs for the Life Saving Awards;
- Promoting the partnership with the USCG Auxiliary District and/or Division in the VSC Program;



- Serving as a liaison with the Auxiliary District Staff Officer (SO-VE) for Vessel Examiners in the district;
- Organizing and promoting safety and VSC program seminars at district Conference meetings;
- Preparing articles for the district newsletter and, upon request, assisting squadron chairs with writing articles for their squadron newsletters;
- Using the National Safety website, other websites, and e-mail to enhance communications among squadrons, districts, and the national committee;
- Communicating any areas of concern to the designated national committee representative;
- Promoting and coordinating district participation in the national VSC Program contests; and
- Establishing and administering a district awards program to recognize outstanding Vessel Examiners, squadrons, and program promotion activities.

The district chair should closely monitor the squadrons' decal usage and distribute decals before requesting new decals to be printed. Also, the district chair should be familiar with the National Safety web page, checking it often for updates and product recalls. The squadron VSC chairs are members of the district vessel safety check committee [Refer to J.3 on page J-2].

### **4.8.3 District Educational Officer**

The District Educational Officer (DEO) is, ex officio, a member of the National Educational Department under the National Educational Officer (NEO) and a member of the GB. The DEO has general supervision of the District Educational Department as directed by the D/C, the Council\*, or the Conference. He is, ex officio, a member of all committees of the Educational Department. Although the D/C may assign the DEO various other duties as well, the DEO's general responsibilities are:

- Assisting the D/C;
- Advising the D/C on all district educational matters and appointments;
- Coordinating, in conformance with national educational policies and procedures, the educational activities within the district; and
- Providing counsel, upon request, to nominees for squadron educational officer, appointments to local boards, and other squadron educational matters.

If there is no elected DXO and the D/C is temporarily absent or incapacitated, the DEO may be authorized by the district bylaws to perform the duties and exercise the powers of the D/C.

District nominating committees seeking DEO candidates should consider past squadron educational officers who are experienced instructors. Although it is not a bylaw requirement, DEOs traditionally hold the grade of Navigator or Junior Navigator with at least five of the nine elective courses. In order to provide stability within the district, DEOs normally serve for a period of three years, although they must be elected annually.

The District Educational Department consists of the DEO, the ADEO (if elected), district educational committee chairs, and the educational officers of all squadrons and provisional squadrons assigned to the district. Meetings of the department provide a medium for the exchange of ideas among district squadrons, dissemination of information, keeping the DEO fully informed of educational affairs in the district, and the general discussion of local educational problems.

#### **4.8.3.1 Local Boards**

A district may have local boards for Public Boating Education, Advanced Grades, Elective Courses, and Seminars. Such boards are, at all times, subject to the direction and supervision of the DEO.

Local board chairs and members are appointed by the D/C upon the advice of the DEO. They perform such duties as outlined by the United States Power Squadrons policy and as may be directed by the DEO. They make such reports as may be requested by the D/C or by the DEO. The DEO enters the names of these appointees on the online form OD-1, "Job Management," immediately following the change of watch and whenever there is a change at any other time during the year. Local Boards, whose names are self-explanatory, may be appointed for the following groups of instruction:

- Public Boating Education;
- Advanced Grades;
- Elective Courses;
- Seminars;
- Guides;
- Teaching Aids;
- Boat Operator Certification Contact; and
- Jump Start/On-the-Water Coordinator.

Local boards are responsible for the district program of instruction and, if required, examination in the material offered within their group.

#### **4.8.3.2 Supplemental Programs Committee**

While each course and seminar stands on its own and none requires on-the-water training, there are specific advantages to having supplemental on-the-water elements related to some courses and seminars. Each supplemental program is reviewed and approved by the National Educational Department and the Boat Operators Certification - On-The-Water Training (BOC-OTWTr) Committee for the course or seminar which it complements. Squadrons within a district may offer supplemental programs. These programs are, at all times, subject to the direction and supervision of the DEO.

#### **4.8.3.3 Teaching Aids Committee**

The Teaching Aids Committee is responsible for advising squadron committees in creating (or procuring) and maintaining teaching aids, in close coordination with their squadron educational officer (SEO). The Teaching Aids Committee's chair is appointed by the D/C in consultation with the DEO.

Each squadron presents its best teaching aid at the Fall District Conference. The squadron committee must ensure that each entry is qualified for the competition. Teaching aids that have previously won the "Best in Show" at national are ineligible. To qualify for the competition, each teaching aid must have been used in a United States Power Squadrons, America's Boating Club, course or seminar in the last two years.

Judging is open to all conference attendees and is based on three criteria from each judge's perspective:

- Would he be able to learn better with the aid;
- Would he be able to teach better with the aid; and
- Would his squadron be able to replicate the aid?

Since the D/C or the DEO will need to transport the district entries to the Annual Meeting of the Governing Board, the size, weight and transportability present another consideration when judging teaching aids.

Each district may submit two teaching aids, manual or electronic, which are eligible to earn recognition in the annual competition. Districts are encouraged to hold teaching aids competitions at their fall conferences and to submit their top two aids for national recognition.

#### **4.8.4 District Administrative Officer**

The primary duty of the District Administrative Officer (DAO) is to assist the D/C. The DAO has general supervision of the District Administrative Department as directed by the D/C, the Council\*, or the Conference. He is, ex officio, a member of all committees of the Administrative Department. The D/C may assign the DAO various other duties as well.

If there is an elected DXO and that officer is temporarily absent or incapacitated, the DAO is authorized to perform the duties and exercise the powers of the DXO.

The functions of the District Administrative Department and its committees are traditionally described as “internal affairs.” The Conference may leave this office vacant at the time of elections.

##### **4.8.4.1 Auxiliary Liaison**

A D/C may appoint an Auxiliary Liaison Officer to facilitate communications between the National Squadron Activities Subcommittee [Refer to 3.50] and individual auxiliaries within the district. In order to be effective, all correspondence concerning auxiliaries within that district should be channeled through the District Auxiliary Liaison Officer. The duties of the District Auxiliary Liaison Officer are:

- Giving verbal and written auxiliary reports to the Council\* and Conference;
- Hosting round table discussions with auxiliary members at the district conference;
- Encouraging squadrons within the district to sponsor an auxiliary;
- Providing articles of interesting auxiliary activities within the district to the National Squadron Activities Subcommittee. Articles may be included in the auxiliary newsletter and/or *The Ensign*;
- Encouraging auxiliaries, immediately following the election of bridge officers, to submit the auxiliary annual report to the District and National Membership Committee chairs;
- Maintaining familiarity with the contents of the auxiliary directory (including names and addresses of the Squadron Activities Subcommittee, model pledge for auxiliary officers and the auxiliary annual report form); and
- Copying the Auxiliary Advisory Committee Regional Representative and the National Squadron Activities Subcommittee with correspondence including reports to the district.

##### **4.8.4.2 Conference Committee**

The Conference Committee (ConfCom) is in charge of the procedures involved in conducting a district conference. Districts hold one or two conferences each year, normally in the spring and fall. The Conference Committee must select a venue and estimate a tentative budget. Tentative plans are presented to the Conference and Council\* a year or two in advance of the conference date. In some districts, the squadrons take turns hosting the conference. In either event, the Conference must approve the expenditures of monies. It is preferred that the necessary negotiations and resulting contracts are in place thirteen to twenty-four months in advance.

In planning a district conference, the Conference Committee should pay particular attention to both civil and religious holidays occurring during the planned dates. Every effort should be made to avoid planning any event that spans those holidays. District chaplains should work with the Planning Committee to avoid scheduling conflicts with religious holidays. A listing of the Jewish holidays can be found at the end of the Downloads webpage of the Operations Manual Team of the Heritage and Documents Committee (HADCom).

The chair, under the district bylaws, works with the DAO and D/C to negotiate with applicable hotels to produce an acceptable contract. The selected contract must meet the established criteria, based on successful historical information, as well as current input contributed by the outgoing and incoming district commanders. Upon selection of a site, the tasks of the Conference Committee are:

- Publicizing the event in squadron and district publications;
- Selecting menus and themes in concert with the D/C;
- Pricing the meals and arranging entertainment within the budget constraints;
- Overseeing publications of scheduled seminars, with advance notice to district chairs;
- Collecting fees and disbursing tickets for all events; and
- Providing an accurate accounting to the district bridge officers following each event.

It is essential that the overall conference meets with the approval of the current D/C and the incoming commander during the conference at which a change of watch occurs.

#### **4.8.4.3 Member Involvement Committee**

The District Member Involvement Committee is composed of three members appointed annually by the D/C. This committee works closely with other district committees to encourage participation in district activities by squadron members. Upon request, it provides suggestions to the squadrons for programs to increase member participation in squadron activities. It acts as a liaison between the National Membership Committee and the squadrons. Additional responsibilities of the district Member Involvement Committee are:

- Forwarding copies of all correspondence received from the National Membership Committee representative to all squadron member involvement chairs;
- Monitoring the changing needs of the membership and communicate these needs to the squadrons;
- Assisting squadrons, upon request, with non-renewal programs;
- Encouraging squadron Member Involvement chairs to develop strong involvement programs within their squadrons; and
- Encouraging squadrons' entries into the Member Involvement and Retention Award, sponsored by the National Membership Committee [Refer to 3.50].

**NOTE: At the national level and in some districts, the member involvement function has been transferred to the Membership Committee.**

#### **4.8.4.4 Membership Committee**

The District Membership Committee is composed of three members appointed annually by the D/C. This committee must be familiar with the policies and procedures outlined in the current edition of the United States Power Squadrons Membership Manual. It coordinates membership activities within the district through the squadrons. The district chair has oversight of squadron membership chairs and communicates

to them district membership activities. The committee assists the squadron committees in their membership efforts. The responsibilities of the Membership Committee are:

- Assisting Squadron Membership Committees in an advisory and helpful manner when needed;
- Training and informing Squadron Membership Committee personnel through meetings and seminars at district Conferences and Council\* meetings;
- Evaluating squadron performance in the acquisition of members and communicating the results to the D/C through the DAO, and suggesting remedies when needed; and
- Keeping the National Membership Committee informed, through the area representative, of successful squadron programs, innovations, and results.

The Membership Manual, on the Heritage and Documents Committee (HADCom) webpage, contains additional information necessary to guide chairs and committee members in the performance of their duties and responsibilities. It is important that Membership Committee members be familiar with the procedures, programs, duties, methods of operation, and timetables so that the organization functions more efficiently.

**NOTE: The Membership Committee and the Member Involvement Committee can be combined. If so authorized in a district's bylaws, the Membership Committee assumes the responsibilities of the former Member Involvement Committee.**

#### 4.8.4.5 Operations Training Committee

The District Operations Training Committee is the liaison between the National Operations Training Committee [Refer to 3.52] and the Squadron Operations Training Committees [Refer to 5.48]. The District Operations Training Committee conducts operations training programs at the district level and coordinates the operations training activities of the squadrons. All training at the district level is in addition to that provided by the squadrons' operations training programs. Squadron Operations Training chairs are members of the District Operations Training Committee and should consult with the district chair for assistance and guidance in conducting squadron programs. Districts are encouraged to hold frequent operations training seminars and to monitor the frequency and quality of operations training programs offered through the squadrons.

#### 4.8.5 District Secretary

The primary duty of the District Secretary (DSecy) is to ensure that the district maintains adequate business records. In order to provide stability within the district, secretaries normally serve for a period of three years, although they must be elected annually. In addition to assisting the D/C, the responsibilities of the DSecy are:

- Keeping a record of the proceedings of each Conference and Council\* and conducting the correspondence of these bodies;
- Maintaining custody of the official copy of the bylaws, keeping it corrected to date, and sending promptly to the designated member of the Committee on Rules duplicate copies of bylaws amendments adopted by the Conference;
- Keeping and filing all documents, records, reports, and communications connected with the business of the district;
- Presenting a report at each meeting of the Council\* and the Conference and as directed by the D/C;

- Distributing copies of all Conference and Council\* minutes to each member of the Conference;
- Reporting to Headquarters (HQ) the names of all officers and committee chairs through the online OD-1, Job Management application in the Info Center of the national website. The OD-1 must be updated within 10 days of the change of watch or appointment;
- Sending notices for meetings of the Conference and the Council\* not less than 30 days prior to the date of a regular meeting and not less than 15 days prior to the date of a special meeting. For meetings of the Conference: (1) notice is sent to each P/D/C of the district; (2) notice is sent to the squadron commanders who notify their respective delegates; and (3) notice of the Conference, at which elections are held, includes a list of members nominated by the Nominating Committee for election to positions within the district; and
- Performing other appropriate duties as may be assigned by the D/C, the Council\*, the Conference, or as may be required by United States Power Squadrons policy.

The DSecy leads the Secretary's Department and is, ex officio, a member of all committees within the department. It is his privilege to make suggestions to the D/C for appointments of committee chairs and members.

The Secretary's Manual, on the Heritage and Documents Committee (HADCom) webpage, contains additional information necessary to guide secretaries in the performance of their duties and responsibilities.

#### **4.8.5.1 Information Technology Committee**

The District Information Technology Committee (DITCom) is responsible for creating and maintaining the district website, as a means of communication with the members within the district as well as for fostering public awareness as to the work and goals of the United States Power Squadrons, America's Boating Club. [Refer to 3.54]

#### **4.8.5.2 Publication Editor**

The publication editor and associate editor are responsible for performing such duties as may be required for preparing district publications like the newsletter. The newsletter staff consists of several persons with specialized talent in art, photography, advertising skills, and proofreading.

The newsletter should not be a one-person publication. Instead, the newsletter should contain articles written by bridge officers and members who have a wealth of knowledge and experience in boating to share with others. District newsletters contain announcements of conferences, rendezvous, and social activities so that all members are aware of dates and locations. The cost of printing and postage is expensive, so many district and squadron publications are digital.

Copies of the newsletter should be sent to the National Bridge and the chair of the National Communications Committee (CommCom). Newsletters consistently meeting the standards established in CommCom's Newsletter Evaluation Form qualify to receive the Distinctive Communicator Award for Newsletters. Award winners are entitled to display the award seal in future issues of the newsletter. It is important that at least four issues be sent to the member on the National Communications Committee who evaluates the district newsletters. All districts are urged to submit copies of their newsletters for the Parade of Publications table at Governing Boards. [Refer to 3.54]



The publication editor and members of his staff may give consultation and assistance to squadron editors to help improve their local publications. The editor and the committee should, through seminars and other means of information exchange, tie together district and squadron publications efforts.

#### 4.8.5.3 Historian Officer/Committee

The Historian Officer or Committee is directly involved in assisting the national organization to collect and maintain district historical information such as the names of the bridge officers, committee chairs, squadron council members, activities hosted, and awards earned. The national collection of a district's history also includes the date of charter, flag adoption, incorporation, the adoption of a trade name, and other significant events in a district's history. The historian or committee chair is responsible for submitting an annual report to the national organization within 30 days of the district's change of watch. The Historian's Manual, on the Heritage and Documents Committee (HADCom) webpage, offers additional information and suggestions to new and seasoned historians.

#### 4.8.5.4 Roster Officer/Committee

The Roster Officer or Committee is responsible for the preparation of a roster which becomes a most important document to the members and especially to the Bridge. The roster contains a list of the district's officers, committee chairs and members, and the district's squadrons and officers along with district personnel serving on national committees. Everyone identified in the roster is included in the directory portion which includes the name of the member, rank, grade, courses completed, certificate number, address, telephone number, email address and name of the spouse. The inclusion of the dates of squadron changes of watch for the upcoming year and the district and national meetings are useful for many officers. Finally, the list of P/D/Cs with the year(s) of their command is a traditional element of the annual roster.

The Roster Committee Chair and the committee should be familiar with the USPS Website Privacy Statement on the website and the Electronic Data Policy [Refer to G-8]. Rosters on webpages must be password protected.

**NOTE: Rosters of officers, members, and committees are strictly proprietary and are not available to any outside individual, organization, or agency. No member of the United States Power Squadrons, America's Boating Club, may use any such source for any purpose, public or private, outside the normal activities of the organization without the approval of the Board of Directors.**

#### 4.8.5.5 The Ensign Correspondent

The correspondent to The Ensign is appointed by D/C based upon his ability as a writer and reporter. The responsibilities of The Ensign correspondent are:

- Writing and soliciting articles of noteworthy activities such as cruises, rendezvous, public relations, cooperative charting efforts, and other information of national interest and forwarding them to The Ensign editor;
- Obtaining pictures, with the assistance of the district or squadron photographers, to accompany submitted articles, as well as photos suitable for The Ensign cover pages;
- Soliciting advertising for The Ensign that may earn commissions for the district;
- Becoming familiar with The Ensign quarterly feature and deadline schedule; and
- Checking the district newsletter distribution list to ensure that the appropriate members of The Ensign editorial staff receive copies of all publications.

### 4.8.6 District Treasurer

The primary duty of the District Treasurer (DTreas) is to manage all funds belonging to the district. In order to provide stability within the district, treasurers normally serve for a period of three years, although they must be elected annually. In addition to assisting the D/C, the responsibilities of the DTreas are:

- Collecting and holding, in the name of the district, all funds belonging to the district;
- Paying promptly all bills contracted by the district that have been approved by Council\* [Bridge or Conference] or as provided for in the budget adopted by Conference;
- Depositing promptly all funds in a bank approved by the proper district authority;
- Keeping accurate records of all receipts and expenditures;
- Making all financial records of the district available for audit or financial review;
- Presenting a written report of the district financial condition at each meeting of the Council\*, Conference, and as may be directed by the commander;
- Advising the D/C, Council\*, and Conference when expenditures do not conform to the district budget;
- Providing financial reports at Council\* and Conference meetings;
- Providing interim financial reports, including statements of receipts, disbursements, and financial condition, at such times as the D/C or the Conference may direct;
- Providing to each squadron a notice of the annual assessment levied against it by the Conference. Assessments are determined on the basis of the number of single active members or family units as shown on the HQ records as of 1 March of the year for which the assessment is to be paid. Assessment notices are mailed within 30 days of the foregoing date. Payments are made from National to the DTreas within 30 days of each renewing member's anniversary date; and
- Preparing and filing, in a timely manner, all required federal, state, and local tax and information returns, following the instructions and recommendations of the national treasurer (NTreas).

The DTreas works with the Budget and Finance Committee to establish assessments for future dues per bylaws.

The DTreas also cooperates with the Audit Committee as it examines all records of the DTreas annually and submits a report of the audit findings to the next meeting of the Conference. Whenever a turnover of treasurers occurs prior to the end of the district's fiscal year, an additional audit is performed as part of the financial review. Once completed, the outgoing treasurer turns over to the incoming treasurer all documents, records, bank books, statements, property, and funds of the district.

The DTreas leads the Treasurer's Department and is, ex officio, a member of all committees within the department. It is his privilege to make suggestions to the D/C for appointments of committee chairs and members.

The Treasurer's Manual, on the Heritage and Documents Committee (HADCom) webpage, contains additional information necessary to guide treasurers in the performance of their duties and responsibilities.

#### 4.8.6.1 Property Officer

The District Property Officer maintains an inventory of squadron properties. These may be films, projectors, teaching aids, flags, printing equipment, awards, and other equipment owned by or in the

custody of the district personnel. The property officer must verify the identity of personnel having custody and responsibility for items, as well as the locations of those items. The property officer makes an annual report of the inventory in order that adequate insurance coverage of these items is maintained.

#### **4.8.7 Incapacity of Bridge Officers**

In the event the D/C or any of the lieutenant commanders are determined, by self-declaration or by a two-thirds vote of the Council\* [Bridge or Conference], to be incapable of performing the duties of office because of illness or other reason, the Council\* [Bridge or Conference] may assign the duties and powers of such office to a past commander of the district (P/D/C) agreeable to serving. Such assumption of duties by a P/D/C lasts only until the earliest of:

- The next meeting of the Conference at which elections are normally held;
- The officer rescinds the self-declaration of incapability;
- The Council\* [Bridge or Conference] rescinds its declaration of incapability; or
- The next meeting of the Conference at least 50 days after the declaration of incapability at which meeting the Council\* [Bridge or Conference] recommends to the Conference whether the period of incapability should be extended or the office should be declared vacant.

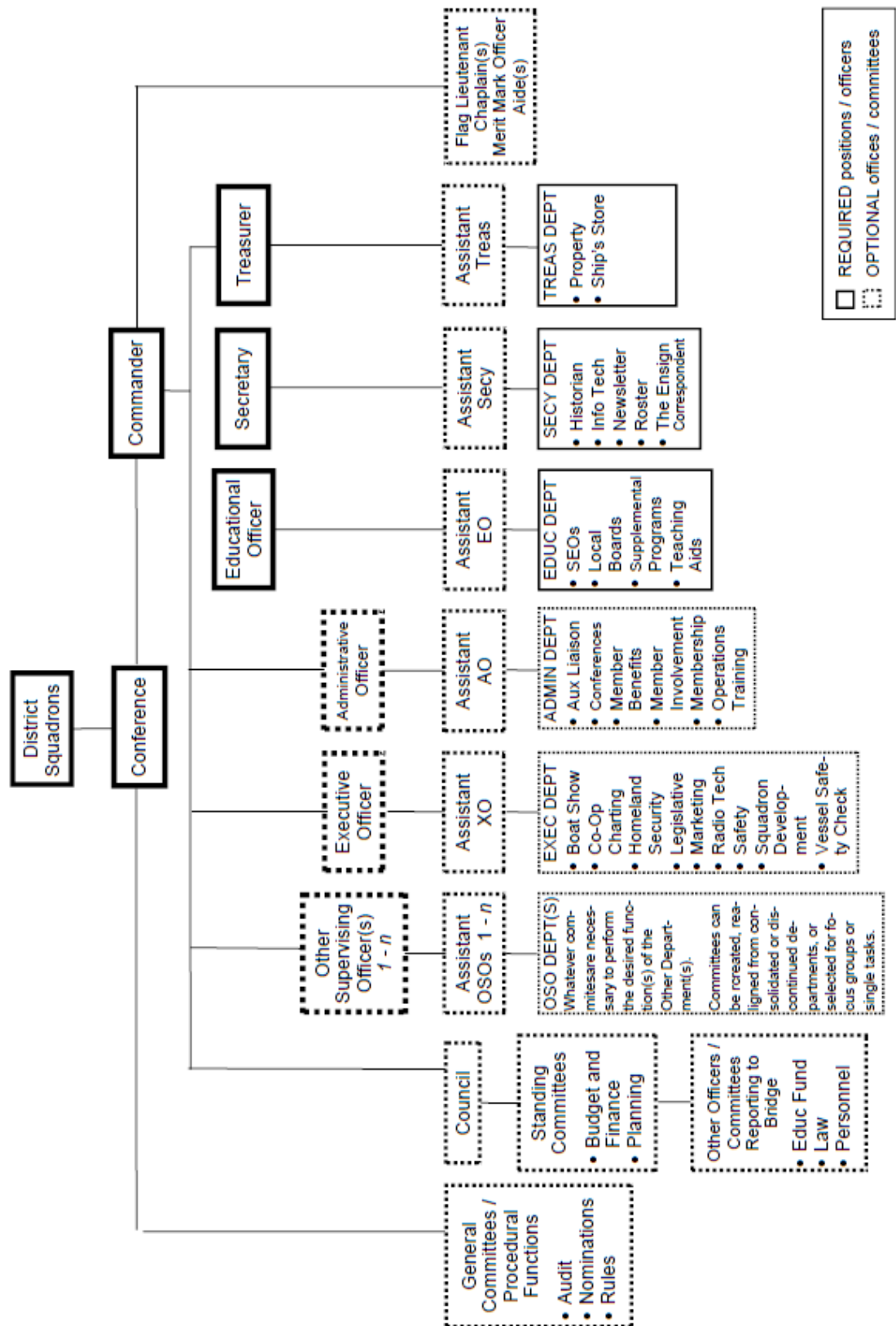
Should the Council\* [Bridge or Conference] recommend that the office be declared vacant, nominees are determined in time to be included in the notice of the meeting of the Conference.

- Candidates nominated by written petition must be signed by at least 10 voting members in good standing from each of at least three district squadrons, providing that the petitions are sent by first class mail or hand delivered to the DSecy at least 15 days before the date of the election;
- At least 10 days before the date of the election, the DSecy forwards the names of the nominated candidates to the Bridge, chairs of the elected committees, squadron commanders, and to every P/D/C of the district; and,
- Squadron commanders notify the delegates representing their squadrons.

If the Conference, by a two-thirds vote concurs, an election is held to fill such vacancy. If vacancies exist in the properly formulated slate of nominees at the time of any election, they are filled by nominations from the floor.



*United States Power Squadrons® #*  
*Flexible District Organization with Options*







# Chapter 5

## Squadron Organization

### February 2024

5.1	Official Name and Trade Name .....	3
5.2	Non-Profit Organization .....	3
5.3	Human Rights Laws.....	3
5.4	Composition and Governance .....	4
5.5	Objectives of Organization .....	4
5.6	Squadron Organization .....	4
5.6.1	General Provisions .....	5
5.6.2	Squadron Bridge .....	6
5.6.3	Assistant Bridge Officers.....	7
5.6.4	Executive Committee.....	7
5.6.5	Squadron Membership .....	8
5.6.6	Squadron Committees .....	8
5.7	General (Elected) Committees .....	8
5.7.1	Nominating Committee .....	9
5.7.2	Rules Committee.....	9
5.7.3	Audit Committee .....	10
5.8	Standing (Elected or Appointed) Committees.....	10
5.8.1	Planning Committee .....	10
5.8.2	Budget and Finance Committee .....	10
5.9	Other Appointed Officers/Committees.....	10
5.9.1	Housing Officer/Committee.....	11
5.9.2	Personnel Officer/Committee .....	11
5.9.3	Law Officer .....	11
5.10	Bridge Officers and Department Committees.....	11
5.10.1	Squadron Commander.....	11
5.10.1.1	Flag Lieutenant .....	13
5.10.1.2	Chaplain .....	13
5.10.1.3	Fleet Captain.....	13
5.10.1.4	Port Captain .....	13
5.10.1.5	Aides .....	13
5.10.1.6	Merit Mark Officer .....	14
5.10.2	Squadron Executive Officer .....	14
5.10.2.1	Boat Show Committee .....	15
5.10.2.2	Cooperative Charting Committee.....	15
5.10.2.3	Homeland Security Liaison.....	15
5.10.2.4	Legislative Officer .....	16

5.10.2.5	Public Relations Officer .....	16
5.10.2.6	Radio Technical Officer .....	17
5.10.2.7	Safety Officer/Committee.....	18
5.10.2.8	Vessel Safety Check Committee .....	18
5.10.3	Squadron Educational Officer.....	19
5.10.3.1	Educational Committee .....	19
5.10.3.2	Local Boards.....	19
5.10.3.3	Teaching Aids Committee .....	20
5.10.4	Squadron Administrative Officer .....	20
5.10.4.1	Boating Activities Committee .....	20
5.10.4.2	Meetings Committee .....	21
5.10.4.3	Member Involvement Committee .....	22
5.10.4.4	Membership Committee.....	22
5.10.4.5	Operations Training Committee .....	22
5.10.5	Squadron Secretary .....	23
5.10.5.1	Historian Officer/Committee .....	24
5.10.5.2	Information Technology Committee .....	24
5.10.5.3	Newsletter Editor/Committee .....	25
5.10.5.4	Roster Officer/Committee .....	26
5.10.5.5	Telephone Committee .....	26
5.10.5.6	The Ensign Correspondent.....	27
5.10.6	Squadron Treasurer .....	27
5.10.6.1	Property Officer .....	28
5.10.6.2	Supply Officer .....	28
5.10.7	Incapacity of Bridge Officers.....	28

*The chart of the “Flexible Squadron Organization with Options” appears at the end of this chapter.*

*“Common USPS Abbreviations and Acronyms” are listed in Chapter 14 on page 13-14.*

## 5.1 Official Name and Trade Name

The name of a squadron within the United States Power Squadrons® has geographical significance and does not conflict with the name of any existing squadron. The squadron's legal, or official name, is formatted as “*geographical name* [Sail and] Power Squadron[, Inc.]” A squadron may change its legal name (i.e., by adding “Sail and “, incorporating, or changing its geographical name) with the approval of its district council (if any) or its district conference, the Committee on Rules, and the Governing Board. A squadron may otherwise change its name with the approval of the Committee on Rules.

**NOTE: A squadron wishing to incorporate must first obtain approval from the National Law Officer prior to submitting an application to a state or equivalent body.**

America's Boating Club® is the trade name under which the national organization presents itself to the public. Squadron trade names must be in the format “America's Boating Club of *geographical location*.” Any squadron wishing to adopt a trade name - commonly referred to as a DBA (d/b/a - doing business as), an AKA (a/k/a - also known as), or fictitious name - must first give appropriate notice to its membership, then meet and vote to approve the application of a trade name for the squadron. The squadron submits its membership-approved proposal to its respective district council (if any) or to the district conference for approval. The district-approved trade name is registered with the state in which the squadron resides. Once the state requirement has been satisfied, the trade name is presented to the squadron membership for adoption.

**NOTE: Squadron trade names that were registered and adopted prior to the 15 February 2020 Governing Board's passage of §1.1.1 of the *Bylaws of the United States Power Squadrons* are exempt from the district approval requirement.**

**All contracts and official agreements must use the squadron's legal name;** however, it is suggested that the trade name also be included to avoid confusion. Although it is not necessary to include the squadron's trade name in the bylaws, the Committee on Rules does encourage it.

## 5.2 Non-Profit Organization

The United States Power Squadrons is a nonprofit entity organized under the laws of the state of North Carolina. The bylaws of United States Power Squadrons and any rules and regulations made pursuant thereto, consistent with federal, state, and/or local laws, take precedence over those of the squadron. All provisions thereof prevail with respect to the conduct of the affairs of the squadron.

Squadrons are not permitted to make individual applications to the Internal Revenue Service to qualify under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, but are included under the United States Power Squadrons' Group Exemption.

## 5.3 Human Rights Laws

The squadron and its members must at all times observe all federal, state, and local human rights laws, regulations, and ordinances applicable to any squadron activity, procedure, or practice. No person may be refused membership, denied office, or prevented from participating in any activity because of any fact or circumstance which would identify that person as one of a protected class of individuals under the human rights laws, regulations, or ordinances of any governmental jurisdiction where the person resides or in which the squadron conducts business.

## 5.4 Composition and Governance

Membership in the United States Power Squadrons and in a squadron is a privilege, not a right. Membership is by application and is contingent upon meeting eligibility requirements as set forth in the national bylaws. Admission to membership is a function of the Governing Board and is delegated to the Executive Committee (ExCom) subject to the organization's policy. No membership is valid unless the member meets and continues to meet the factual requirements of membership in the organization according to the policies of the United States Power Squadrons and the squadron. Active members of a squadron consist of persons who are able and willing to promote and advance the objectives of the organization or the squadron, meet the qualifications for active membership set by the organization's policy, and are admitted to membership as herein provided.

Members less than 18 years of age are entered as apprentice members and may enroll in courses and receive merit marks. They are also entitled to wear the uniform, fly the ensign, and attend any business meeting of the organization at the national, district, and squadron level; however, they may not serve in an elected position, chair a committee, or vote.

## 5.5 Objectives of Organization

The objectives of a squadron are as follows:

- To selectively associate congenial persons of good character having a common love and appreciation of boating as a nationwide fraternity of boaters;
- To encourage and promote all forms of boating and to provide, through local squadrons and otherwise, a practical means to foster fraternal and social relationships among persons interested in boating;
- To encourage and promote a high amateur standard of skill in the handling and navigation of boats through the study of the science and art of navigation, seamanship, and small boat handling;
- To develop and promote instructional programs for the benefit of members;
- To stimulate members to increase their knowledge of and skill in boating through instruction, self-education, and participation in marine sports activities and competitions;
- To encourage its members to abide by recognized yachting traditions, customs, and etiquette; and
- To render, and encourage its members to render, such altruistic, patriotic, or other civic services as it may from time to time determine or elect.

## 5.6 Squadron Organization

Squadron organizations are flexible in that each writes its bylaws to accommodate the resources available to perform the work that they wish to accomplish. The only required positions for squadrons are commander, educational officer, secretary, and treasurer. All other positions are optional, provided that the squadron bylaws specify the procedures for performing required functions.

As depicted in the organization chart at the end of this chapter, the majority of the departments, committees, and functions described in this chapter are optional. The information is presented to enable squadrons to consider the types of tasks that they may wish to include in planning and maintaining their organizations. Ideally, there should be a job for every squadron member who volunteers to work.

Each officer and member of an elected committee must be an active member in good standing of the squadron and be elected as prescribed in the squadron bylaws. *Robert's Rules of Order* defines the term “members in good standing” as those “... whose rights as members of the assembly are not under suspension as a consequence of disciplinary proceedings or by operation of some specific provision in the bylaws.”

### 5.6.1 General Provisions

Officers and committee members, whether elected or appointed, are subject to the following general provisions:

- All elected officers and elected committee members are active members of the squadron, at least 18 years of age.
- Except as otherwise provided in the squadron bylaws, all officers, committee chairs, and committee members are elected or appointed annually, serve for one year or until their successors are appointed or installed, and begin their terms of office when they are elected or appointed or, if applicable, installed.
- No active member can be nominated for or hold more than one elective flag office in the squadron simultaneously, except that both the offices of secretary and treasurer may be held by a single member. A member may hold more than one elective position, other than flag office, if there does not appear to be a conflict of interest. A member who holds a flag office at the national or district level is not disqualified from nomination for a squadron flag office.
- Elected committees with staggered terms have members elected originally for terms to meet such distribution. Appointed committees whose members have terms of more than one year are appointed by the Executive Committee to meet a staggered distribution. One of the members whose term next expires will be considered for nomination and election, or appointment as chair, as appropriate.
- The Executive Committee fills any vacancy occurring in any elective office until the next annual meeting of the squadron. The appointing authority fills any vacancy occurring in an appointive office.
- The policy of the United States Power Squadrons prevails in all instances relating to rank, grade, appointment, duties, and procedures.
- Upon leaving office, elected and appointed officers and committee chairs must surrender to their successors all significant records, reports, communications, documents, and property in their possession pertaining to the affairs of their position.
- All appointed officers of the squadron must be active, associate, or apprentice members, at least 18 years of age, and in good standing. Every appointed officer and committee member holds office at the pleasure of the appointing authority, but not beyond the term of office of

that person or body except to complete an assignment with the approval of the Executive Committee.

### 5.6.2 Squadron Bridge

The elected bridge of every squadron in the United States Power Squadrons is presided over by a commander (Cdr), who is the ranking officer. Each commander is assisted by an educational officer (SEO) who supervises the educational department and programs, a secretary (Secy) who maintains the communications and record keeping, and a treasurer (Treas) who supervises the finances of the squadron. These four positions are required, and squadron bylaws must provide for the filling of mid-term vacancies in these offices.

The Executive Committee may authorize that a single officer fill the positions of Secy and Treas. An officer holding these two positions simultaneously is never referred to as a secretary-treasurer since the positions themselves are not combined. The Secy and Treas offices remain separate and can be staffed later by two members without requiring a change to the bylaws.

Optionally, the squadron bylaws may provide for the election of an executive officer (XO), an administrative officer (AO), and/or other supervising officers (OSOs) for other departments defined in the squadron bylaws. For example, a squadron may decide to combine the Administrative and Executive Departments into a new department such as Operations. Similarly, a squadron may keep the Administrative and Executive Departments, but add a third department such as Special Projects. In such cases, the squadron bylaws must be written accordingly with the responsibilities of all departments and officers fully defined. The squadron bylaws may also reserve to the squadron annual meeting the right to leave vacant the positions of executive officer, administrative officer and/or an optional supervising office at the time of the elections.

**NOTE: The naming of combined or new departments is the province of each squadron at the time it updates its bylaws. The titles Operations and Special Projects, used in the previous example, do not imply that squadrons must use those specific titles.**

Other than the commander, the elected bridge officers all serve with the rank of lieutenant commander (Lt/C). All bridge officers, both the commander and lieutenant commanders, are formally addressed or greeted as “Commander.”

Prior to the 17 September 2022 Governing Board's passage of modifications to Articles 6 and 7 of the Bylaws of the United States Power Squadrons, the lieutenant commanders were divided into two categories of operational roles. The XO and AO were classified as “line officers” meaning that they exercised general command authority, were eligible for operational command positions, and were authorized to perform the duties of the commander during a short-term absence. The AO was also authorized to perform the duties of the XO under the same circumstances. The SEO, Secretary and Treasurer were designated as “staff officers” meaning that they supported the line officers in the execution of their duties, but were not authorized to perform their duties during absences.

**NOTE: The terms “line officer” and “staff officer” are not defined and do not appear in the *Bylaws of the United States Power Squadrons of 17 September 2022* nor the October 2022 versions of *Model Bylaws for [Districts, Squadrons]*.**



### 5.6.3 Assistant Bridge Officers

When provided for in the squadron bylaws and authorized by the Executive Committee, each squadron is authorized to elect an assistant for each lieutenant commander. Titled “Assistant *principal officers*,” the duties of assistant bridge officers are to assist their principals as required and, during temporary absences of principals, to act in their steads.

If a supervising office is left vacant at a squadron's annual meeting, the corresponding assistant must remain vacant as well. Elected assistant officers serve with the rank of first lieutenant (1/Lt) and are formally addressed or greeted as “Lieutenant.”

### 5.6.4 Executive Committee

The Executive Committee (ExCom), also known as the Board of Directors for incorporated squadrons, consists of the elected bridge officers. The squadron bylaws may include the most recent past commander willing and able to serve, along with a specific number of members-at-large. Voting members of the ExCom are elected and, if applicable, installed at the squadron's annual meeting.

Meetings of the ExCom, except when processing membership applications, are open to any squadron member who wishes to attend, and who, when recognized by the presiding officer, may address the committee, but may not vote. The ExCom:

- Meets monthly or when convened by the commander. The ExCom has general charge of the policy, management, and finances of the squadron. It is vested with and has legal custody of all squadron property, and appropriates such sums as advisable, within the limits of squadron resources, for the normal operation of the squadron, including squadron, district, and national functions;
- Takes final action, if required, on applications for all classes of squadron membership;
- Carries on the normal business of the squadron between meetings of the membership;
- Establishes committees and appoints members as may seem advisable and in the best interests of the squadron;
- Consults with and advises the commander regarding appointments to squadron offices and committees;
- Approves the budget, including any investment decisions, for submission to the squadron membership. All squadron operating funds are kept in depositories insured by the Federal Deposit Insurance Corporation (FDIC). Depository institutes are chosen with the advice of the Treas. For planning purposes, operating funds should approximate 150% of the squadron's annual operating budget. For investment funds, the squadron may seek out higher-yield investments that have been recommended by a qualified professional;
- Enforces the authority given it under the squadron bylaws and takes any necessary action consistent with the policy of the United States Power Squadrons to advance the best interests of the squadron;

- With the assistance and cooperation of the Educational Department, determines which courses and programs will be offered during the squadron teaching year, including the times and locations thereof;
- Invites the Law Officer to its meetings when legal expertise is desired. The Law Officer is entitled to speak at such meetings, but is not entitled to vote; and
- Appoints annually one member to the Planning Committee and one member to the Budget/Finance Committee to replace the members completing their final year on each committee.

### 5.6.5 Squadron Membership

All squadron commanders report to their squadron membership. Regular squadron business meetings are held at the times, dates and locations as scheduled by the squadron membership. The ExCom proposes a calendar of meetings that is approved by the membership at the annual meeting. Revisions to the calendar may be approved by the members at any regular or special meeting. The ExCom may change the location of any meeting, provided that at least seven days' notice is given to the members. The ExCom may designate other times and places for such regular business meetings upon proper notice.

### 5.6.6 Squadron Committees

The chairs of any squadron committees (general, standing, and department), serve with the rank of lieutenant (Lt) and are formally addressed or greeted as "Lieutenant." Other members of committees are not granted any rank based on their committee service, although they may hold a rank from other positions within the organization.

**NOTE: With the exception of the Executive Committee (ExCom), all squadron committees - general, standing, and department - are OPTIONAL.**

## 5.7 General (Elected) Committees

All general committees consist of three members whose terms are staggered, meaning that one member is elected each year for a term of three years, by the squadron members qualified to vote and present at the annual meeting. As the 3rd year member completes his term of office, a newly elected member replaces him on the committee. General committee chairs are elected by the committees themselves.

The members of general committees are elected by the squadron membership and, if applicable, installed at the squadron's annual meeting. General committees do not include *ex officio* members. These committees do not report to the bridge; instead, they report directly to the squadron membership. However, general committees are required to submit their reports to the Secy, who in turn includes those reports in the meeting notices sent to members. Traditionally, the general committees are Nominating, Rules, and Audit Committees.

**General committees are optional; however, all squadron bylaws must specify procedures for: 1) nominating candidates for elected offices; 2) amending the squadron bylaws; and 3) reviewing (or auditing) the financial records of the squadron independently of the bridge.**

Whether or not general committees are retained, these procedures must outline the specific process for each function. Processes may be assigned to:

- One or more general committees (no change);

- One or more standing committees;
- One or more select advisory groups formed and appointed upon a motion adopted by the membership; or
- A regular or special meeting of the membership.

### 5.7.1 Nominating Committee

The Nominating Committee (NomCom) is charged with the nomination of members for elected positions, namely bridge officers, assistant bridge officers (if stipulated in the squadron bylaws), members-at-large to the squadron ExCom, general committee members, and possibly standing committee members.

Nominations are a great responsibility, since decisions of the NomCom have the capacity to impact all three levels of the organization. The squadron bylaws specify whether a nominating committee is elected or appointed, or a procedure to select candidates for election which may involve a regular or special meeting of the squadron or other method by which to perform the nomination function.

NomCom members are expected to nominate members who by training, experience, leadership qualities, capability, personality, participation in district and/or squadron activities, and talent are eligible for the various positions, and who are judged by the committee to be suitable to fill the various positions.

NomCom operates in the absence of personal bias, favoritism, patronage, prejudice, or political motivation leading to decisions which are in the best interest of the organization.

NomCom interviews prospective candidates for each elective office. Only after a position is offered and accepted is the member nominated and added to the slate of candidates. NomCom submits its written report to the Secretary at least 40 days prior to the squadron's Annual Meeting.

Other than interviews with potential nominees, no NomCom member should comment upon or discuss committee business with any non-member of the committee. Other than the nominations report, no non-member of the committee is entitled to receive any information concerning the committee's deliberations.

Usually, no member of this committee may also serve on the bridge; nor may a member be nominated by this committee for the assumption of any bridge office commencing less than one year after the member's service on this committee ends; nor may any member serve again on this committee for at least one year after their service on this committee ends. While these guidelines may be good policies, the provisions are not required by the *Bylaws of the United States Power Squadrons*. The elimination of these restrictions provides greater flexibility to the squadron.

### 5.7.2 Rules Committee

The Rules Committee (RulesCom) is the guardian of adherence to the bylaws and policy of the United States Power Squadrons and squadron bylaws. RulesCom members remain familiar with the current edition of *Model Bylaws for Squadrons of United States Power Squadrons*. They prepare recommendations as necessary to keep the squadron bylaws consistent with United States Power Squadrons policy. The RulesCom prepares the wording of proposed amendments as may be directed by the ExCom, the membership, or proposed on its own initiative. The squadron bylaws specify whether a rules committee is elected or appointed, or a procedure to amend the squadron bylaws which may involve a regular or special meeting of the squadron or other method by which to perform the bylaw amendment function.

Although not required, it is a good idea for any proposed bylaw changes to first receive preliminary approval from the National Committee on Rules (ComRules). After the squadron membership has met and

approved the bylaw changes, the Secy emails to ComRules a complete copy of the voted bylaws along with a scanned copy of the Secy-signed and dated certification. ComRules ensures that the bylaws are acceptable and returns a ComRules-signed and dated electronic copy of the Certification and Approval page. The date of ComRules' approval becomes the effective date of the revised bylaws. The Secy gives notice of such approval to the ExCom and the membership.

### **5.7.3 Audit Committee**

The Audit Committee examines all records of the Treas as of the last day of the squadron fiscal year and submits a report of its findings for action by a membership meeting not more than 60 days after the end of the fiscal year. If a Treas leaves their office prior to the fiscal year-end, an additional audit is performed and reported to the membership within 60 days. The squadron bylaws specify whether an audit committee is elected or appointed, or a procedure for reviewing the financial records of the squadron that is independent of the ExCom which may involve a regular or special meeting of the squadron.

## **5.8 Standing (Elected or Appointed) Committees**

Standing committees of a squadron organization, if stipulated in the bylaws, consist of an elected or appointed chair and two committee members whose 3-year terms are staggered. The 3rd year member traditionally serves as the committee chair. Appointments are made by the commander with concurrence by the ExCom.

These committees may exist outside of any department and report to their appointing authorities or respective department heads as required or directed. Standing committees are responsible for debating issues in their area of expertise, performing extensive research, and providing in-depth perspectives on issues under consideration. Every appointee holds office at the pleasure of the appointing authority. Terms of appointment end when that of the appointing authority ends. Exceptions may be made to complete assignments with the approval of the commander and concurrence by the ExCom. All standing committees report to the ExCom.

### **5.8.1 Planning Committee**

The Planning Committee studies matters concerning the general welfare of the squadron and makes recommendations to the ExCom. Items for study may be referred to it by the commander, the ExCom, or the membership, or may arise within the Planning Committee itself. The Planning Committee files an annual report with the ExCom at its meeting preceding the Annual Meeting

### **5.8.2 Budget and Finance Committee**

The Budget and Finance Committee works in close cooperation with the Treas, preparing the budget and planning the overall financial affairs of the squadron. The Budget and Finance Committee is responsible for presenting a budget annually to the ExCom for approval, prior to its presentation to the membership for adoption.

## **5.9 Other Appointed Officers/Committees**

Committees defined by the *Model Bylaws for Squadrons of USPS* are almost always specified as having three members. This specification guarantees that the committee will not become deadlocked over any issue. With the advent of squadron flexibility making appointed officers and committees optional, the minimal number of committee members is arguable. Smaller squadrons, who wish to assign a single

officer to perform the job normally delegated to a committee, should be able to do so, provided they write their bylaws accordingly.

### 5.9.1 Housing Officer/Committee

The Housing Officer or Committee assists the commander in obtaining rooms and facilities for meetings, educational programs, and other squadron activities.

### 5.9.2 Personnel Officer/Committee

The Personnel Officer or Committee maintains an inventory of the skills of each member so that they may be called upon for staff positions, committee chairs, and committee members.

### 5.9.3 Law Officer

The commander may appoint a Law Officer, who must be an attorney-at-law licensed to practice in the state in which the squadron is located. The Law Officer performs such legal duties which concern the affairs of the squadron and its organizational affiliations as may be assigned by the commander or the ExCom.

## 5.10 Bridge Officers and Department Committees

The duties of the bridge officers and their corresponding department committees are presented in their traditional configuration. The work of the squadron is performed under the commander by an executive department, an educational department, an administrative department, a secretary's department, and a treasurer's department.

The ExCom may establish specific department committees as necessary to carry out the responsibilities assigned to the various departments. Department committees differ from standing committees in that department committees are created and dissolved by the commander after consultation with the department head. The authority of the departments descends from the lieutenant commanders leading the departments, to their committees. Each bridge officer makes a departmental report at squadron meetings and at other times as the commander or the ExCom may order.

As stated previously, only the commander, SEO, Secy, and Treas, who together form the ExCom, are required positions; all of the remaining officers and department committees are optional.

### 5.10.1 Squadron Commander

The commander is the principal officer of each squadron of the United States Power Squadrons, America's Boating Club. He is elected by the members of the squadron authorized to vote. Accordingly, the commander is a member of the Governing Board (GB), district conference, and, in a district that has one, the district council. Commanders report to DXOs for those aspects of their jobs that are of concern to districts.

**NOTE: If there is no DXO, the district bylaws specify the officer who is the liaison with the squadron commanders.**

Often commanders have a number of years of squadron experience, have held other positions in the squadron, and are well-acquainted with squadron operations and procedures. The welfare of a squadron is affected by the personality of its commander, who represents the squadron both nationally and in the district. The squadron NomCom exercises great care in the choice of this officer. In addition to a pleasing

personality, a commander must have the time and motivation to carry out the important duties of the office. In most squadrons, it is traditional to elect the XO of the ending watch as the incoming commander for the next. While serving as XO, this officer has had an opportunity to learn and observe the duties and responsibilities of a commander. It is a responsibility of a commander to consult and discuss matters with the XO in preparation for that officer becoming commander. Likewise, the AO trains under XO's tutelage to become the XO and ultimately the commander.

Commanders must be fully acquainted with all the activities and operations of their squadrons. While they are assisted by a staff of officers, committees, and educational boards, commanders bear the sole responsibility for the success of squadron administration. The "Commander's Kit" is a collection of useful documents which aid commanders and their staffs in the performance of their duties. Maintained by the National Squadron Support and Development Committee, the kit is located on the Site Index of the national website. Included in the kit are the *Bylaws of the United States Power Squadrons*, the *Operations Manual*, the *Commander Guide*, an officers' calendar, informational presentations, assorted manuals, and sample forms necessary for the discharge of common squadron duties. Wise commanders introduce their bridge officers to the "Commander's Kit" and encourage them to become familiar with all of the contents - especially the *Operations Manual*.

At boating events, the commander has command of the fleet. The commander chairs the ExCom and performs such duties as may be assigned by that body. The commander presides at all squadron meetings and is, *ex officio*, a member of all appointed committees of the squadron, if any, and the chair of the Executive Committee. The commander is not a member of any other elected committee of the squadron.

If stipulated in the squadron bylaws, the commander may create committees and local boards, appoint chairs of the respective committees and boards, appoint aides, and assign duties and areas of responsibility as he deems necessary. These appointments are made upon the recommendation of the department heads and may require the concurrence of the ExCom. The appointed chairs of the committees and local boards should be very carefully chosen for their interests and abilities. The most successful commanders are those who have surrounded themselves with an excellent staff that conducts squadron activities as a team effort. A commander who fails to delegate responsibility to his committee chairs invites dissension, disloyalty, and the breakdown of the organization. Additional responsibilities of the commander are:

- Presiding at all meetings of the squadron and the ExCom;
- Executing all written instruments in the name of the squadron when directed by the ExCom or by the membership;
- Recommending members to serve as officers and committee members at the district and national levels of the organization;
- Reporting to district and national officers as required by the policies of those levels; and
- Appointing, with the concurrence of the ExCom, delegates to the district conferences and GB meetings, both regular and special.

Squadron bylaws normally provide that the commander may appoint additional lieutenants to assist in performing the work of the squadron. These lieutenants perform such duties as assigned to them and serve at the pleasure of the commander.



### 5.10.1.1 Flag Lieutenant

The commander may appoint a flag lieutenant (formally addressed and greeted as Lieutenant) to perform such duties as the commander or the ExCom may assign. The duties of the flag lieutenant are:

- Maintaining the commander's calendar and being aware of all commitments, deadlines, and scheduled functions for which the commander is scheduled or wishes to attend;
- Maintaining close communications with the commander, keeping him apprised of progress, anticipating future needs, and standing ready to render additional tasks that the commander may assign;
- Working closely with the commander's aide(s), ensuring that all honored guests are properly welcomed, escorted, and that their needs are met; and
- Traveling with or on the behalf of the commander on squadron business.

Although flag lieutenants are abbreviated as F/Lt, it should be noted that the “F/Lt” denotes the position held. It is not a rank.

### 5.10.1.2 Chaplain

The commander may appoint a chaplain to perform such duties as the commander or the ExCom may assign. The chaplain serves with the rank of lieutenant (Lt) may be formally addressed as Lieutenant or Chaplain, but greeting him as Reverend, Father or Rabbi, when he has been ordained, is also correct.

The chaplain, in addition to performing invocations and benedictions at meetings of the squadron, is available for advice and counsel to all squadron officers who may require suggestions as to ceremonies, prayers, and other activities in their respective spheres. Chaplains also advise activity and meeting planners on scheduling conflicts with religious holidays. [Refer to 11.55]

### 5.10.1.3 Fleet Captain

The fleet captain keeps boat-owning members apprised of information relating to boating and local waterways. He may do this by reiterating noteworthy items from the weekly *Notice to Mariners* at squadron meetings and in the squadron newsletters. In squadrons with waterfront facilities, the fleet captain may serve as dock master. Fleet captains work with the Boating Activities Committee to coordinate fleet activities. The fleet captain, if he is so licensed, is addressed or greeted as Captain.

### 5.10.1.4 Port Captain

Port captains are a valuable local area resource for visiting boaters. Selected for their local knowledge, port captains are members who enjoy meeting people and are eager to share their knowledge of local waters and unmarked hazards to safe navigation. They are familiar with the activities of local squadrons/clubs, the U.S. Coast Guard (USCG), and flotillas of the Coast Guard Auxiliary (USCGA), including events available in the towns and cities they represent. They strive to make inquirers feel that they are welcome and have found a friend. Port captains, when they are so licensed, are addressed or greeted as Captain.

### 5.10.1.5 Aides

When permitted by the squadron's bylaws, the commander may appoint as many aides as are deemed necessary, to perform such duties as the commander or the ExCom may assign, such as arranging meetings, entertaining distinguished guests and visitors, conducting surveys, and collecting information.

Aides are not granted any rank based on their service as an aide, although they may hold a rank from other positions within the organization. **“Aide” denotes the position held. It is not a rank.**

#### 5.10.1.6 Merit Mark Officer

The Merit Mark Officer compiles and correlates data to assist the commander with merit mark recommendations.

Merit marks are awarded by the Chief Commander (C/C) to members for substantial personal effort in furthering the interest, programs, and objectives of the United States Power Squadrons/America's Boating Club, its districts, and squadrons. Merit marks are coveted awards being the only official recognition members receive for their efforts. Only one merit mark may be awarded in a year to a member, no matter how extensive the contribution. A certificate is issued and a special insignia may be worn on the uniforms of those members who choose to wear uniforms.

The Merit Mark Officer is responsible for completing the following tasks prior to the annual 15 November deadline:

- Collecting and collating efforts expended towards promoting the interest, programs, and objectives of the squadron (including total time plus any travel miles incurred) by the members under the supervision of the commander, department heads, committee chairs, and activity leaders during the calendar year;
- Writing the merit mark recommendation for each contributing member;
- Entering the recommendations into the online application on the Merit Mark web page (accessed through the Site Index of the national website);
- Submitting, upon the commander's approval, the entered merit mark recommendations;
- Following the merit mark processing, including the correction and resubmissions of any rejected recommendations, through the approval process;
- Verifying that the Merit Mark Certificates have been received by the members for whom the recommendations were approved;
- Communicating the information for the merit marks of associate members to the Commanders, XOs, and Merit Mark Officers of their home squadrons; and
- Conveying the information for the commander's merit mark to the D/C, the DXO, and the District Merit Mark Officer.

The merit mark process is detailed in Chapter 16 of the *Operations Manual* and on the Merit Mark web pages.

#### 5.10.2 Squadron Executive Officer

The primary duty of the Executive Officer (XO) is to assist the commander. In the temporary absence or incapacity of the commander, the XO performs the duties and exercises the powers of the commander. Squadron bylaws may permit the ExCom or the squadron to choose to leave this office vacant at the time of election.

The duties of the XO roughly parallel those of the national and district executive officers. The commander may assign the XO various other duties as well. The XO has general supervision of the Executive Department as directed by the membership, the commander, or the ExCom. He is, *ex officio*, a member of all committees of the Executive Department.

In most squadrons, the XO is usually nominated to advance to commander. While such practice would be not workable if written rigidly into the bylaws, it is generally considered to be in order unless the XO has failed to meet the qualifications required for commander. The XO should be someone who is considered a good candidate for commander. He should have a temperament that will make him a willing and conscientious right-hand deputy to the commander. He should demonstrate initiative and executive ability. As supervisor of those committees coming within his jurisdiction, he also acts as a liaison, through the commander, with the District Executive Officer (DXO). The XO and the committees of the Executive Department perform the external functions of the squadron.

### **5.10.2.1 Boat Show Committee**

The Boat Show Committee is responsible for squadron exhibits at all local boat shows and community fairs. It supervises the design, structure and display of the squadron booth. The Boat Show Committee schedules personnel to staff the booth and ensures that volunteers dress in a manner that presents a good image - usually club-branded polo shirts with name tags.

The Boat Show Committee also prepares material to distribute to the public. Calendars with locations and times of public course offerings and brochures introducing America's Boating Club, United States Power Squadrons and the organization's efforts to promote safe boating through education should be on display. The national committees - Marketing, Environmental, Safety, and Member Benefits - have a wide assortment of brochures available for download or purchase. The National Environmental and Safety Committees also have links to external resource pages where additional materials may be ordered.

In addition to printed materials, the Boat Show Committee may elect to employ various electronic displays to entice booth visitors. The committee is responsible for storing and maintaining the booth and other exhibit materials.

### **5.10.2.2 Cooperative Charting Committee**

The Cooperative Charting Committee (S/CoChCom) is responsible for coordinating activities to provide data obtained by trained volunteer observers in the areas of nautical surveys and geodetic recoveries within the squadron. The committee chair, who is also a member of the district committee (D/CoChCom), initiates activities such as special cruises, land parties, and other activities as necessary to encourage participation in the program. The chair also holds training classes, processes all individual reports to the district committee chair, and checks all reports as prescribed.

The S/CoChCom chair may establish, with the approval of the ExCom, an awards program for the squadron, maintaining whatever records are required to support such a program. The cooperative charting year of the entire organization begins on 1 January and ends on 31 December. The Cooperative Charting Program is major public service of the United States Power Squadrons, America's Boating Club. [Refer to 3.31]

### **5.10.2.3 Homeland Security Liaison**

The Homeland Security Liaison facilitates the squadron working together with community groups and law enforcement agencies to support the programs of those organizations. With respect to law enforcement,

squadron participation is limited to observation only. The Homeland Security Liaison maintains active communication with the United States Coast Guard and its Auxiliaries, harbor safety or port security advisory boards, airport security, border patrols, civil defense, port captains, amateur radio clubs, area SERAT (Squadron Emergency Response Assistance Team) units, first responders, and law enforcement agencies. The liaison advises the XO of community needs and the opportunity for the squadron to participate or to provide assistance.

#### **5.10.2.4 Legislative Officer**

The Squadron Legislative Officer monitors and reviews enacted or proposed legislative matters affecting boating in the squadron area in order to keep the commander and membership informed. This officer works with the District Legislative Officer to keep the membership advised through communications with the district, and the district, in turn, with the National Legislative Committee, to determine any action(s) that can be taken on any given matter related to enacted or proposed legislation.

The Legislative Officer in particular, and not his committee, has specific responsibility for the following duties:

- Monitoring effectively all local legislative activity in the squadron's area. Some of this activity may be delegated, but responsibility for its satisfactory completion remains with the Legislative Officer;
- Attending all district council, if any, and conference meetings, ensuring that all information on legislative activity in the district is available to him and his squadron. This responsibility should not be delegated to another squadron member;
- Forwarding copies of all legislative reports to the District Legislative Officer so that the district benefits from his efforts; and
- Keeping the squadron Law Officer and XO informed at all times about any legislative changes or modifications affecting recreational boating in the squadron's area. Such changes can range from local ordinances to national laws and regulations.

While legislation affecting boating may be of interest to the squadron and to its members, taking a position on matters of legislation as an organization or as a member of the United States Power Squadrons, America's Boating Club, is not in the organization's or member's best interests. Any member may appear as a private citizen at any hearing at which he desires to testify or to be heard, provided he does not intimate that he is representing the organization or any of its squadrons/clubs. Likewise, squadron or club stationery must not be used to write individual letters to legislative or political bodies or entities, except to issue an invitation to a squadron activity or to confer honorary membership. Whenever there is any doubt concerning the propriety of action on any legislative matter, the District Legislative Officer must be consulted. [Refer to 4.24].

#### **5.10.2.5 Public Relations Officer**

The Squadron Public Relations Officer (SPRO) is crucial to the growth and well-being of the squadron. The SPRO is an active, seasoned member who is a self-starter with a creative imagination, communication skills, initiative, and a desire to excel in promoting the squadron and its image. Successful public relations officers are friendly, outgoing, and good speakers. SPROs tend to stay in their positions for a number of years as they carefully mentor any committee members as protégées. The SPRO works closely with the

SEO and other committees of the Executive Department. The SPRO is a frequent visitor at ExCom meetings.

The main duties and responsibilities of the Squadron Public Relations Officer are:

- Maintaining a list of contacts and establishing good rapport with local media (editors of newspapers and magazines and program managers of radio and TV stations);
- Publicizing information pertaining to public course offerings dates, times, and location(s) through various types of media (posters, flyers, newspapers, radio, TV); and
- Implementing a year-round public relations (PR) program to enhance the squadron's image and increase public awareness of the contributions that the squadron and the national organization make to boating safety through education. The SPRO is one of the most important links between the national organization and the public.

Another activity of SPRO is the fostering of entries into the four PR competitions: the Charles F. Chapman Scrapbook Award for compiling the best squadron scrapbook; the Carl C. Mahnken Commander's Cup Award for excellence in developing a slide presentation; the Roger Upton Video Award for creating a video production explaining a particular concept and using a variety of visual images; and the Robert A. Green Public Service Announcement Award for recording the best 30-second PSA that received air-time from one or more radio stations. Winners of the squadron competitions compete at their district and those winners compete at national. Additional information regarding the PR contests is detailed on the web pages of the National Public Affairs Committee (PACom) and in the *Public Relations Officer's Log - PROLOG* on the Heritage and Document Committee's (HADCom) download section of the Operations Manual's webpage.

#### **5.10.2.6 Radio Technical Officer**

The Squadron Radio Technical Officer (SRTO) is also a member of the District Radio Technical Committee (DRTCom). The individual selected for this office should have a broad technical background in maritime electronic systems, including telecommunications, computer systems, and information technology; however, this knowledge may be augmented by committee members. The Radio Technical Officer's responsibilities are:

- Serving as the focal point in the squadron regarding technical matters and regulations relating to installation and operation of marine electronic equipment, including telecommunications;
- Liaising with local representatives of the Federal Communications Commission (FCC) and marine electronics and telecommunications organizations, including yacht clubs and marinas licensed as private coast stations;
- Identifying qualified representatives for invitation to provide programs at squadron meetings;
- Advising the squadron's Homeland Security Liaison of all contacts with outside agencies;
- Participating actively in all educational activities of the squadron that contain material relating to marine electronic equipment; and
- Attending, or delegating a representative to attend, all meetings of the DRTCom.

When any squadron member with an interest in radio technical activities attends a Governing Board meeting, he should attempt to attend the open meetings of the Boat Systems and Squadron Activities Committees. The SRTTO, in his role as liaison between the DRTCom and his squadron, is alert for articles on maritime electronics in squadron publications, reports, correspondence, and minutes of the organization's Amateur Radio Club activities. These articles are brought to the attention of the district chair.

#### **5.10.2.7      Safety Officer/Committee**

The Squadron Safety Committee (SSCom) is chaired by the Squadron Safety Officer (SSO) who is also a member of the District Safety Committee (DSCom). The SSO and his committee are selected on the basis of their interest in marine or industrial safety. The committee works closely with the educational staff to relate the teaching of certain subjects in their application to the promotion of safer boating. It is responsible for the distribution of bulletins, posters, safety literature, etc., received from the National and District Safety Committees. The SSO's job is to inform and advise the squadron membership, in conjunction with the Squadron Legislative Officer, of any state legislation pertaining to boating. The XO should encourage members of the SSCom to become certified Vessel Safety Examiners (VSEs).

The duties and responsibilities of the Squadron Safety Committee members are:

- Writing safety articles for the squadron newsletter;
- Working with the SPRCom to promote National Safe Boating Week and increasing public awareness of safe boating practices all year;
- Originating information and news applicable to the local area;
- Organizing adequate safety patrols at squadron rendezvous;
- Initiating such safety special events as will educate and interest the members of the squadron;
- Communicating with other safety organizations in the local area;
- Completing and submitting the Safe Boating Week Campaign Activities Report; and
- Maintaining vigilance for any deserving member on an individual basis or a company or organization on a squadron/district area-wide basis as a recipient of the National Chapman Safety and/or Lifesaving Award and bringing it to the attention of the District Safety Officer (DSO).

#### **5.10.2.8      Vessel Safety Check Committee**

The Vessel Safety Check Committee (VSCCom) is composed of qualified vessel examiners (VEs) who administer the squadron's VSC program. This program helps to achieve voluntary compliance with federal and state recreational boating safety laws, particularly regarding the carriage of safety equipment. It raises boaters' awareness of safety issues through one-on-one contact with vessel examiners. After the VE determines a boat passes the inspection, the VE may affix an appropriate decal on the port side of the vessel or the port side of the mast if the vessel is a sailboat. A successful VSC provides the boater with peace of mind in knowing that he is equipped to prevent or to deal with an emergency on the water. As a free service to the boating community, the VSC program is a cornerstone of the squadron's community service. The Vessel Safety Check Program is a joint program with the Coast Guard Auxiliary.



All squadron members are eligible to become vessel examiners. A member must have classroom or on-line training, pass a proctored or an on-line exam and conduct five safety checks under supervision of one of the squadron's VEs. Each VE makes a difference in recreational boating safety by making certain that boats meet the federal and state requirements for safety equipment.

**No member of the United States Power Squadrons, America's Boating Club, is ever required to wear a uniform of any sort.** However, some vessel examiners take pride in wearing the red vessel examiner's polo shirt (available through the National Ship's Store) as it identifies those members who are VEs in the VSC program.

### 5.10.3 Squadron Educational Officer

The primary duty of the Squadron Educational Officer (SEO) is to supervise the educational programs of the squadron. The SEO has general supervision of the Educational Department as directed by the membership, the Commander, or the ExCom. In order to provide stability within squadrons, SEOs normally serve for a period of three years, although they must be elected annually. The SEO is a member of the National Educational Department and is, *ex officio*, a member of all the squadron educational boards and committees. The responsibilities of the SEO are:

- Assisting the commander in completing the squadron's educational commitments;
- Advising the commander on all squadron educational matters and appointments;
- Coordinating, in conformance with national educational policies and procedures, the educational activities within the squadron; and
- Performing the duties and exercising the powers of the commander, in the absence of the executive officer and in the temporary absence or incapacity of the commander.

The *EDM-I* is the National Educational Department's manual for SEOs and other squadron educators. This manual documents all of the squadron educational activities, in addition to describing the national and district organizations under which the SEO operates. Additional updates are contained on the SEO Tools webpage of the national website along with the Educational Department Notices (EDNs). [Refer to 3.47 and 3.48]

#### 5.10.3.1 Educational Committee

The Educational Committee (EDCom) is composed of the SEO, assistant SEO (if any), Local Board chairs, and course chairs. The EdCom makes recommendations to the commander concerning squadron educational programs and performs such other duties as are incidental to the squadron's educational programs.

#### 5.10.3.2 Local Boards

If provided for by the squadron bylaws, the commander may create local boards for groups of courses and other instructional methods, and appoint chairs and members to these boards. Local boards perform such duties as are outlined by United States Power Squadrons policy and as may be directed by the SEO, making such reports as may be requested. These boards, whose names are self-explanatory, may be appointed for the following groups of instruction:

- Public Boating Education;

- Advanced Grades;
- Elective Courses;
- Seminars;
- Guides;
- Teaching Aids;
- Video Boating Contact;
- Boat Operator Certification Contact; and
- Jump Start/On-the-Water Coordinator.

Local boards, if appointed, are responsible for the squadron program of instruction and, if required, examination in the material offered within their group.

### **5.10.3.3 Teaching Aids Committee**

The Teaching Aids Committee is responsible for creating (or procuring) and maintaining teaching aids, in close coordination with the SEO.

Squadrons present their best teaching aids at their district conferences. To qualify for the competition, each teaching aid must have been used in a United States Power Squadron, America's Boating Club, course or seminar in the past two years. Teaching aids that have previously won the "Best in Show" at the national level are ineligible for further competition.

Conference attendees judge the entries based on four criteria from each judge's perspective:

- Would he be able to learn better with the aid?
- Would he be able to teach better with the aid?
- Would his squadron be able to replicate the aid?
- What is the transportability of the aid in terms of size, weight, and sturdiness?

The D/C or DEO are responsible for transporting the district entries to the Annual Meeting of the Governing Board. Districts are limited to two teaching aid entries, manual or electronic, in the national competition.

### **5.10.4 Squadron Administrative Officer**

The Administrative Officer (AO) has general supervision of the Administrative Department as directed by the commander and the ExCom. The AO is, *ex officio*, a member of all committees of that department. The AO and the committees of the Administrative Department perform the internal functions of the squadron.

In addition to assisting the commander, the AO performs the duties and exercises the powers of the XO should that officer be temporarily absent or incapacitated.

#### **5.10.4.1 Boating Activities Committee**

The Boating Activities Committee (BACom) plans various boating activities to provide fun and foster friendships throughout the squadron. Plans might include rendezvous, raft-ups, cruises, picnics, or other

on-the-water activities. The committee is responsible for coordinating and implementing the boating activity programs in the squadron. The committee also matches skippers and crew for those who don't own a boat.

The BACom selects dates and locations for cruise and rendezvous (C&Rs). After consultation with the Chaplain to ensure that dates do not conflict with any religious holidays or observances, the tentative schedule is submitted to the District Membership Committee in order to minimize conflicts with activities of nearby squadrons, district gatherings, or local yacht clubs to which members may belong. Prior to the start of the watch year, the committee submits its final plans to the ExCom for approval and inclusion into the squadron calendar.

Once the ExCom approves of the suggested C&R activities, BACom works closely with the editor of the squadron newsletter in order to ensure that all members are aware of dates and details as early as possible. Some squadrons have two teams, one to direct the cruises and nautical contests, and the other to oversee rendezvous, shore activities, and competitions. Information about arrangements for overnight stops, fuel, and meal accommodations, time and place of departure, details of courses to be followed, and events to be held all help to ensure the success of these undertakings. At all times consideration is given to the safety and well-being of all who participate.

The BACom chair ensures that at least one port captain is designated for each major boating area, and that all areas within the squadron's geographic regions are covered. The names of committee members who are friendly, knowledgeable and articulate about local waters, marinas, repair facilities, and other shoreside facilities and services of interest to cruising members are forwarded to the AO and commander for consideration as port captains. [Refer to Section 5.27]

The BACom chair, in conjunction with the squadron radio technical officer, encourages all members who hold an amateur radio license to consider joining the USPS Amateur Radio Club, an ARRL (American Radio Relay League) affiliated club.

#### **5.10.4.2 Meetings Committee**

The Meetings Committee is often divided into teams in order to accomplish all of the tasks required to plan and conduct successful programs and entertainment, such as engaging informative speakers, arranging entertainment, orchestrating celebratory events such as anniversary parties, Change of Watch dinners and ceremonies, and Commander's Balls, all of which require much attention to detail. Various detailed tasks are easier to manage and can be delegated to smaller working groups.

- The Meetings Team secures the meeting place and arranges for the conduct of the meeting such as the size of the head table, rostrum, number of seats and microphones, tickets, menus, decorations, and flags.
- The Program Team obtains the guest speaker or the program for the evening. Its duties might entail requesting the biography of a speaker and preparing his introduction. This team is also responsible for working with SPRCom to prepare announcement posters and the news articles about program plans which will appear in the squadron newsletter and media.
- The Entertainment Team arranges for music and obtains equipment for video presentations in collaboration the Program Team.

The Meetings Committee informs the commander of all plans prior to making final arrangements. It is the commander's privilege to finalize seating arrangements.

#### **5.10.4.3 Member Involvement Committee**

The Squadron Member Involvement Committee (SMICom) is composed of two or more members. It ensures that all members are kept aware of the educational, service, and social activities of the squadron and works closely with the Membership Committee to ensure that new members become quickly involved in squadron activities. The SMICom distributes tasks that must be accomplished among the squadron's members. The committee asks each member to contribute a little time and effort in one of the squadron's activities for the betterment of all United States Power Squadrons, America's Boating Club members.

**NOTE: If there is no SMICom, the job functions and responsibilities are merged into the Squadron Membership Committee.**

The National Squadron Support and Development Committee and BoatUS Foundation sponsor the BoatUS Civic Service Award, which is intended to energize squadron participation in civic services. Detailed information is on the National Squadron Support and Development Committee's web pages. The award is summarized in Appendix C. [Refer to page C-2]

#### **5.10.4.4 Membership Committee**

The Squadron Membership Committee (SMemCom) is composed of three or more members who must be familiar with the policies and procedures outlined in the current edition of the *Membership Manual*. The committee processes all new membership applications for presentation to the ExCom. The squadron bylaws may waive the presentation of membership applications and ExCom evaluation of every person applying for squadron membership.

The Membership Committee develops and executes plans to increase and retain the squadron's members. The National Membership Committee (MemCom) has expanded member retention and involvement programs to include youth and community outreach programs that are designed to encourage squadron members to get involved with community outreach or civic service commitments involving families, as well as other groups that can use the organization's assistance. The intention is to expand the membership reach and the PR/Marketing base within the communities while providing assistance with community programs. Examples of civic service include, but are not limited to: cleaning up parks, roads, and waterways of trash and debris; formulating and presenting a disaster response (hurricane) program; collecting Toys for Tots to assist the U.S. Marine Corps; volunteering as bell ringers for the Salvation Army; mentoring a Sea Scout Ship or a Boy Scout troop ... the list is practically endless.

**NOTE: Whenever a Squadron Member Involvement Committee has not been created, those job functions and responsibilities are performed by the SMemCom.**

The National Membership Committee (MemCom) sponsors a number of awards intended to energize squadron membership committees. Detailed information is presented on MemCom's web pages. A summary of the awards is contained in Appendix C. [Refer to page C-1]

#### **5.10.4.5 Operations Training Committee**

The Operations Training Committee (OTCom) conducts the squadron operations training in accordance with standards set forth by the National Operations Training Sub-Committee of the Squadron Support & Development Committee. [Refer to 3.52]

The OTCom is responsible for recruiting and training other members of the squadron and for providing trained instructors for conducting its program. The OTCom chair consults with the district Operations Training Committee chair. [Refer to 4.37]

Each squadron should offer the "OT in 3" program at least once each year and encourage all members to complete it. Considering the organizational changes being made in the United States Power Squadrons, America's Boating Club, it is also recommended that all squadron members re-take the Operations Training Program at least once every five years. This program should be considered a prerequisite for becoming a Bridge officer.

The Leadership Development Program (LDP) offers valuable tools for everyone, as the concepts presented apply not only to the organizations' leadership situations but also to any leadership role at work, home, or a volunteer organization. As with OT, LDP also should be considered a prerequisite for becoming a Bridge officer. Presenter guides, PowerPoint slide decks, student guides, request forms for student completion certificates, and other materials for both programs are available on the Operations Training web pages of the National Squadron Support and Development Committee (SSDCom).

The National Squadron Development and Support Committee sponsors the Operations Training Awards. Detailed information is on the National Operations Training Sub-Committee's webpages. A summary of the award details is contained in Appendix C. [Refer to page C-2]

### 5.10.5 Squadron Secretary

The primary duty of the Secy is to ensure that the squadron maintains adequate business records. The Secretary is a member of the Bridge, a member of the ExCom, has general supervision of the Secretary's Department as directed by the membership, the Commander, or the ExCom, and is, *ex officio*, a member of all committees of the Secretary's Department. In order to provide stability within the squadron, secretaries normally serve for a period of three years, although they must be elected annually. The responsibilities of the Secy are:

- Assisting the commander;
- Maintaining custody of all corporate records, bylaws, and the corporate seal of the squadron;
- Attesting to and affixing the corporate seal, if any, to written instruments when so directed by the ExCom;
- Keeping records of all proceedings of the squadron and the ExCom, of the attendance at ExCom meetings and of all matters of which a record may be deemed advisable, in books belonging to the squadron. The Secy must open these records to inspection, at all reasonable times, by any active member of the squadron. No detailed records are kept relating to votes on applications for membership;
- Maintaining up-to-date records of all squadron members, including for each member: name, address, telephone number, certificate date and number, type of membership, rank, grade, merit marks, senior membership date, vessel data, and other pertinent information;
- Keeping and preserving all documents, records, reports, and official correspondence connected with the business of the squadron;

- Sending the required notices of all squadron and ExCom meetings including all lists of candidates for office and/or proposed bylaw changes to be voted upon at any election;
- Making a report at the squadron's Annual Meeting and at such other times as the commander or the ExCom may request; and
- Performing such other appropriate duties as may be assigned by the commander or the Executive Committee or as may be required by United States Power Squadrons policy.

The Secy may hold the office of Treas simultaneously.

The *Secretary's Manual* contains the information necessary to guide secretaries in the performance of their duties and responsibilities. The manual is located on the Heritage and Document Committee's (HADCom) webpage under the Operations Manual's download section.

#### **5.10.5.1 Historian Officer/Committee**

The Historian Officer or Committee directly assists the national organization annually to collect and maintain squadron historical information such as the names of the bridge and committee chairs, membership statistics, courses completed with the number of students who passed, members achieving special recognitions, members serving in other levels of the organization, awards received, boating and social activities, and anything else which is deemed to be of historical significance. The national collection of a squadron's history also includes the dates of charter, burgee adoption, incorporation, the adoption of a trade name, and other significant events in a squadron's history. The historian is responsible for submitting an annual report to the national organization within 30 days of the squadron's change of watch.

Prior to the commander appointing a historian, he should consider members who wish to remain in that position for an unlimited number of years. Historians are often selected from among the older members with many years of experience in the squadron. Another consideration is whether the archival responsibility should rest on the shoulders of a single officer. The formation of a Historian's Committee with one or two additional members provides an environment for the continuity of the information collection. Information collection is a year-long job that requires willingness to meet and speak with other officers and to learn the workings of the squadron. Regardless of the historians' age or tenure, they must be enthusiastic, outgoing, and willing to have fun speaking with members and making the history collection complete.

The *Historian's Manual* contains the information necessary to guide historians in the performance of their duties and responsibilities. The manual is located on the Heritage and Document Committee's (HADCom) webpage under the Operations Manual's download section.

#### **5.10.5.2 Information Technology Committee**

The Squadron Information Technology Committee (SITCom) is chaired by the IT Contact. SITCom may assist squadron members with their personal software and hardware issues, although committee members are under no obligation to do so. SITCom serves five main functions:

- Creating and maintaining the squadron's website and social media presence;
- Receiving and posting to the squadron website certain documents for members-only access, including the roster, bylaws, standing rules, meeting minutes, and other material as directed by the Secy or ExCom;



- Assisting squadron members with navigating the district and national websites;
- Assisting squadron members with the software developed by the United States Power Squadrons, America's Boating Club;
- Interfacing with the District Information Technology Committee (DITCom) and the National Information Technology Committee (ITCom). [Refer to 4.44 and 3.56]

Support for website development is available through the National Communications Committee (CommCom) which also sponsors the Distinctive Communicator Awards for Websites. Guidelines for websites at all levels of the organization are detailed on the ITCom web page under the Policies side-menu.

For squadrons without the ability to create or maintain a website, the National ITCom provides "Squadron Standard Sites." These websites, detailed under the web sites selection of ITCom's "Presentations" side-menu, reside on the national server and meet the organization's website guidelines. Once created, squadron standard sites are configured and maintained by squadron officers through the use of menu-driven software with an accompanying user guide.

#### **5.10.5.3 Newsletter Editor/Committee**

The Newsletter Committee (NewsCom) is chaired by the editor. He and the committee members are responsible for editing and publishing the newsletter. The newsletter committee includes members with talents appropriate to the needs of publishing. These members are writers, proofreaders, artists, photographers, cartoonists, and graphic arts specialists.

Squadron newsletters vary from a simple one-page monthly newsletter to a magazine complete with pictures and advertising. Most newsletters are published monthly with the possible exception of July and August, while others are published quarterly. Newsletters are the medium through which the entire organization's activities are brought to the attention of the membership. They provide an effective method of binding the organization together and stimulating interest at its various levels. They recognize those members who provide leadership and those who contribute to its welfare by participating in activities. In addition, newsletters provide information on educational programs, boating safety, and social events.

Newsletters should contain inspirational or motivational articles written by the commander. They may carry informational articles written by other bridge officers, in addition to squadron, district, and national news and notice of coming events. All editorial content and features must be in accordance with United States Power Squadrons policies. Any questions regarding standards are discussed with the commander. The commander assumes complete responsibility for the contents of the publication.

The squadron newsletter must conform to the criteria established by the National Communications Committee (CommCom). These criteria contain mandatory requirements and suggested items. The CommCom website provides editors with basic tools useful in producing quality publications, such as the *Editors Guide*, *The Ensign Style Guide*, *America's Boating Club Marketing Guidebook*, and image sources. [Refer to 3.54]

The CommCom website also contains the forms used to evaluate publications for the Distinctive Communicator Award (DCA) for Publications. A squadron earning the Distinctive Communicator Awards for Publications is permitted to print a special logo on its newsletters in the following year. The DCA evaluation year is 1 January to 31 December for publications. It is the Editor's responsibility to send a

minimum of four issues to the CommCom advisor assigned to their district. This advisor determines if the publication is worthy of the award.

In addition to the normal distribution of publications to the squadron membership, the Secy or editor should send copies to the national bridge and the chair of the district publications committee. Because it is important to keep lines of communication open between squadron and district, many squadrons appoint a correspondent to the district newsletter editor. Information about squadron activities may receive recognition in the district publication. [Refer to 4.45]

#### **5.10.5.4 Roster Officer/Committee**

The Squadron Roster Officer or Committee is responsible for the preparation of a directory which becomes a most important document to the members and especially the bridge. The roster contains data about the officers, chairs, and members. The directory contains a list of bridge officers and committees, as well as the names of past commanders. The name of the member, rank, grade, certificate number, address, telephone number, email address, and name of the spouse are included. The directory may also contain a fleet roster listing vessel names and specifics. Rosters vary depending on the size of the squadron. Some contain only a few pages, while others are professionally published and include pictures of officers.

**NOTE: Rosters of officers, members and committees are strictly proprietary and are not available to any outside individual, organization, or agency. No member of the United States Power Squadrons, America's Boating Club may use any such source for any purpose, public or private, outside the normal activities of the organization without the approval of the Board of Directors.**

#### **5.10.5.5 Telephone Committee**

The Telephone Committee (TeleCom) is unique at the squadron level. TeleCom provides the personal touch, a real person who notifies squadron members by telephone of coming events and invites them to participate in these activities. An oral invitation to a meeting, rendezvous, or social event has special meaning when it is conveyed as a personalized message. Although some members use email and text messaging for speed and convenience, the value of member-to-member conversations produces superior results in making members feel involved and wanted.

TeleCom members are assigned specific members to contact on a regular schedule. This committee also works closely with the Membership Committee to serve as mentors during a new member's first year. It also plays a key role in member retention efforts. The TeleCom's responsibilities are:

- Establishing procedures and schedules for regular contact of all members, except for those who have requested not to be contacted, and
- Organizing the committee with enough members for the squadron membership (a good ratio is one committee member for every 10-15 squadron members); and maintaining the calling list, adding new members as soon as they have joined the squadron and removing members as requested.

The committee chair, who may become a substitute caller in cases of emergency, is the contact person who passes the information regarding meetings, classes, social events, and squadron/district/national activities to the committee members, collects responses, and gives his report to the appropriate officer or ExCom.

### 5.10.5.6 The Ensign Correspondent

Correspondents to *The Ensign* are appointed by each commander based on their ability as writers and reporters. The responsibilities of *The Ensign* correspondent are:

- Writing and soliciting articles of noteworthy activities such as cruises, rendezvous, public relations, cooperative charting efforts, and other information of national interest, then forwarding them to *The Ensign* editor;
- Obtaining pictures, with the assistance of the squadron or district photographer, to accompany such articles, as well as photos suitable for *The Ensign* cover pages;
- Selling advertising for *The Ensign* that may earn commissions for the squadron;
- Maintaining familiarity with *The Ensign* quarterly feature and deadline schedule; and
- Checking the squadron newsletter distribution list to ensure that appropriate members of *The Ensign* editorial staff receive copies of all publications.

### 5.10.6 Squadron Treasurer

The primary duty of the Treas is to manage all funds belonging to the squadron. The Treas has general supervision of the Treasurer's Department as directed by the membership, the commander, or the ExCom and is, *ex officio*, a member of all committees of the Treasurer's Department. In order to provide stability within the squadron, treasurers normally serve for a period of three years, although they must be elected annually.

The responsibilities of the Treas are:

- Assisting the commander;
- Collecting and holding, in the name of the squadron, all funds belonging to the squadron;
- Paying all bills contracted by the squadron. Bills must have approval from the ExCom or the head of a department or the chair of a committee which has contracted the same by virtue of appropriations made by the ExCom or by the adopted budget;
- Providing interim financial reports, including statements of receipts, disbursements, and financial condition, at such times as the commander or the ExCom may direct;
- Preparing an annual report as of the last day of the squadron's fiscal year;
- Making all financial records available for the AuditCom inspection;
- Keeping and preserving accurate records of all funds received and disbursed and of all squadron property;
- Sending promptly to HQ the national dues collected from new members, at such time and in such manner as directed by HQ;
- Paying any annual assessment to the district to which the squadron is assigned, at such time and in such manner as directed by the district;

- Preparing and filing, in a timely manner, all required federal, state and local tax and information returns; and
- Performing such other appropriate duties incident to the office as are required by United States Power Squadrons policy or as the commander or the ExCom may direct.

The Treas may hold the office of Secy simultaneously.

The *Treasurer's Manual* contains the information necessary to guide treasurers in the performance of their duties and responsibilities. The manual is located on the Heritage and Document Committee's (HADCom) webpage under the Operations Manual's download section.

#### **5.10.6.1 Property Officer**

The Property Officer has responsibility for all squadron property that is not procured for resale to members. The Property Officer maintains a current listing of those properties showing location, date procured, and condition. A copy of the listing is supplied to the Treasurer upon request.

#### **5.10.6.2 Supply Officer**

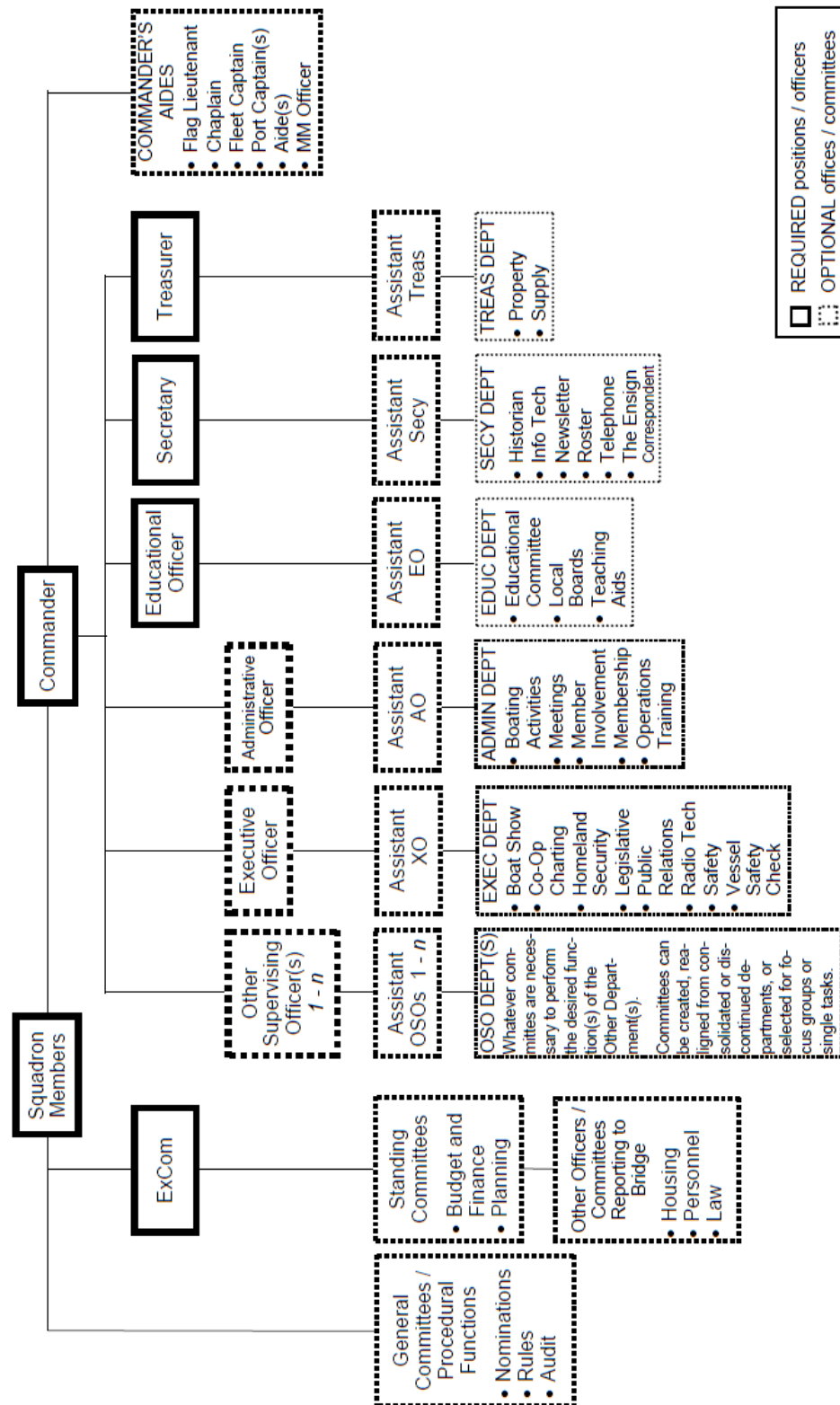
The Supply Officer is in charge of the procurement and sale to qualified members of ensigns, insignia, and other items approved by the United States Power Squadrons. The Supply Officer is responsible to the Treas for all funds received from the sale of supplies. This position is sometimes referred to as the Ship's Store.

### **5.10.7 Incapacity of Bridge Officers**

In the event that the commander, or any of the lieutenant commanders are determined, by self-declaration or by a two-thirds vote of the ExCom, to be incapable of performing the duties of office due to illness or other circumstances, the ExCom may temporarily assign the duties and powers of such office to a past commander agreeable to serve. Such assumption of duties by a past commander lasts only until the earliest of:

- The next Annual Meeting of the squadron;
- The officer rescinds the self-declaration of incapability;
- The ExCom rescinds its declaration of incapability; or
- The next squadron meeting at least 50 days after the declaration of incapability. At that meeting the ExCom must recommend to the membership whether the period of incapability should be extended or the office declared vacant.

*United States Power Squadrons®*  
Flexible Squadron Organization with Options



☐ REQUIRED positions / officers  
☐ OPTIONAL offices / committees





## Chapter 11

### Meetings and Ceremonies

- [11.1] The Pledge of Allegiance
- [11.2] Seating of Officers
- [11.3] Order of Business
- [11.4] Rules of Order
- [11.5] Uniforms

#### National Meetings

- [11.6] National Meetings Logistics
- [11.7] Governing Board and Annual Meetings
- [11.8] Notice of Governing Board Meetings
- [11.9] Governing Board Voter Qualification
- [11.10] Governing Board Quorum
- [11.11] Governing Board Actions
- [11.12] Governing Board Voting Procedures
- [11.13] National Nominations
- [11.14] National Elections
- [11.15] Governing Board Minutes
- [11.16] America's Boating Club Conferences
- [11.17] Board of Directors (BOD)

#### District Meetings

- [11.18] Conference Meeting
- [11.19] Conference Agenda
- [11.20] Conference Resolutions
- [11.21] Council Meetings
- [11.22] Special District Meetings
- [11.23] Notice of District Meetings
- [11.24] Voter District Qualifications
- [11.25] Quorum for District Meetings
- [11.26] Floor Recognition
- [11.27] District Voting Procedures
- [11.28] Nominations
- [11.29] Elections
- [11.30] Adjournment to Reconvene
- [11.31] Incapacity of District Line Officer
- [11.32] Bridge Meetings

#### Squadron Meetings

- [11.33] Regular Meetings
- [11.34] Annual Meeting
- [11.35] Executive Committee Meetings
- [11.36] Special Meetings
- [11.37] Meeting Notices
- [11.38] Quorums for Squadron Meetings
- [11.39] Squadron Voting Procedures

- [11.40] Nominations
- [11.41] Elections

#### Committee Meetings

- [11.42] Committee Operations

#### Virtual Meetings

- [11.43] Implementing Online Meetings
- [11.44] Planning
- [11.45] Dress Code
- [11.46] Presenters
- [11.47] Production Staff
- [11.48] Voting
- [11.49] Housekeeping
- [11.50] Standing and Saluting
- [11.51] Business as Usual

#### Special Occasions and Ceremonies

- [11.52] Inducting of New Members
- [11.53] Administering the USPS Pledge
- [11.54] The Pledge Preamble
- [11.55] United States Power Squadrons Pledge
- [11.56] Awards Ceremonies
- [11.57] Change of Watch
- [11.58] Retiring Commander
- [11.59] Installing Officer
- [11.60] Installation of Officers
- [11.61] National Pledges
- [11.62] Chief Commander
- [11.63] Vice Commanders
- [11.64] Rear and Staff Commanders
- [11.65] District and Squadron Pledges
- [11.66] District Commanders
- [11.67] District Commanders
- [11.68] Squadron Commander
- [11.69] Lieutenant Commanders
- [11.70] Utility Pledge
- [11.71] Short Form
- [11.72] Distribution of Officer Flags
- [11.73] Chief Commanders Flag
- [11.74] Passing of the Flag
- [11.75] Formal Banquets
- [11.76] Planning
- [11.77] Uniform of the Day (Dress Code)
- [11.78] Speeches

- [11.79] Official Guests
- [11.80] Opening and Closing Ceremonies
- [11.81] Flags to be used
- [11.82] Advancing the Colors
- [11.83] Retiring the Colors
- [11.84] Founders Day
- [11.85] Pass-in-Review

## Prayers and Religious Services

- [11.86] Services and Prayers
- [11.87] Resources for Chaplains
- [11.88] Invocations
- [11.89] Change of Watch
- [11.90] Prayer before a Cruise

- [11.91] Meal Prayer
- [11.92] Benediction
- [11.93] Service at Sea
- [11.94] Death of a Member
- [11.95] Funeral or Memorial Service (Christian or Jewish)
- [11.96] Power Squadrons Service Script
- [11.97] The Power Squadrons Ensign
- [11.98] Pallbearer
- [11.99] Military Honors
- [11.100] Grave markers
- [11.101] Burial at Sea
- [11.102] Eight Bell Memorial

Meetings at all levels of the United States Power Squadrons®, America's Boating Club®, are conducted according to the Bylaws of the United States Power Squadrons, and, in squadrons and districts, the bylaws of the squadron or district. All bylaws usually stipulate that when not in conflict with their own provisions, some recognized authority on rules of order will be observed.

**11.1 The Pledge of Allegiance.** Many meetings of the organization, particularly business meetings in which the national ensign is displayed, begin with members reciting the Pledge of Allegiance. The commander directs the members, "Please stand for the Pledge of Allegiance. Salute," and leads them in reciting:

*I pledge allegiance  
to the flag  
of the United States of America  
and to the republic  
for which it stands;  
One nation under God,  
indivisible,  
with liberty and justice for all.*

As the Pledge of Allegiance is completed, the commander directs the salute to be dropped by ordering, "Two."

**11.2 Seating of Officers.** There are very few truly formal meetings where a head table is required. Ordinarily, especially at monthly luncheons or dinner meetings, a head table is not only unnecessary but may contribute to a divisive atmosphere.

When a head table is appropriate, such as at a strictly business meeting, officers do have design-

ated seating. The commander sits in the center seat flanked by, on his left, the education officer, then the treasurer and secretary in order of seniority and on his right, the executive and administrative officers in that order. If an officer is absent, his assistant or next in command is seated in his place, and that person is prepared to act and report for the officer. *Refer to section 12.3 for additional information on arranging head tables.*

**11.3 Order of business.** Unless otherwise provided by the members or the presiding officer, the order of business at all meetings of the Governing Board, of the districts and of the squadrons is:

- A) Determination of quorum
- B) Reading of minutes
- C) Reports of officers
- D) Reports of committees
- E) Unfinished business
- F) Elections
- G) New business

**11.4 Rules of Order.** At national, district and squadron meetings, the rules contained in the most current edition of *Robert's Rules of Order Newly Revised* govern in all cases in which they are applicable and in which they are not inconsistent with the organizations' bylaws and any special rules of order which the organizations have adopted. All

questions of interpretation of *Robert's* or of the bylaws are answered by the chairman of the Committee on Rules or the chairman's designee at national meetings. At district and squadron meetings, the Rules Committee Chair serves as parliamentarian.

**11.5 Uniforms.** Customs vary with respect to wearing uniforms. Some squadrons are quite formal, with the bridge in uniform, while others will have not a uniform in sight. The United States Power Squadrons blazer is sometimes the preferred dress at squadron meetings. Other squadrons prefer to wear the organization's logo-branded polo shirts or business/resort casual.

Uniforms are not usually worn at district council or Board of Directors meetings, but they have been customary at district conference and Governing Board meetings. However, some districts and even the national organization are opting for the team casual “uniform” of the United States Power Squadrons, America's Boating Club polo shirts.

While no uniform is ever to be “required”, the custom of the member body is the deciding factor. Uniforms are not ordinarily worn at bridge meetings or meetings of the executive committee, socials and rendezvous, unless these activities are in conjunction with another activity or meeting where uniforms are appropriate. *Refer to Appendix B for more information on uniforms.*

## National Meetings

**11.6 National Meetings Logistics.** The National Administrative Officer, with the concurrence of the Chief Commander and the Board of Directors, is responsible for recommending to the Governing Board, for its decision, suitable times and places for conducting Governing Board meetings and America's Boating Club Conferences.

The National Meetings Committee, under the direction of the National Administrative Officer, evaluates prospective sites and hosting responsibilities for such meetings and furnishes its recommendations concerning selection. This committee is also responsible for the planning, scheduling and administration of arrangements for hotel accommodations, meeting facilities, exhibits, activity registration and publicity, including their costs, for all national meetings, in accordance with guidance furnished by the Board of Directors.

National meetings are normally scheduled at different cities around the country to reflect the diversity and interests of the membership, specifying where or how often any meeting is to be held in a given region. There is no geographic formula for specifying where or how often any meeting is to be held in a given region. Selection considerations include availability of adequate and suitable hotel and convention facilities at competitive rates, public transportation access, and recreational ameni-

ties. Either before or after selecting a site, the local district commander is advised of the site selection or interest therein so that the district of that area may assist the National Meetings Committee (NMC) as needed.

The local district may be required to assist with social activities planning and implementation. Prior to making any commitments for social activities for members, spouses or guests, activities not part of the formal Governing Board meeting agenda, the local district must obtain the written approval of the chair of the National Meetings Committee. The nature of the activity, its timing and budget are considerations. Only the Chairman of the National Meetings Committee may execute contracts.

**11.7 Governing Board and Annual Meetings.** Unless unusual circumstances dictate that the Board of Directors (BOD) cancels one of the meetings, there are two regular meetings of the Governing Board (GB) each year. The first meeting, usually held in the first quarter of the year is the Annual Meeting of the Governing Board in which the election of officers and directors occurs. Should the Board of Directors elect, for any reason, to cancel one of the two meetings, the remaining meeting is considered the Annual Meeting. If there are two meetings, the second meeting is usually convened

in the third quarter of the year, but no earlier than 120 days after the Annual Meeting. Both Governing Board meetings occur during conferences of America's Boating Club.

Special meetings of the Governing Board may be called by the Chief Commander or by the Governing Board to be held at any reasonable time and place, and are called at the written request of 100 members of the Governing Board. Only such business as is referred to in the notice of meeting is transacted at such special meeting.

### **11.8 Notice of Governing Board Meetings.**

Notices of all meetings of the Governing Board, including a report of nominees, if any, by the Committee on Nominations and of proposed bylaws amendments by the Committee on Rules, are mailed by the National Secretary to each member of the Governing Board at least 30 days before each meeting. This notification is referred to as the Call to Meeting.

The only exception to the advance, written notice is that an announcement by the Chief Commander at a special meeting of the Governing Board is deemed sufficient notice for holding a special meeting of the Governing Board immediately following such special meeting for the purpose of organization, election and appointment of officers, approval of committee members and chairmen and implementation of any policies or resolutions adopted by the immediately preceding special meeting.

### **11.9 Governing Board Voter Qualification.**

Voting at Governing Board meetings is by active members in good standing and all voters must be attending personally or electronically (as circumstances indicate) at the time their vote is taken. The rules for voting by absentees are as follows:

- The vote of a Squadron Commander unable to attend an annual, regular, or special meeting of the United States Power Squadrons, Americas Boating Club, or the Governing Board may be cast by an alternate who is either any other member of the squadron or the commander of the district to which the squadron is assigned. Such votes are cast under the authority and

conditions granted to the squadron commander. With the Call to Meeting notices, the National Secretary provides to each Squadron Commander an appropriate form for authorizing an alternate voter. Each Squadron Commander provides a copy of the alternate voter authorization to Headquarters so that voting credentials can be issued.

- If a District Commander is absent from a meeting of the Governing Board, the Executive Officer of that district may vote in the commander's stead and if neither is present, the Administrative Officer of that district may vote in the commander's stead. Such votes are cast under the authority and conditions granted to the District Commander.
- If a District Educational Officer is absent from a meeting of the Governing Board, the Assistant Educational Officer of that district may vote in the District Educational Officer's stead. Such vote is cast under the authority and conditions granted to the District Educational Officer.
- If a committee chairman is absent from a meeting of the Governing Board, the assistant chairman of that committee or one of the chairman's designated assistants may vote in his stead. Such votes are cast under the authority and conditions granted to the chairman.
- Each squadron may be represented at meetings of the Governing Board by delegates appointed by that squadron, provided that their Squadron Commander has certified the names of squadron delegates to such meetings. Each squadron is allowed one delegate for every 100 active members or fraction thereof as of 75 days prior to the meeting. No alternates are authorized for squadron delegates and no member entitled to vote at the meeting in another capacity may be a delegate.
- Cyber members are represented at all Governing Board meetings by delegates appointed by the National Secretary. The number of delegates appointed is one for each 100 Cyber members or fraction thereof as of 75 days prior to the meeting. No person entitled to vote at the meeting in another capacity may be a delegate.

**11.10 Governing Board Quorum.** At all meetings of the Governing Board, 50 delegates actually issued voting credentials, plus 50 other members of the Governing Board issued voting credentials, or 100 voting credentials issued to squadron commanders or their designated alternates constitute a quorum.

**11.11 Governing Board Actions.** Governing Board meetings are comprised of the broadest voting base of all national meetings because it includes delegates representing the membership. These delegates may be instructed by their squadrons as to what position to take on a matter before the meeting. Certain actions, therefore, may be taken only at the annual meeting or a special meeting called for a specific purpose. Among them are the following:

- The bylaws of the United States Power Squadrons may be amended by a two-thirds vote of those present and voting at any meeting of the Governing Board, provided such proposed amendment is stated in full in the notice of the meeting. When any amendment is properly before any meeting, it may, before final action, be changed by a majority vote provided the change is germane to the subject covered by the amendment as proposed;
- The national bridge, the chair and members of the Committee on Rules, the chair and three-year members of the Committee on Nominations, the chairs and assistant chairs of the standing and departmental committees and the general members of the Governing Board are elected at the annual meeting;
- Entrance fees and annual dues to be paid to the national organization are fixed by vote of the Governing Board after written notice. Fees and dues take effect as determined in the motion adopted by the Governing Board, and remain in effect until further revised in accordance with the procedure described in this section.;
- A motion to change the amount of entrance fees, annual dues, or both, requires prior notice in the call of the meeting. The notice must state the amount(s) to be proposed for fees and dues, the date proposed for the change to take effect (but in no case sooner than 60 days after

adoption) and a report by the Finance Committee regarding the anticipated revenue impact of adopting the motion.

- The annual presentation of awards is made to members, squadrons and districts in a wide variety of programs or activities in the furtherance of the objectives of the United States Power Squadrons, America's Boating Club. Traditionally, the chief commander presents special honors at the annual meeting.

**11.12 Governing Board Voting Procedures.** All qualified voters are registered and must be in attendance at the time the vote is taken. Voting at Governing Board meetings is by delegates and members of the Governing Board only. Voting is an essential aspect of Governing Board meetings, and this section is construed liberally to facilitate voting by those authorized to vote.

Throughout this section, the terms “voting card”, “voting credential”, and “vote” are used interchangeably and mean a distinctive physical or electronic token assigned to each delegate and each member of the Governing Board. The type of token is determined by, and consistent with the Board of Directors’ choice for the meeting format, other requirements of Article 10 of the bylaws, and North Carolina law.

The Committee on Rules reviews the record-keeping system for identifying members of the Governing Board, reviews the system for squadron identification of delegates and testing of eligibility, approves the form of credential to be issued, and reviews the function of any electronic means used for tallying votes.

The rolls for squadron commander’s certification of delegates, squadron commander’s authorization of an alternate voter, and identification of successor voters close 72 hours before the starting time specified in the call of that meeting. A member denied a voting credential may request review by the Committee on Rules until the meeting has been called to order. Headquarters staff performs the clerical task of issuing voting credentials to Governing Board members and delegates.

The methods of voting at Governing Board meetings are as follows:

- At any meeting, the chair may propose that a routine matter be determined by common consent.
- When all participants in a meeting are within view and hearing of the chair, the chair may propose a voice vote.
- Any member may object to the chair's determination of common consent or the chair's determination of the result of a voice vote.
- All other votes are done using the voting credential issued to each registered voter. Electronic means may be used for casting votes.
- The Chief Commander appoints tellers in advance of any division of the house vote. The tellers may use electronic means for tallying the result.
- Election to a contested office is effected by a secret ballot. Electronic means may be used for collecting votes and tallying the result.

In the event of an issue not able to be presented to the Governing Board at the Annual Meeting, it is acceptable for the Governing Board voting to be conducted by electronic means, as defined by the currently available technology, provided that all other applicable sections of Article 10 of the National Bylaws and the current laws of North Carolina are followed. Reasonable provisions must be made for all eligible members to participate in the format selected.

**11.13 National Nominations.** Candidates for nomination, election or acceptance of elective office in the United States Power Squadrons are required to be active members in good standing at the time.

Candidates for election to office by the Governing Board must be nominated

- by the Committee on Nominations or
- by a petition
  - o signed by at least 10 active members from each of at least six squadrons, such squad-

rons being components of not fewer than three districts and

- o filed with the National Secretary not less than 15 days prior to the Governing Board at which such election is to take place. Below each signature on such petition must appear the hand-lettered or typed name, address, certificate number and squadron affiliation of the signer.

**11.14 National Elections.** Each annual meeting of the Governing Board elects:

- the Chief Commander, the National Executive Officer, the National Educational Officer, the National Administrative Officer, the National Secretary, the National Treasurer and a Past Chief Commander, all of whom will serve as officers and directors of the United States Power Squadrons, America's Boating Club;
- the members of the general committees and the general members of the Governing Board;
- the chairmen of the general, standing and departmental committees, the Assistant National Educational Officer, Assistant National Secretary, and Assistant National Treasurer, all of whom will serve with the rank of rear commander;
- the assistant chairmen of the standing and departmental committees, all of whom will serve with the rank of staff commander; and
- general members of the Governing Board in the ratio of one for every six hundred total active members in the organization as of the preceding 1 March. The general members are nominated by the Committee on Nominations, usually upon recommendations submitted by the district commanders. Each member has a personal vote, entirely independent of the district commander or squadron commander. Each is deemed a representative of the organization's general membership and each has the responsibility to keep informed on issues and is expected to attend at least one Governing Board meeting a year. General members meet before each Governing Board meeting to be familiarized with and discuss matters that require their vote at the Governing Board session. They discuss and originate other



matters affecting the United States Power Squadrons, America's Boating Club. They are to report back to their districts. The number of general members is not to be exceeded by the number of rear commanders.

**11.15 Governing Board Minutes.** The audio recordings of all regular and special meetings of the Governing Board are retained at Headquarters in Raleigh for 18 months and only the summaries of the reports, motions presented and the actions taken are set forth in the minutes of such meetings.

Minutes of Governing Board meetings are sent to each of its members. In addition, past vice commanders, past rear commanders and past district commanders are sent the minutes upon written request. Others may subscribe individually. The minutes are also available on the secretary's page of national website and may be downloaded.

Copies of the officer and committee reports, commonly referred to as seat packets, are available on the National Meetings Committee web page.

**11.16 America's Boating Club Conferences.** The regularly scheduled Governing Board meetings are coupled with a conference. The conference, because of its public visibility, is billed as America's Boating Club Conference xxx, where xxx denotes the physical meeting location. The purpose of the conference is to provide opportunities for national committees to conduct business, to present seminars and other learning sessions and for members to enjoy activities and gather together in fellowship. These conferences are designed to offer something for everyone and are open to all members of the United States Power Squadrons, America's Boating Club.

Facilities for conferences of America's Boating Club are scheduled for six days and seven nights.

- For the first two days, the Board of Directors meets in closed session. HQ and National Meetings Committee conference preparation and Ship's Store organization also occur during this time.
- On the second day, the Committee on Nominations begins its 4-day round of interview sessions. Social activities, excursions and

dinner also begin on the evening of the second day and continue through the last evening.

- Day Three is when pre-registered, full-day seminars normally meet along with committee business meetings.
- On the fourth day, the Ship's Store opens and operates for the next two and a half days. The D/C and DXO Meeting along with the DEO and ADEO Meeting are also held at this time, including the Educational Department Leadership and other departmental committee meetings.
- Day Five usually begins with a keynote speaker and breakfast, followed by seminars and the remainder of the committee meetings.
- On the sixth day, the Governing Board Meeting convenes followed by the final dinner to close the conference.

In the event that the America's Boating Club Conference is held virtually, the conference is extended to a total of twelve days, permitting sessions to be scheduled without overlap. All sessions are structured to be held with open attendance. The sessions are recorded and are accessed from the National Meetings web page.

**11.17 Board of Directors (BOD).** When the Governing Board is in recess, or in between meetings, the Board of Directors carries on routine business of the United States Power Squadrons, America's Boating Club. There are no requirements dictating a specific number of times to meet annually; however, the Board of Directors normally convenes four times per year, once per quarter. Two of the meetings occur at the America's Boating Club Conferences. The remaining two meetings are held at the Raleigh HQ or another location of the chief commander's choice. The duration of a Board of Directors meeting is two or more days. The Board of Directors can meet at any time that there is business to discuss.

All actions taken at a Board of Directors meeting are subject to Governing Board ratification no later than the meeting of the Governing Board next following the Board of Directors meeting for which minutes are in the hands of the Governing

Board members.

Proceedings of the Board of Directors are recorded by the national secretary. The minutes of each Board of Directors meeting are submitted to all members of the Governing Board no later than 45 days following the meeting. If a regular or special meeting of the Governing Board occurs less

than 45 days following a meeting of the Board of Directors, the chief commander notifies members present at the Governing Board meeting of any matters of importance that were voted upon at the Board of Directors meeting unless the minutes of the meeting are already in the hands of the Governing Board members.

## District Meetings

**11.18 Conference Meetings.** There is at least one regular meeting of the Conference in each calendar year. Any Conference meeting is scheduled in accordance with the policy and authority of the United States Power Squadrons, America's Boating Club. Care is taken that the dates do not conflict with national events.

The Conference is the primary meeting of the district and is a clearing house for subjects of particular interest to the district. Questions of policy and procedure appear on the agenda; participation by all squadrons in that district is important to consolidate ideas on these subjects.

In planning a district conference, the Conference Planning Committee must pay particular attention to both civil and religious holidays occurring during the planned conference dates. Every effort must be made to avoid planning a conference that spans holidays. Many pocket calendars identify both civil and religious holidays. Also, a link ([https://www.usps.org/images/secretary/opman/jewish\\_holidays.pdf](https://www.usps.org/images/secretary/opman/jewish_holidays.pdf)) to the major Jewish holiday dates through the year 2030, including the duration period, appears at the bottom of the Operations Manual downloads page. District chaplains advise the planning committee on scheduling conflicts with religious holidays.

There are two means by which district conferences are arranged:

- The district assumes full responsibility for the conference, under the leadership of a conference chair and a conference committee. The district commander appoints a chair who is

willing to serve for several years, thus providing continuity and experience;

- The conference is hosted by one or more squadrons in the district. It is usually desirable to have host squadrons attend to the general and social features while responsibility for arranging business meetings is placed on one of the district's department heads. Hosting a conference by a squadron enhances the prestige of that squadron and increases interest of its members in district affairs. The responsibility for the format of a conference rests with the district.

Regular meetings of the Conference are held at places, on dates, and at times selected and fixed by the commander with the approval of the Council.

**11.19 Conference Agenda.** Squadron commanders of the district communicate with the district executive officer, well in advance, giving a brief summary of the subjects they wish to see presented at the conference. The district commander prepares an agenda including matters brought up within the district and additional national matters. It may be the duty of a designated district department head to correlate these agenda and reduce them to simplified forms. Some districts prefer to have a council meeting a month or six weeks in advance of a conference, at which time the agenda is discussed and brought into final form. In the event that an amendment of the district bylaws becomes necessary, it is advisable that it first be discussed at a district council meeting, then referred to the district rules committee for preparation and final recommendation by the council to the district conference for adoption. Preliminary approval by the Committee on

Rules is recommended and final approval by this national committee is mandatory.

A district conference includes meetings or seminars of all departments and committees of the district in order to provide a full and complete discussion of all district activities. Details of plans for these meetings of the departments are arranged by the district commander with the assistance of each department head and committee chair.

Educational meetings during the conference provide an opportunity to exchange ideas for improving teaching methods and for discussion between instructors on effective presentation of subjects, proper use of teaching aids and other matters of interest to all members.

One of the functions of a district conference is to bring together members of the squadrons. It is therefore urged that a conference be accompanied by social gatherings, such as a dinner and dance, to attract squadron members and guests. Although district conferences do have a luncheon or dinner, a member is not obligated to pay anything to attend a conference or to vote, if he is eligible. This fact should be made clear in the Call to Meeting notice.

**11.20 Conference Resolutions.** The minutes of any district conference, together with any resolutions adopted for forwarding to the Governing Board, are sent to the national executive officer, the national educational officer and to the national secretary immediately after the conference. At the first Governing Board following receipt of a resolution from a district conference, the national executive officer will summarize the resolution to the Governing Board and propose referral to a national committee or officer for further study.

At the following Governing Board meeting, the committees or officer assigned to address the resolution will report its recommendations; the resolution will be presented to the full Governing Board. The text of the resolution is published in the minutes of the Governing Board meeting where it was referred and in the call for the ensuing meeting.

**11.21 Council Meetings.** The Council fixes the number of its regular meetings provided, however,

that there is at least one, which is held within 40 days prior to the following conference. The Council may decide to meet several times a year so that its members thoroughly discuss all matters to come before the district Conference. Regular meetings of the Council are held at places, on dates, and at times selected and fixed by the commander with the approval of the Council.

It is advisable that council meetings be distributed geographically within the district. Many districts have each council meeting sponsored by one or more squadrons of the district on a rotating basis resulting in a more thorough acquaintance of individual squadron members with district affairs. It is highly desirable to have all squadron bridge officers attend council meetings to acquaint them with district matters. They have the privilege of the floor, but are not entitled to vote.

Many districts find it expedient to provide for attendance at council meetings of general members of the Governing Board and national officers from their district so that the council may not only benefit from the experience gained by these individuals at Governing Board meetings but also be represented on the Governing Board by those who are aware of the plans and operations of their district.

Regular or special meetings of the Council may be conducted by electronic means, as defined by the currently available technology, provided that all other applicable sections of Article 5 of the district's bylaws are followed. Incorporated districts should consult their applicable state regulations, since laws are known to vary. Reasonable provisions must be made for all eligible members to participate in the format selected.

**11.22 Special District Meetings.** Special meetings of the Council or of the Conference may be called by: (1) the District Commander; (2) the Council; or (3) petition supported by a two-thirds vote of the Executive Committees of at least three squadrons of the district and such petition must specify the reason for calling the meeting.

- The District Commander selects the date, time and place of special meetings. In the case of a special meeting called by petition, the date

must be within 30 days of receipt of the petition.

- The business of any special meeting is limited to the action upon the agenda items contained in the meeting notice.

**11.23 Notice of District Meetings.** Notice of any district meeting is sent by the secretary to members of the Council not less than 30 days prior to the date of a regular meeting and not less than 15 days prior to the date of a special meeting. For meetings of the Conference: (1) notice is also be sent to each past district commander of the district; (2) the squadron commanders must notify their respective delegates; and (3) notice of the Conference at which elections are held must include a list of members nominated by the Nominating Committee for election to positions within the district. Publication of notices in a regular district publication, duly and timely circulated, fulfills the notification requirements.

Electronic communication may be used for notices provided the recipient has agreed to accept electronic messages in lieu of physical mail and the message is transmitted to the member's facsimile machine or last e-mail address of record on or before the applicable deadline for providing notice. Providing an e-mail address or fax number constitutes agreement to receive notices electronically. Electronic transmission of an official district publication containing such notice is deemed to comply with this requirement, provided that it is transmitted in its entirety.

Ideally, the district commander or secretary sends notice of a district conference as far in advance as possible to the district's squadron commanders as to the chief commander, the national executive officer and the national secretary. This notice gives the date, time and place of the conference and is sufficiently timely to allow national officers to make plans for attendance. If the upcoming conference is to include a change of watch, the notice informs the designated visitor in advance as to the nature and timing of duties he will be expected to perform in connection with installation, pledging and presentations. If flags of office or plaques are to be presented, the official

visitor is properly briefed. If any amendments to district bylaws are to be voted on, they are set forth in the notice of the meeting as required by the district's bylaws.

**11.24 District Voter Qualification.** Council and Conference voting is by active members of the Council and Conference, respectively, in good standing and in attendance at the time that the vote is taken.

- In the absence of a Squadron Commander, the Squadron Executive Officer or Squadron Administrative Officer may act for the commander in the order indicated. However, if the both the Squadron Executive Officer and the Squadron Administrative Officer are absent, the Squadron Commander may appoint any active member of his squadron to act in his stead. Such appointment must be in writing or by e-mail and submitted to the district secretary at or prior to the meeting. In the absence of an officer for whom there is an elected assistant; the assistant may act for the principal.
- Delegates are selected by each squadron from that squadron's members qualified to vote on the basis of one delegate for each 25 members so qualified and in good standing, or major fraction thereof, as of the preceding 1 March, with a minimum of two delegates per squadron as per that district's bylaws. NOTE: The number of delegates varies with the district bylaws.
- Each Squadron Commander must certify the names of squadron delegates to such meetings. No alternates are authorized for squadron delegates and no member entitled to vote at the meeting in another capacity may be a delegate.
  - o The District Secretary encloses the appropriate forms for certifying each allotted squadron delegate at the time that the Call to Meeting notices are mailed to each Squadron Commander.
  - o Each Squadron Commander provides a copy of the completed certification to each delegate who, at the applicable meeting, exchanges it for voting credentials.

**11.25 Quorum for District Meetings.** At any meeting of the Council, 50 percent of the members of the Council constitutes a quorum. At any meeting of the Conference, 25 percent of the members of the Conference constitutes a quorum. At any meeting of a committee of more than two members, a quorum is a majority of its members.

**11.26 Floor Recognition.** At any meeting of the Council or Conference, any non-voting member may have the floor when recognized by the presiding officer, who may limit the time thereof.

Any member of the Conference has the prerogative of offering a resolution or recommendation for consideration by the Conference.

**11.27 District Voting Procedures.** Voting at district meetings is as follows:

- Each member qualified to vote and present at the meeting has one vote on each question, even if he holds multiple positions each of which would otherwise qualify a vote.
- Voting at a meeting of the Council is by members of the Council only; voting at a meeting of the Conference is by members of the Conference and delegates only.
- Voting is by voice unless a poll is demanded by a person duly qualified to vote, in which event the votes are cast by show of hands. Upon a motion supported by at least one-fifth of the members present and voting, a roll call vote is taken. The presiding officer may require that voting be by secret ballot if circumstances warrant.
- Voting at an election is detailed in section 11.29.

**11.28 Nominations.** Candidates for elective offices to be voted on at the Conference are nominated by the Nominating Committee or by written petition signed by a total of at least 10 voting members in good standing from each of at least three squadrons. Such petition must be sent by first class mail or delivered to the secretary at least 15 days prior to the date of the election. At least 10 days before the date of the election, the secretary is required to forward the names of those nominated by petition to each member of the Council and to

each past district commander of the district. In turn, squadron commanders notify delegates representing their squadrons. Electronic notification is acceptable provided the conditions of section 11.23 are met.

If vacancies exist in the properly formulated slate of nominees at the time of any election, they are filled by nominations from the floor.

Prior to nomination for the office of educational officer or assistant educational officer, the candidate's qualifications for such office must have the approval of the national educational officer's designee.

No person is eligible for nomination without first signifying willingness and ability to serve if elected.

**11.29 Elections.** At any election, each member of the Conference present and in good standing has one vote for each office to be filled.

- Cumulative voting is prohibited
- Election to an uncontested office may be conducted by a supported motion and a ballot cast and recorded by the secretary.
- Election to a contested office is conducted by secret ballot, unsigned and cast in person. Such elections are determined by a judge of election and not fewer than three tellers, all of whom are appointed by the commander. The secret ballots are delivered to the judge of election and opened and inspected by the tellers. The final results are tabulated and announced to the members before the close of the meeting.
- The presiding officer votes only to create or decide a tie, or to cast a secret ballot.
- Polls remain open for no more than one hour after the election is initiated as an order of business.

**11.30 Adjournment to Reconvene.** Should any meeting of the Conference be adjourned to reconvene more than 24 hours later than the time set for the original meeting, or to a different location, then there must be issued a notice for such adjourned Conference as detailed in section 11.23. Such notice specifies the items to be included on the

adjourned Conference agenda. No action at such adjourned Conference is valid unless a quorum is present.

**11.31 Incapacity of District Line Officer.** In the event the commander, the executive officer, or the administrative officer is determined, by self-declaration or by two-thirds vote of the Council, to be incapable of performing the duties of office because of illness or other reason, the Council may assign the duties and powers of such office to a past district commander agreeable to serve. Such assumption of duties by a past commander lasts only until the earliest of: (1) the next Conference at which elections are normally held; (2) the officer rescinds the self-declaration of incapability; (3) the Council rescinds its declaration of incapability; or (4) the next meeting of the Conference at least 50 days after the declaration of incapability at which meeting the Council recommends to the Conference whether the period of incapability should be extended or the office should be declared vacant.

Should the Council recommend the office to be declared vacant, such recommendation must be made in time for a report of the Nominating Committee to be included in the notice of the meeting of the Conference. If the Conference concurs by a two-thirds vote, an election is held to fill such vacancy. Candidates for such office are nominated as detailed in Section 11.28.

**11.32 Bridge Meetings.** Districts are encouraged to hold bridge meetings on a regular schedule. These meetings of the elected flag officers allow detailed planning of specific goals and future activities and events. The assistant educational officer, assistant administrative officer, assistant secretary and the assistant treasurer plus special guests are usually invited to attend the bridge meetings. An evaluation of the progress and achievements of the district is also appropriate. This exchange of plans, thoughts and actions prevents problems and misunderstandings.

## Squadron Meetings

**11.33 Regular Meetings.** Regular squadron business meetings are held at the times, dates and locations as scheduled by the squadron membership. A calendar of meetings should be proposed by the Executive Committee and approved by the membership at the annual meeting. Revisions to the calendar may be approved by the members at any regular or special meeting. The Executive Committee may change the location of any meeting, provided that at least seven days notice is given to the members. The Executive Committee may designate other times and places for such regular business meetings upon proper notice.

If a holiday or other circumstance makes it impractical to hold any meeting as published on the calendar, the Executive Committee may waive such meeting or set another meeting date. The membership is notified accordingly.

Squadrons usually conduct one membership meeting each month or as specified in their bylaws. This meeting may be strictly a business meeting or it may follow a dinner meeting or even a social

activity. If there is a charge for the dinner or social, a member is not obliged to attend that function. If a meal or entertainment is scheduled in conjunction with a meeting, members still must be permitted to attend the meeting itself without charge, even if it is convened at a location which charges admission, such as an excursion boat. No fee or charge may be attached to attending a membership meeting. A member must be allowed to attend any business meeting itself without charge. A member cannot be required to pay for the privilege of voting. The business meeting is well planned. After the place has been selected, notice is mailed to members. This may be achieved by a detailed meeting notice in the squadron newsletter that is sent to each member or a call from a member of the telephone calling committee to issue a personal invitation.

The commander presides at the meeting and is flanked by the lieutenant commanders and such national and district officers as may be present. The various officers and committee chairs prepare reports for the membership. The meetings committee, entertainment committee or other group makes

necessary arrangements for the entertainment part of the meeting.

**11.34 Annual Meeting.** The annual meeting of the squadron is held in the month specified in the squadron bylaws at such time and place as the Executive Committee may designate.

The election of officers and members of elective committees, including their chairmen, only occurs at the squadron's annual meeting. Written notice of the annual meeting, containing a list of all active members nominated by the Nominating Committee for election is sent to each voting member by the secretary, in such manner as determined by the Executive Committee, at least 30 days prior to such meeting.

The secretary provides a list of all nominees by petition, as detailed in section 11.40 and gives notice thereof to all voting members in such manner that it reaches them at least seven days prior to the date of the election.

Some squadrons have their annual meeting months prior to the end of the watch year. This timetable permits a smooth transition between election and assumption of command allowing for the orderly conclusion of the out-going swatch's affairs and preliminary organization time for the incoming. It is desirable to have good attendance at the annual meeting as this is the principal business meeting of the squadron year. The retiring commander makes the program for the annual meeting sufficiently interesting to attract good representation.

All elected and appointed officers give complete reports on activities within their area of responsibility. The commander's report outlines what has been accomplished by the squadron generally and includes a brief resume of what the national organization has accomplished in the interest of boating. A complete financial report is made by the treasurer, but this is not accepted until approval of the report by the auditing committee. To aid the secretary, all reports are submitted in writing.

If the Change of Watch is to be conducted at

the Annual Meeting, then all appointed officers and committee members are discharged with thanks by the retiring commander, in deference to selections which are made by his successor. The commander then surrenders to the senior national or district officer present, or to a past commander of the squadron, for conducting the elections of officers for the ensuing year. In instances where the Change of Watch ceremony is scheduled for a later date, the appointed officers and committee members remain in place and the commander conducts the election of officers.

The report of the nominating committee is read to the membership. The secretary then asks for any nomination as prescribed under the bylaws. The balloting for office then begins and continues until all elective offices have been properly filled. Polls remain open only for the first hour after the election has been initiated as an order of business. All contested offices are decided by secret ballots cast in person.

Upon election to office, the new squadron bridge, other elected officers and new members of the executive committee are introduced to the general membership. In squadrons whose bylaws provide for those elected to assume their new duties immediately, they are called to their proper places on the dais and are inducted by the senior official present. After an acceptance speech by the newly elected commander, new business is taken up, and the squadron moves forward under its new leadership.

In many squadrons, bylaws and long-standing custom call for the new bridge and others to be installed at a formal change of watch ceremony. Where that concept is used, the time between the annual meeting and the change of watch is a reasonable period so as not to delay the programs of the incoming administration. *Refer to section 11.57 for information regarding the Change of Watch ceremony.*

**11.35 Executive Committee Meetings.** The squadron Executive Committee (ExCom) meets prior to the general membership meeting for the purpose of advising the commander on most aspects of squadron activities. The squadron



bylaws define the powers and functions of the executive committee.

Any vacancy in an elective office in the squadron is filled by the Executive Committee until the next meeting of the squadron membership or until a successor is duly elected.

Another responsibility of the Executive Committee is the approval of applications for membership. Applicants are recommended by the Membership Committee. The ExCom also approves nominations for associate membership, applications for transfers into the squadron and the recommendations for annual honorary memberships.

The Executive Committee has general charge of the policy, management and functions of the squadron. It has custody of all property of the squadron, including money. All bills contracted by the squadron must first be approved by the executive committee; its recommendations for the following year must be presented to the membership for vote, usually at the squadron's annual meeting, in time for dues notices to be prepared and mailed back to HQ.

In the meeting just prior to the squadron's annual meeting, the Executive Committee receives the reports from the Audit, Budget and Finance, Rules and Nomination committees. The reports and recommendations are reviewed and discussed with the appropriate committee chairs. Motions to recommend the reports to the general membership for passage at the annual meeting are made, seconded and voted.

Meetings of the Executive Committee may, when necessary, be conducted by electronic means, as defined by the currently available technology, provided that all other applicable sections of Article 9 in the squadron's bylaws are followed. Such meetings must be announced to all involved members and provision must be made for any member who wishes to monitor the proceedings and submit to the meeting any questions or concerns as if they were meeting in person. **NOTE: Incorporated squadrons should consult their applicable state regulations, since laws are known to vary.**

With the exception of extenuating circumstances, such as wide-area quarantines, electronic meetings should not exceed 25 percent of the Executive Committee meetings in any calendar year and must not be used for general membership meetings.

**11.36 Special Meetings.** At the discretion of the commander or the Executive Committee, special membership meetings may be called at any reasonable time and must be called by the secretary upon written request of at least 10 percent, but not less than six, voting members. Special meetings of the Executive Committee may be called by the commander or upon written request by five or more members of the Executive Committee.

**11.37 Meeting Notices.** Except as detailed in section 11.34, notices of all regular and special meetings of the squadron membership and of the Executive Committee are mailed to the last known address of each member entitled to receive such notice at least 20 days prior to regular meetings and at least 10 days prior to special meetings. The inclusion of a Notice of Meeting in an official squadron publication mailed the required time before such meeting is deemed to comply with the notice requirement.

Electronic communication may be used for notices provided the recipient has agreed to accept electronic messages in lieu of physical mail and the message is transmitted to the member's facsimile machine or last e-mail address of record on or before the applicable deadline for dispatching notice. Providing an e-mail address or fax number constitutes an agreement to receive notices electronically. Electronic transmission of an official squadron publication containing such notice is deemed to comply with this requirement provided it is transmitted in its entirety. **NOTE: Some state statutes require that recipients provide written agreements to accept electronic communications in lieu of physically mailed or telephoned notifications.**

**11.38 Quorums for Squadron Meetings.** At any regular or special meeting, 10 per cent of the membership qualified to vote, as determined by the squadron records, constitutes a quorum. A quorum

for any committee of more than two persons is a majority of its members.

**11.39 Squadron Voting Procedures.** Voting at regular and special meetings is as follows:

- Each voting member qualified and present in the squadron has one vote on each question.
- Voting is by voice unless a poll is demanded by a member duly qualified to vote, in which event the votes are cast by a show of hands. Upon a motion supported by at least one-fifth of the voting members present, a roll call vote is held. The presiding officer may require that voting be by secret ballot if circumstances warrant.
- The presiding officer votes only to create or decide a tie, or to cast a secret ballot.
- Voting at an election is outlined in section 11.41.

**11.40 Nominations.** Candidates for elective positions to be voted upon at the annual meeting may be nominated (1) by the Nominating Committee or (2) by petition in writing signed by at least five active members in good standing and filed with the secretary at least 15 days prior to the date of election. If vacancies exist in the properly formulated slate of nominees at the time of the election, they are filled by nominations from the floor

duly made by voting members. No active member is eligible for nomination without first signifying willingness and ability to serve if elected.

**11.41 Elections.** At any election, each voting member qualified and present in the squadron has one vote for each office to be filled. Voting is conducted in the following manner:

- Cumulative voting is prohibited
- Election to an uncontested office is conducted by a supported motion and a ballot cast and recorded by the secretary.
- Election to a contested office is conducted by secret ballot, unsigned and cast in person. Such elections are determined by a judge of election and not fewer than three tellers, all of whom are appointed by the commander. The secret ballots are delivered to the judge of election and opened and inspected by the tellers. The final results are tabulated and announced to the members before the close of the meeting.
- The presiding officer votes only to create or decide a tie, or to cast a secret ballot.
- Polls must remain open for no more than one hour after the election is initiated as an order of business.

## Committee Meetings

**11.42 Committee Operations.** Chairs of the various committees on all levels usually conduct committee meetings. These meetings are held for various reasons: (1) to review progress in a given area, (2) to coordinate efforts on a particular project, (3) to share experiences, or (4) to gain further information relative to a future activity. These meetings are most valuable and are essential for the cohesive attainment of the responsibilities of that assigned committee.

Committee meetings tend to be informal. Minutes may be taken and distributed or detailed agendas serve to keep the committee members informed and on-track. The more complex the task, the more

project documentation will be generated and shared amongst the committee members. Committees keep their leadership informed with monthly progress reports.

Most committees prefer to meet in person. In squadrons, committees are frequently small enough to meet in one another's homes. However, with committee members located over large geographic areas, national and district chairs utilize email exchanges, telephone conversations and virtual meetings to accomplish their projects between the in-person meetings at the America's Boating Club and their respective district conferences.

## Virtual Meetings

**11.43 Implementing Online Meetings.** Some national and district committees routinely hold their non-conference meetings virtually through the use of online meeting software. With the support of video-conferencing and session recording, online or virtual meetings software allows work to be accomplished when in-person meetings are impractical. The addition of online storage solutions allows sharing of the meeting recordings and work products by the attendees.

During the COVID-19 pandemic, all levels of the organization adopted virtual settings for their meetings. With a few exceptions, virtual meetings are conducted in much the same manner as are physical proceedings.

**11.44 Planning.** Small meetings happen all the time with a minimum need for detailed planning. Committee meetings, other than preparing slide decks and emailing the meeting invitations, require minimal planning. However, the larger and more formal national, district and even some squadron meetings need extensive planning.

**11.45 Dress Code.** When planning for on-camera presenters, a dress code or uniform of the day is still required. A Power Squadron or America's Boating Club logo polo, or similar attire, is adequate for business casual settings. For Changes of Watch, Uniform A or formal attire may be in order. *Refer to section 11.5 for more information regarding uniforms.*

**11.46 Presenters.** Coordination with presenters or speakers also should address their surroundings and lighting. The areas surrounding speakers must be clean and orderly. Also, lighting on the speakers must be head-on and not back-lit.

**11.47 Production Staff.** The predicted number of attendees is the primary factor in determining if a production staff is required. In committee meetings, most presenters handle their own slide decks and recordings. In national meetings where the number of attendees is critical in determining a quorum, the National Meeting Committee (NMC)

assists in monitoring attendance, controlling audio and video components, managing the recording of the session, facilitating comments and questions from attendees, and providing technical assistance and on-line problem resolution. Districts utilize their conference committees to fulfill their production needs and squadrons rely on their executive committees and general membership.

**11.48 Voting.** If motions are to be decided, a voting strategy is required. Small gatherings, such as executive committee and bridge meetings, might be able to poll their voting members or to have the votes entered by text message. However, larger meetings might look to email in advance of the meeting, providing that discussion of the questions is not anticipated.

Annual meetings, because of the complexity of bylaw changes and other issues, require the opportunity for discussion prior to the vote. Therefore, the implementation of an online balloting software product is necessary. Plans need to address the registration of attending voters; determination of a quorum at the time that the vote is called; and, distribution and receipt of all authorized ballots in an efficient and timely manner. Meeting agendas need to allow a sufficient period of time for ballots to be sent, returned and tallied.

Above all, reasonable provisions must be made to ensure that all eligible voters can participate in the voting format selected.

**11.49 Housekeeping.** All virtual meetings begin with the announcement of two (2) housekeeping rules.

- 1) Microphones Muted. All attendees, other than the presiding officer or chairman, must keep their microphones muted until they are recognized. In other words, only one person at a time may speak. The reason for this is because the audio becomes garbled when multiple people are speaking and can result in the audio cutting in and out. Background noises,

besides being distracting, also diminish audio quality.

2) **Cameras Off.** All cameras, with the possible exception of the presenter(s), should remain off. The presentation or discussion points are displayed via a slide show which is shared from the speaker's screen. All video signals, screen shares and camera displays, consume bandwidth. Small gatherings may not experience any difficulties, but larger audiences can be adversely affected when attendees are needlessly transmitting video with their cameras - including attendees being dropped from the session.

**11.50 Standing and Saluting.** For meetings in which flags are present, especially if color guard ceremonies of Advancing the Colors and Retiring the Colors are performed, it is a sign of respect to stand and to salute the national ensign (the Stars and Stripes). However, during virtual meetings, the majority of members are sitting behind their individual computer screens, so the orders "stand" and "salute" are unnecessary.

In large meetings with on-camera presence of the national ensign, the presiding officer (and any other attendees in his company) should stand, salute and recite the *Pledge of Allegiance*. Video presentation of the national anthem, along with the Canadian anthem, if members of the Canadian Power Squadron/*Escadrille Canadiennes de Plaisance* are present, is appropriate. With the absence of a live audience, it is suggested that the audio tracks contain professional singers performing the anthem(s).

Likewise, on-line attendees need not stand with bowed heads during the Chaplain's Invocation or Benediction. However, if the presiding officer is on-camera during the chaplain's prayers, it would be more than appropriate for their head to be bowed in contemplation.

**11.51 Business as Usual.** Besides the addition of an electronic voting procedure and the elimination of standing and saluting, virtual meetings allow for business to be conducted in the usual manner.

## Special Occasions and Ceremonies

**11.52 Inducting New Members.** As a fraternal boating club, each squadron makes it a practice to welcome new members at meetings and social occasions. A member's first meeting is one that he or she recalls with fondness and pride. At the same time, a friendly greeting extended to these new shipmates evokes in "old timers" a feeling of dedication to a constructive purpose and satisfaction in their own accomplishments. Squadrons are encouraged to present a United States Power Squadrons ensign to each new active member with appropriate ceremony, the cost of the ensign being borne by the squadron.

**11.53 Administering the Power Squadrons Pledge.** Although new active members sign the pledge when accepted into membership and are not required to formally recite it at a squadron meeting, it is desirable to ask them to stand together at a squadron function and recite the pledge before their new colleagues. To ensure the greatest signifi-

cance and dignity, the pledge is administered by the highest ranking officer in attendance or a respected former district or national officer. When the pledge is recited by new members, it is almost universal custom for the entire membership present to accompany them in unison, each member thus reaffirming his own personal dedication. to accompany them in unison, each member thus reaffirming his own personal dedication.

**11.54 The Pledge Preamble.** The inducting officer addresses all candidates as follows:

*Ladies (and/or) Gentlemen:  
You have accepted an invitation to membership  
in the United States Power Squadrons,  
America's Boating Club,  
a nationwide boating organization dedicated  
to high standards of seamanship and  
an appreciation of yachting traditions.  
I ask you to raise your right hand  
and affirm your willingness to fulfill*

*the obligations of all members of  
the organization and of the  
\_\_\_\_\_ [Sail &] Power Squadron,  
America's Boating Club, \_\_\_\_\_.  
United States Power Squadrons Pledge.*

#### **11.55 United States Power Squadrons Pledge.**

*I do solemnly pledge  
to abide by the bylaws  
of United States Power Squadrons;  
to promote high standards of  
navigation and seamanship;  
to maintain my boat and  
to operate it legally;  
to render assistance  
whenever possible;  
and to conduct myself in a manner  
that will add prestige, honor  
and respect to the  
United States Power Squadrons,  
America's Boating Club.*

Following recitation of the pledge, membership certificates, if available, are ceremoniously distributed by the inducting officer with the squadron commander assisting.

**11.56 Awards Ceremonies.** Annual awards ceremonies should be conducted at the annual meetings at all levels of the organization. This is certainly the case with the district and national organizations. However, oftentimes the squadrons will conduct their awards ceremonies following a dinner and just prior to the Change of Watch ceremony in order to involve the visiting dignitaries and to give the award ceremony a special significance.

A word of caution: Award ceremonies should be kept short in order to keep the guests engaged. Only the awards from commander are to be presented with the guest of honor assisting. The dignitary needs to be informed well in advance of the awards and what is expected of him during the ceremony. Adequate time should be granted for photos to be taken during the ceremony.

**11.57 Change of Watch.** The purpose of a change of watch ceremony is to recognize the service and accomplishments of the outgoing officers and to install the newly elected officers. While there may be other activities and ceremonies surrounding it, the actual change of watch is fairly standard.

The planning of the Change of Watch is the responsibility of the Executive Officer. The Executive Officer sends a special letter of invitation to the district or national officer asking him to officiate at the change of watch ceremony. In this letter, care is taken to invite both the officer and his guest, explaining that their meal costs will be paid by the hosting squadron or district. Included with the invitation are a copy of the nominating committee's report and an estimation of when the script will be mailed. The script is mailed to the installing officer as soon as it is finalized.

Squadron changes of watch can be conducted at or held separate from their annual meetings. When held outside of the annual meeting, squadrons usually combine the ceremony with a formal dinner or dinner dance. The invitation list begins with all of the squadron members. District bridge officers are invited, along with the commanders (and, optionally, the executive officers) of the other squadrons in their district. Optionally, district members holding national offices are invited also.

National, district and some squadron changes of watch are conducted during their annual meetings.

**11.58 Retiring Commander.** The outgoing commander presents his remarks. Often these comments focus on thanking his bridge and other members for their contributions and support during the ending watch year. At the end of his remarks, the commander relieves all appointed officers and committee members of their duties.

**11.59 Installing Officer.** The duty of the installing officer is to administer the oath of office to the incoming officers. For the national Changes of Watch, the most recent past chief commander is called to officiate. At the district level, the chief commander or his representative conducts the cere-

mony. For squadrons, it is usually the district commander or his representative who officiate at the Change of Watch.

While district commanders look forward to performing these ceremonies, incoming commanders may request that past chiefs or current national officers in their squadrons or districts officiate instead. These instances should always be discussed with all involved parties well in advance of the Change of Watch.

In all cases, the installing officer is invited well in advance of the affair. He is told exactly what is expected of him and is furnished with a printed list of the new officers' names, grades, skill-level, offices into which they are being inducted and their mates' names. The correct pronunciation of each name is noted.

The officiating officer begins the ceremony by reviewing the ending watch year, recognizing the accomplishments of the organization and its members. At the end of his remarks, the officiating officer relieves all elected officers and committee members of their duties.

**11.60 Installation of Officers.** Officers are installed individually or in a group, but the most common procedure is a separate installation of the commander followed by installation of all other flag officers as a group. The installing officer always administers the pledge of office to the commander. And while he usually installs all of the officers, it is within the purview of the newly installed commander to pledge their bridge and the remaining officers. This deviation from normal practice must be written in the script and coordinated with the installing officer well in advance of the ceremony.

**11.61 National Pledges.** At the national level, the assistant department heads and committee chairs (rear commanders) and assistant committee chairs (staff commanders) are flag office positions and are installed accordingly.

**11.62 Chief Commander.** The chief commander is installed with a unique pledge, custom-written by the past chief commander chosen to serve as the

installing officer. Although each year is different, the preamble and pledge closely resemble the following:

*You have been elected by  
the Governing Board  
and its squadron-delegates  
to take command of the  
United States Power Squadrons,  
America's Boating Club.  
This election indicates  
the exceptional faith  
that your colleagues and peers hold  
in your ability and integrity,  
but it also carries with it  
certain obligations.  
I ask you to make the following pledge,  
raising your right hand and  
repeating after me:*

*I do solemnly promise that  
during my term of office, I will serve  
the United States Power Squadrons,  
America's Boating Club,  
faithfully as commander;  
that I will accept the responsibility,  
to the best of my ability,  
of seeing that officers and committee members  
execute their duties and designated assignments;  
that I will strive to uphold  
the standards of the organization and  
to improve them as I see the need  
and opportunity;  
and, that I will bear in mind  
that it is my responsibility  
to give careful consideration  
to the desires of the members,  
provided that they are not contrary to  
the best interest of our organization and  
are not in conflict with the bylaws of the  
United States Power Squadrons.*

**11.63 Vice Commanders.** The remaining bridge officers are installed as a group with a modified Utility Pledge (refer to section 11.70) similar to the following:

*I do solemnly pledge myself that during the  
term of my office I will abide by the bylaws  
of United States Power Squadrons,  
that I will follow the procedures  
contained in the Operations Manual;*

*that I will strive to further the objectives of  
the United States Power Squadrons,  
America's Boating Club,  
and that I will work in harmony with my  
fellow officers, always remembering that  
this is a fellowship organization dedicated  
to the advancement of boating and the  
self-education of members.*

**11.64 Rear and Staff Commanders.** In one or two groups, the rear and staff commanders are installed with the Short Form Pledge (refer to section 11.71) as they stand in-place.

**11.65 District and Squadron Pledges.** At the squadron and district levels, installation of assistant department heads (first lieutenants), standing committees, and of executive committee or council members is optional. Normally, appointed officers, who serve as lieutenants, are not formally installed.

**11.66 District Commander.** A district commander is installed with the following preamble and pledge.

*You have been elected by the Conference and  
squadron-delegates of District \_\_\_\_  
to command this district for  
the coming year. This election indicates  
your member-squadrons' exceptional faith  
in your ability and integrity, but it also  
carries with it certain obligations. I ask you  
to make the following pledge, raising your  
right hand and repeating after me:*

*I do solemnly promise. that  
during my term of office as  
commander of District \_\_\_\_,  
I will serve the best interests of the  
the United States Power Squadrons,  
America's Boating Club,  
District \_\_ and its member-squadrons.  
I accept the responsibility of seeing,  
to the best of my ability,  
that the officers and committees of the district  
and its member-squadrons  
carry out their designated assignments,  
giving careful consideration to the needs  
and desires of the individual members.  
I will abide by the bylaws of United States  
Power Squadrons and District \_\_\_\_.*

*I will work in harmony  
with my fellow officers,  
always remembering that this is a  
fellowship organization, dedicated to the  
advancement of boating and  
the self-education of its members.*

**11.67 District Lieutenant Commanders.** Other district bridge officers are installed as a group, pledging:

*I do solemnly pledge myself to perform  
faithfully and impartially the duties of the  
office which I am about to assume. I will  
abide by the bylaws of the  
United States Power Squadrons,  
America's Boating Club and District \_\_\_\_  
and I will follow carefully the procedures  
outlined in the Operations Manual.  
I will cooperate with all national,  
district and squadron officers  
where our respective duties converge,  
to further the objectives of  
the United States Power Squadrons,  
America's Boating Club.  
I will always remember that the  
United States Power Squadrons,  
America's Boating Club,  
is a fellowship organization,  
dedicated to the advancement of boating  
and the self-education of its members*

**11.68 Squadron Commander.** A squadron commander is pledged individually as follows:

*You have been selected by your peers  
to take command of the  
\_\_\_\_ (Sail and) Power Squadron,  
(America's Boating Club, \_\_\_\_).  
This selection indicates confidence in your  
ability and integrity, but it also carries with  
it certain obligations. I ask that you make  
the following pledge, raising your right  
hand and repeating after me:*

*I do solemnly promise that I will serve  
\_\_\_\_ (Sail and) Power Squadron,  
(America's Boating Club, \_\_\_\_).  
faithfully as commander  
by always keeping in mind  
the best interests of the organization:*



*that I will conduct our meetings  
in a dignified, impartial manner,  
striving to uphold the  
standards of the squadron, and  
improving them as I see the  
need and opportunity;  
that I will accept the responsibility,  
to the best of my ability, of seeing that my  
officers and committee members  
carry out their designated assignments;  
and, that I will bear in mind  
that it is my responsibility to give careful  
consideration to the desires of the  
members provided they are not contrary to  
the best interest of our organization and  
are not in conflict with  
the bylaws of this squadron  
or of the United States Power Squadrons.*

**11.69 Lieutenant Commanders.** Other than the commander, the district bridge officers are installed as a group using the Utility Pledge (refer to section 11.70).

**11.70 Utility Pledge.** The following pledge, quite broad in character, can also be used in conjunction with installation generally.

*I do solemnly pledge myself  
that during the term of my office  
I will abide by the bylaws  
of the United States Power Squadrons and  
{ \_\_\_\_\_ (Sail and) Power Squadron  
OR  
District \_\_\_\_\_},  
that I will follow the procedures  
contained in the Operations Manual;  
that I will cooperate  
with national and district officers  
whose duties require them to direct  
and supervise certain aspects of my work;  
and that I will work in harmony  
with my fellow officers,  
always remembering that the  
United States Power Squadrons,  
America's Boating Club,  
is a fellowship organization dedicated  
to the advancement of boating and the  
self-education of members.*

**11.71 Short Form.** This short, but completely adequate pledge also may be used:

*I do solemnly pledge myself  
to perform faithfully and impartially  
the duties of the office  
which I am about to assume.*

**11.72 Distribution of Officer Flags.** It is customary for the installing officer to present the new commander with his commander's flag. In turn, the new commander presents the officer flags to his bridge. The new commander then presents his predecessor with the past commander's flag. ***All officer flags are displayed horizontally with the upper corner of the hoist in the right hand.***

**11.73 Chief Commander's Flag.** Prior to presenting a new chief commander with his commander's flag, the very first chief commander's flag, which is routinely stored in a vault at HQ in Raleigh, is presented. This flag is removed from its protective wrappings and displayed to the assembled Governing Board. The new chief adds his signature to this historic flag which is immediately rewrapped and returned to the Raleigh vault.

**11.74 Passing of the Flag.** In some districts and squadrons, the new commander receives his flag by means of a ceremony involving all of the past commanders attending the Change of Watch. The past commander with the oldest date of service is introduced with the year(s) of his command while he receives the new commander's flag from the installing officer. The next oldest past commander is introduced and the previous past commander passes him the flag. These introductions continue until the last past commander is holding the flag which he passes to the new commander.

**11.75 Formal Banquets.** Most squadrons and districts hold formal banquets at one or more times during the year. Many have a "commander's ball", honoring either a newly installed or just retired commander; others schedule their Change of Watch as a dinner at which the installation ceremony is a featured part. There are also Founders' Day parties and other types according to local custom and need of celebrations.

**11.76 Planning.** An invitation to formal squadron functions should always be directed to the district commander and, usually, to the commanders of neighboring squadrons. National officers serving in the district are treasured guests. Navy and Coast Guard officers serving in the local area are desirable guests, as are cooperating business, civic and municipal officials.

A formal, printed invitation is sent to all invited guests, including squadron members. Printed material must feature the proper use and placement of the United States Power Squadrons / America's Boating Club logos and squadron burgee.

**11.77 Uniform of the Day (Dress Code).** The commander of the sponsoring entity stipulates the uniform of the day (dress code) and ensures that not only his constituents but also all invited guests are informed early. The announced uniform should specify either four-in-hand or bow tie and whether the uniform cap or hat is required. An alternate to the uniform is also specified as "formal", "semi-formal", "team casual" or "resort casual" appropriate to the activity. *Refer to section 11.5 and Appendix B for additional information regarding uniforms.*

*While some squadrons have a tradition of wearing uniforms, there is no requirement for any member to buy and/or wear any uniform. Although many members may not choose to wear a uniform, those who do so will want to wear it correctly.*

**11.78 Speeches.** There may be a principal address, either by an officer of the hosting organization or by a guest speaker. Other than that, speeches are topical, timely and brief. If it is desired that an officer from a higher level address the gathering, he is advised of that fact well in advance, together with an indication of a preferred subject, if any, and the time allotted for his remarks.

**11.79 Official Guests.** When an official visitor or guest speaker is present, it is important that he be accorded proper courtesy and accommodation. Inasmuch as the commander will likely be occupied with a variety of duties, responsibility for

guests are assigned to his flag lieutenant or to one or more aides who can devote themselves to introductions, pointing out assigned seating, organizing cocktails and otherwise assuring their comfort.

- Official guests are not asked to pay for their attendance and specific precautions are taken to preclude their being charged at the door. They are also given the courtesy of advance information regarding:
- the program or agenda;
- what is expected specifically of them;
- the names of other head table personnel;
- the names of other guests they may or should know;
- any special facts about the organization or its members which may be helpful, either socially or in their remarks.

**11.80 Opening and Closing Ceremonies.** Impractical at small business meetings such as committee, squadron and bridge meetings, at Governing Board and district conference meetings and, occasionally, formal squadron Changes of Watch, it is customary that flags be advanced and retired ceremoniously.

**11.81 Flags to be Used.** Flag (or Color) Ceremonies in the United States Power Squadrons, America's Boating Club, utilize both the United States flag and the Power Squadrons ensign as a minimum. If it is desired to honor a foreign country, organization or visitor, his flag is included. The correct positioning of flags in procession and when mounted is most important and should be studied prior to the activity.

**11.82 Advancing the Colors.** The route of march in advancing the colors depends upon the size and layout of the meeting place, furniture arrangement, width of aisles and height of the ceiling. In small or congested rooms the following is recommended:

- A) The bearer of the flag of the United States stands at the right side of the room, as viewed by the audience, with the bearer of the Power Squadron ensign on the opposite side of the room, in the open space between

the first rows of chairs and the speaker's platform;

- B) The commander raps his gavel for order and announces, "All please rise" and calls for the invocation;
- C) At the end of the invocation, the commander orders, "Color bearers: present the colors";
- D) As the bearers start their march across the room, the commander orders, "Salute";
- E) Members of the color bearers, on the order, march, not stroll or shuffle, towards each other across the room in front of the speaker's platform and pass each other carrying the U.S. flag nearest the audience. At the point of passing, the bearer of the Power Squadrons ensign dips his flag slightly. Both bearers continue their march and place their flags in their respective stands with finials (top ornaments) facing the audience. Marching and close-order drill maneuvers such as "column right" and "about face" must be executed correctly;
- F) After each flag is in place, both bearers step back and come to attention. The color bearers then face the flag of the United States and render a hand salute if in uniform covered (wearing a cap), or breast salute otherwise;
- G) If the national anthem is to be played, it is played at this time. Members hold their salute. If a foreign national anthem is also to be played, it follows the U.S. anthem and members retain their salute throughout;
- H) If the Pledge of Allegiance is to be recited, it is done at this time, with members holding their salute;
- I) The commander orders, "Two" (second count of the salute routine), and all present return to the position of attention;
- J) The color bearers retire;
- K) The commander raps his gavel and orders, "Be seated."

If a larger hall is used or more formal ceremonies are desired, the flags are marched up the cen-

ter aisle or right aisle. If in single file, the United States flag is in the lead; if abreast, the U.S. flag is on the right of other flags.

If marching up the center aisle, at the point where the cleared space between the front seats and head table is reached, the bearer of Power Squadrons ensign stops momentarily and allows the bearer of the U.S. flag to cross in front of him. The flag dip is used only when the flags meet from opposite directions as in the procedure above.

**11.83 Retiring the Colors.** The ceremony of retiring the colors is conducted essentially as follows:

- A) Just before declaring the meeting adjourned the commander orders, "Color bearers, stand by to retire the colors";
- B) On receiving this order, the color bearers advance and stand directly in front of their respective flags;
- C) When they are in position the commander orders, "Attention" or "Please rise", and all present rise and stand at attention;
- D) The commander orders, "Color bearers, secure the colors";
- E) Color bearers remove their flags from the stands and correctly execute an about face, facing the audience;
- F) They hoist the flags to carrying position;
- G) The commander orders, "Salute";
- H) The color bearers step off in unison to retrace their presentation march. If the method first described for presenting colors is used, dipping is repeated just as they meet;
- I) The commander orders, "Two", as soon as the colors reach the side of the room, or, if the aisle method is used, as soon as the colors pass from sight or reach the back of the room. All present return to the position of attention;
- J) The commander calls for the benediction, orders the meeting adjourned, or seats the audience if informal activities follow.

**11.84 Founders' Day.** By Governing Board resolution, “Whereas: United States Power Squadrons was organized on 2 February 1914, and through the succeeding years, in peace and war, has demonstrated its value and importance in the teaching of navigation, seamanship and good sportsmanship afloat; and Whereas: The ensign of United States Power Squadrons is recognized by the nautical world as a signal that the vessel flying it is under the command of a lover of the sea who is skilled, capable, trustworthy and law abiding; Now, Therefore, Be It Resolved: That February second of each year be designated by the chief commander as Founders' Day, and that on that day throughout the United States recognition be given publicly to the work, growth and progress of United States Power Squadrons and to its founders”.

**11.85 Pass-in-Review.** As part of a rendezvous or as a special recognition ceremony, squadrons occasionally honor their commander, past commanders or distinguished guests by staging a marine review. The beneficiary of the honor is usually situated on board an anchored vessel or in a reviewing area on shore, while the fleet files past rendering appropriate salutes. In confined quarters, however, the reviewing officials review the stationary fleet from a moving vessel.

The activity is well choreographed in advance, and each skipper advised of not only his particular place in line but when and how to assemble for, participate in and return from the procession. He is also appraised of the various protocols to be observed as respects saluting and dressing the ship.

Both sail and power boats are accommodated. It is not recommended that sail craft proceed under sail, but if they do so it is advisable to group them separately. A sailboat without auxiliary power is towed.

Boats are formed in a mustering area beforehand and proceed in pre-arranged order following the guide vessel or “van”. The speed of all boats is slow enough to accommodate the slower hull speed of sailboats yet fast enough for maneuverability of larger power craft. A uniform distance between boats of about 150 feet is maintained.

As each boat approaches the flagship or reviewing area, the helm is given over to a volunteer and the skipper and his guests stand at attention at the rail. Just before drawing abreast of the flagship, the skipper renders the hand salute and, if so equipped, a saluting cannon is fired. The hand salute is held until answered. Whistle salutes are inappropriate. *NOTE: In some municipalities, a permit is required for discharging a saluting cannon.*

It goes without saying that squadron members should be in uniform, if possible, and that flags should be displayed correctly. Dipping the ensign is not recommended as an element of the review procedure in as much as it is preferred that United States Power Squadrons, America's Boating Club, vessels fly the U.S. flag from the flag staff.

The flagship or reviewing vessel is positioned so that the reviewing official(s) and his party are able to be in full view of the fleet. Depending on boat design, this may mean anchoring bow-on, stern-on or parallel to the line.

Unfavorable winds or currents require anchoring fore and aft. On a boat with limited deck space, the reviewing party stands abreast with the reviewing officer(s) in the center. If adequate deck space is available or when the fleet is reviewed from shore, the reviewing officer(s) stands in front of his (their) party. Only he (they) return the fleet's salutes. Each cannon salute is answered in kind.

## Prayers and Religious Services

**11.86 Services and Prayers.** It is common at gatherings of the United States Power Squadrons, America's Boating Club, that time be set aside for devotions and prayers of members. These take various forms, from a blessing at meals to formal wor-

ship services and funerals. While these are a valued part of the organization's life, it should be remembered that the membership is comprised of persons of different beliefs and traditions, so an effort is

made to embrace all members by making prayers nondenominational.

**11.87 Resources for Chaplains.** The following prayers are appropriate for use at squadron meetings and other gatherings. They meet the criteria for sensitivity to varied beliefs and traditions. Those who prefer to compose their own prayer may wish to use them as models.

#### 11.88 Invocations

1) *Heavenly Father, we ask that You bless us with Your presence here today. Grant to us the wisdom to see all things in true perspective. Grant to us the patience to hear one another with open minds and hearts. Grant to us the strength to meet all present challenges. May all that we do this day bring honor to You and credit to ourselves. Amen.*

2) *God, our Father, as giver of life, help us to live fully and bring quality of life to others. As fountain of wisdom, enlighten us and guide our efforts here today. As source of all strength, help us bring to fruition all that we shall now propose. As our common Father, unite us as brothers and sisters in fellowship and cooperation. We best honor You by respecting one another. Amen.*

3) *The Lord's Prayer (Matthew 6:9) Our Father, which art in heaven, hallowed be Thy name. Thy kingdom come. Thy will be done on earth, as it is in Heaven. Give us this day our daily bread. And forgive us our trespasses, as we forgive those who trespass against us. And lead us not into temptation, but deliver us from evil. For thine is the kingdom, and the power, and the glory, forever. Amen.*

*NOTE: Some denominations have minor deviations in the wording of the Lord's Prayer; for instance, "debts/debtors" or "sins/sin against".*

**11.89 Change of Watch.** *Heavenly Father, You are alpha and omega, the beginning and the end. We commend to You this evening a beginning and an end. Give strength and guidance to members of the bridge about to take the helm. May they have a willing and able crew. Reward with a special blessing those about to relinquish their posts. Grant*

*them a sense of duty well done. Bless all our United States Power Squadrons, America's Boating Club, members and guests. (Before a meal) Bless the food we are about to receive from Your bountiful hands. Amen.*

**11.90 Prayer before a Cruise.** *God, our Father, we thank You for this day, for the time we will spend together, for the joy of being on the water. Protect us as we journey. Bless our fellowship and fun. Help us assist those whom we encounter who are in need. Return us to port, safe and refreshed. Amen.*

**11.91 Meal Prayer.** *God, our Father, be our strength when seas are high. Be our compass when we lose our way. Be our anchor when we are adrift. Be our beacon when we're in the dark. Be our land-fall when the course is run. Now, bless us and the food we are about to receive from Your bountiful hands. Amen*

**11.92 Benediction.** *God, our Father, we are grateful for Your many gifts, for the gift of life and those with whom we share it. We are grateful for talents received from Your hands. May we use them to bring glory to You and honor to ourselves. May all that we have proposed here today be accomplished with Your help. May all our purposes truly be Your own. Amen.*

**11.93 Service at Sea.** Cruising often makes it impossible for crew and guests to get ashore for their customary religious services. If no chaplain is aboard to conduct a service, the reading of selected scriptures is appropriate. Such readings might include Psalm 107:23-31 and Psalm 8:1-9, or Luke 5:1-11. Additional religious services may be found in *Prayers at Sea* by Chaplain Joseph F. Parker.

**11.94 Death of a Member.** The news of the death of a squadron member, spouse or family member should be quickly shared with members of the squadron. The commander requests that the telephone committee take up this duty as soon as accurate information concerning funeral arrangements is available. The traditional ship's wheel logo may be used in conjunction with a newspaper death notice. If the family so desires, it is appropriate for the squadron to be involved in funeral rites

or a memorial service. The squadron commander aided by the chaplain, takes responsibility for arranging participation. Some possible areas where squadron members participate are the following:

- provide a United States Power Squadrons ensign with mourning streamer (section 12.54)
- act as pall bearers (section 11.98)
- be represented on a grave marker (section 11.100)
- provide an honor guard of uniformed members to attend the casket or grave site
- provide ushers for the family at the funeral or grave site, or
- offer a eulogy (section 11.95) as part of the funeral or interment service or conduct a full service

When squadron participation in a funeral service is contemplated, discreet inquiry is made as to its propriety. For example, the Lutheran *Book of Worship* states in its chapter on funerals, “The ceremonies or tributes of social or fraternal societies have no place within the service of the church.” (*Op. Cit.*, first printing, September 1978; page 206).

Whenever squadron members participate as group, the commander notifies all concerned as to the uniform or dress code. After a discrete interval, the commander or his representative contacts the family for permission to provide data for the “Last Horizon” column in *The Ensign*.

**11.95 Funeral or Memorial Service (Christian or Jewish).** A member's death is information that is communicated immediately to the people concerned. For a member of a squadron who has had no involvement with district or national, notice is given to squadron members. If the member had been involved in district affairs, then the district commander is also notified. If the member is or was an elected national officer, Headquarters is informed; which, in turn, notifies the appropriate officers.

The squadron or district commander contacts the spouse or a family member to express sympathy and determines if a United States Power Squad-

rons, America's Boating Club service, in uniform, is desired. If so, family member is requested to furnish the deceased's personal history, names and relationships of surviving family and other pertinent information. Family information and anecdotes, when added to the membership and educational records from the HQ databases, enhances any eulogy.

As many members as possible are contacted. They are advised of the time and place of the service and which uniform, if any, is to be worn.

Prior to the service, the conducting officer coordinates with the minister, priest, rabbi or other person giving the religious part of the service (if any), and the music director. The officer provides them with a copy of the Power Squadrons service. The funeral director is asked to set aside sufficient rows of pews on the front left side to accommodate squadron members. Non-member spouses or significant others take seats with the congregation.

The “conducting officer” may be any member of the United States Power Squadrons, America's Boating Club. However, as an indication of the esteem in which the deceased is held, the squadron commander conducts the service for a past squadron commander, the district commander for a past district commander and the chief commander for a past chief commander.

The American flag is normally already displayed on the left side at front in churches and chapels. If a color guard is not employed, the Power Squadrons ensign is placed on the right side prior to the service.

Members of the organization form outside and start the service by their entrance, in a column of twos. The procession is led by a color guard, followed by ranking officers and then other members. Male members wear their caps outside, placing them under their left arm as they enter. Women remain covered when entering the building.

The color guard, wearing caps and white gloves, stops at the front of the congregation until all members have entered pews and remain standing. The conducting officer gives the order, “Post

the colors”, and, to the members, “Salute”. The color guard goes forward, stops in front of the casket (or picture if it is memorial service) and dips Power Squadrons ensign. He then turns right and posts the flag in its stand. The conducting officer gives the order, “Two”, and then, “Members, be seated.” Color guard members remove their caps as they move to seats in the first row.

If there is to be an opening hymn or a religious service, it begins immediately. Following that, the conducting officer proceeds to the rostrum and starts the service. Depending upon the nature and extent of any preceding religious service, some or all of the prayers and readings that follow may be omitted.

**11.96 Power Squadrons Service Script.** *A member of United States Power Squadrons, America's Boating Club, has embarked on {his/her} last voyage. The tides of life have ebbed for a shipmate, and we, {his/her} fellow members, gather to honor {his/her} memory. \_\_\_\_\_ was a valued member of the {\_\_\_\_\_ (Sail and) Power Squadron/America's Boating Club, \_\_\_\_\_} OR District \_\_\_\_\_. Now, the Supreme Commander has called our shipmate to sail with Him in eternal calm waters, forever free from the storms and tempest of mortal life.*

*We thank You, O loving God, for Your promise that whenever even two or three are gathered in Your name, You are in their midst. As we gather in Your name at this sacred hour of dedication, we pray that You will make the sustaining power and comfort of Your presence clearly known to each one of us. Amen.*

*Psalm 107: 23-25, 28-32*

*They that go down to the sea in ships, that do business in great waters; these see the works of the Lord, and His wonders in the deep. For He commandeth, and raiseth the stormy wind, which lifteth up the waves thereof. Then they cry unto the Lord in their trouble, and He bringeth them out of their distresses. He maketh the storm a calm, so that the waves thereof are still. Then are they glad because they be quiet, so He bringeth them unto the heaven*

*where they would be. Oh that men would praise the Lord for His goodness, and for His wonderful works to the children of men! Let them exalt Him also in the assembly of the people, and praise Him in the seat of the elders.*

The conducting officer returns to his seat and then gives the order, “Color guard, retire the colors”. The color guard puts on caps and gloves and marches to Power Squadrons ensign. Then the order is given, “Please, all rise. Members, salute”. The color guard proceeds down the aisle. When they reach the rear, the conducting officer orders, “Two”. That concludes the service, and the ushers oversee emptying of the pews

**Christian Service:** *Let us repeat together the family prayer which Jesus taught us, saying Father, Which art in heaven, hallowed be Thy name. Thy kingdom come. Thy will be done on earth, as it is in Heaven. Give us this day our daily bread. And forgive us our trespasses, as we forgive those who trespass against us. And lead us not into temptation, but deliver us from evil. For thine is the kingdom, and the power, and the glory, forever and ever. Amen.*

**Jewish Service:** *Psalm 121 - I will lift up my eyes for the mountains; What is the source of my help? The source of my help is the Lord, creator of heaven and earth! He will not let you falter; your Guardian does not slumber; He is at your right hand to protect you. The Lord, your keeper, gives shelter. The sun will not forsake you by day, nor the moon by night. The Lord will guard you from all harm. The Lord will preserve your soul. He will guard your going out and coming in, from this time forth and forever. Amen.*

*We have gathered here to honor a friend and to pay our respects to the memory of \_\_\_\_\_. We are also here to find support and hope in overcoming the sadness that we feel in the loss of one who was very near and dear to us.*

*It is not difficult to honor and memorialize \_\_\_\_\_ because of the fine life {he/she} lived and the many contributions that {he/she} made to many of us through {his/her} love of the sea and*



*{his/her} love of the boats and ships that ply the waters. {His/Her} love was not only a love that went outward to impel {him/her} to do what {he/she} could do to give joy and happiness and safety on the water to others. This {he/she} did in many ways.*

(A eulogy may be offered at this point. It may be given by someone other than the conducting officer, in which case the conducting officer says, "I now call on (name and position or relationship, if appropriate)". The conducting officer will leave the rostrum during the eulogy and return after, continuing thus:

*Our great sadness at \_\_\_\_\_'s departure from our midst puts a clear challenge before us: to see how we who are left behind can turn our sadness and sense of loss into something positive and constructive as we know he/she would want us to do. It is, of course, only human that we should feel grief for any temporary parting of the courses that we are sailing in this life. But I am sure that \_\_\_\_\_ would not want us to be consumed by our sorrow nor by pity for ourselves. {He/she} would, therefore, want us to turn our thoughts to the grounds of our faith that {he/she} has gone on to a new, fine experience of release, of quietness and peace. As written in Ecclesiastes 3:2,4, "There is a time to be born and a time to die; a time to weep, and a time to laugh, a time to mourn, and a time to dance."*

**Christian Service:** From 2 Timothy 4:6 and 7: "For I am now ready to be offered and the time of my departure is at hand. I have fought a good fight, I have finished my course, I have kept the faith".

**Christian Service:** a hymn may be sung here.

*From time immemorial, man in his highest moments has expressed his faith in the reality of God and in God's love and care for His children and, therefore, that the human spirit is immortal.*

**Christian Service:** From John 14: 1 & 2: "Let not your heart be troubled; ye believe in God, believe also in Me. In My father's house are many mansions. If it were not so, I would have told you. I go to prepare a place for you". And, from 1 Thessalonians 4: 13, 14, 18: "But I would not have you to

*be ignorant, brethren, concerning them which are asleep, that ye sorrow not, even as others which have no hope. For if we believe that Jesus died and rose again, even so they also which sleep in Jesus will God bring with Him. Wherefore comfort one another with these words."*

*There we have our affirmations of faith on which in turn our own faith is firmly founded. But now let me try to restate our faith in terms of experiences that you and I have had and known.*

*Many of you who are gathered here to honor and remember \_\_\_\_\_ have, like {him/her}, crossed the great waters of the sea by mechanical power or by the power of the wind. While perhaps only some of you have piloted your boat great distances to new and strange shores, I am sure that most of you have been at the shore and have watched vessels as they sailed away.*

*Haven't you watched a ship as she sailed out to sea until she hangs like a speck of white cloud just where the sea and cloud come together to mingle with each other? Then a landlubber says, "There, she is gone!" Gone? Gone where? We who have sailed know that she has just gone from our sight. She is just as large in hull and mast and rigging as she was when lying alongside us at anchor in the harbor, and just as able to bear her load of life. Her diminished size is in us, not in it. And just at the moment when the landlubber says, "There, she goes", we who sail know that on the other side there are others eyes watching her coming and other voices taking up the cry, "Here she comes!" So it is with the living spirit of \_\_\_\_\_ as {he/she} sailed beyond our horizon.*

A poet has expressed these thoughts in verses much better than I am able to do. Let me read his words:

### **When I Sail Away**

Sometime at eve when the tide is low,  
I shall slip my mooring and sail away.  
With no response to the friendly hail  
Of kindred craft in the busy bay.

In the silent hush of the twilight pale  
When the night stoops down to embrace the day

And the voices call o'er the water's flow  
Sometime at sea when the tide is low  
I shall slip my moorings and sail away.

Through the purple shadows that darkly trail  
O'er the ebbing tide of the unknown sea  
I shall drop away with a hoist of a sail  
And ripple of water to tell the tale  
Of a lonely voyager sailing away  
To Mystic Isles where at anchor lay  
The crafts of those who have sailed before  
O'er the Unknown Sea to the Unknown Shore.

A few who have watched me sail away  
Will miss my craft from the busy bay,  
Some loving hearts that my soul holds dear  
In friendly ships that were anchored near  
In silent sorrow shall drop a tear;  
But I shall have peacefully furled my sail  
In moorings sheltered from storm or gale  
And greeted friends who have sailed before  
O'er the Unknown Sea to the Well Known Shore.

*O God, our Father, whose love is infinite and in Whom we can safely put our trust, we come in this hour to seek the comfort of Your presence and of Your power. We do not come to mourn for one who has entered into a fuller, freer life, for that would be selfish. We come rather to make willing dedication again to You of this life which You gave to us. We come to give You hearty thanks for the many hours and years which have been made brighter and happier for us and for our whole community by \_\_\_\_\_'s life, for our thoughts as we think of {him/her} can only be of gratitude and thanksgiving. We pray for ourselves, O God, that You will make manifest to us the purposes of Your infinite wisdom and that You will open our hearts to understand Your Ways.*

**Christian Service:** *We ask You to comfort and sustain all of us who are grieved by this temporary parting of the ways. Help us, O God, to know the power and truth of Christ's promise that You will give rest unto all who in earnestness and sincerity turn to Him in an hour of need.*

*For life is eternal and love is immortal, and death is only a horizon, and a horizon is nothing save the limit of our sight. Light us up, O God, that we may*

*see further. Cleanse our eyes that we may see You more clearly. Draw us closer to Yourself that we may know ourselves nearer to our beloved who are with You.*

**Christian Service:** a hymn may be sung here.

**Christian Service:** *Let us pray: O Lord Jesus Christ, Savior of the world, who, by Your cross and passion, did show Your love for all Your children, support us all the day long through this troubled life till the shadows lengthen and the evening comes and the busy world is hushed and the fever of life is over and our work is done. Then in Your great mercy, grant us a safe lodging and a holy rest and peace with You at the last, through Jesus Christ our Lord. Amen.*

*May the peace of God, which passeth all understanding, keep your hearts and minds in the knowledge and love of God; and the blessing of God almighty, {the Father, the Son and the Holy Spirit} be amongst you and remain with you always. Amen.*

**Jewish Service:** [Psalm 23] *The Lord is my shepherd, I shall not want; He has me lie down in green pastures. He leads me beside the still waters. He revives my soul; He guides me on paths of righteousness for the sake of His glory. Though I walk in the valley of the shadow of death, I fear no harm, for You are with me. Your rod and Your staff do comfort me. You set a table in sight of my enemies. You anoint my head with oil; my cup overflows. Surely goodness and mercy shall follow me all the days of my life; and I shall abide in the house of the Lord forever. Amen.*

The conducting officer returns to his seat and then gives the order, "Color guard, retire the colors". The color guard puts on caps and gloves and marches to Power Squadron ensign. Then the order is given, "Please, all rise. Members, salute". The color guard proceeds down the aisle. When they reach the rear, the conducting officer orders, "Two". That concludes the service, and the ushers oversee emptying of the pews.

If a grave side service follows, the members who are pallbearers carry the casket to the hearse (with

caps on) and then from the hearse to the grave site. They remove their caps during a Christian service but need not do so in a Jewish service.

**11.97 The Power Squadrons Ensign.** Covering a casket with the Power Squadrons ensign is not authorized; however, it may be displayed with mourning streamer on a staff near the casket. Refer to section 12.54 on page 12-17.

**11.98 Pallbearers.** Members acting as pallbearers should remove their uniform caps indoors and carry them under their unemployed arm, unless religious custom directs otherwise. Outdoors, the cap is worn while conveying the casket, but it is removed as appropriate at other times.

**11.99 Military Honors.** A deceased member who is or was a member of the U.S. armed forces is eligible for military honors, including burial in a military cemetery and the privilege of having his casket covered with the U.S. flag. These details and procedures are left to the military, a veterans' organization or the family.

**11.100 Grave Markers.** Use of the United States Power Squadrons, America's Boating Club logos or insignia on grave markers of departed members is authorized if carved in stone. If any other presentation is desired, the design must be approved by the Heritage and Documents Committee.

**11.101 Burial at Sea.** Relatives of deceased members occasionally ask that members of a squadron or district perform a burial at sea. The following is suggested for this service. A funeral director is consulted concerning the applicability of any statutes or ordinances.

*Almighty and everlasting God, who are always more ready to hear than we to pray, and art wont to give more than either we desire or deserve; pour down upon us the abundance of Thy mercy; forgiving us those things whereof our conscience is afraid, and giving us those good things which we are not worthy to ask but through thine infinite and great mercies. Amen.*

*Unto Almighty God, whose way is in the sea, we*

*commend the soul of our brother departed, and we commit his body to the deep (at this point distribute the ashes) in sure and certain faith that he doth now live in the life that is hereafter.*

*Almighty God, who has taught us that they who mourn shall be comforted; grant that in all our grief we may turn to Thee; and, because our need is beyond the help of men, grant us the peace of Thy consolation and the joy of Thy love, in Thy name. Amen.*

*The Lord bless us and keep us. The Lord make His face to shine upon us, and give us peace, both now and evermore. Amen.*

Or the following:

*We of {\_\_\_\_\_ (Sail and) Power Squadron/America's Boating Club, \_\_\_\_\_} mourn our loss, but we are consoled by the abiding faith that when the final watch changes for us and we too cross the bar, our shipmate will be waiting to guide us to safe anchorage.*

*When our sailing nears its ending  
When our course is all but run,  
When this sense of past endeavor  
crowds upon us one by one  
When we see in true perspective,  
Knowing wrong and knowing right,  
May we say, like Saul of Tarsus,  
"I have fought a noble fight".  
May we find our life-long courses  
Have not been steered in vain.  
Lest the bearings we have plotted  
Must be reckoned out again.  
When we leave our earthly bodies  
Buried deep in sea or sod,  
May our endeavors be our glory  
When we go to meet our God.*

*We bid you, "Hail and Farewell!" shipmate, until we drop anchor beside you at the Last Great Rendezvous.*

Two familiar psalms may also be appropriate: Psalm 107: 23-31 is nautically oriented and the familiar 23rd Psalm is always in order.

**11.102 Eight Bells Memorial.** Many districts and squadrons follow the invocations at their conference or annual meetings with an Eight Bells Memorial to honor the memory of members who have passed away in preceding months. Squadron commanders or secretaries forward to the district secretary and chaplain the names of members who are to be remembered. The memorial, conducted by the chaplain and assisted by the secretary, is as follows:

*Please bow your heads and observe a moment of silence as we remember our members who have embarked on their final voyage since the last {district conference/annual meeting} of {District \_\_\_\_\_ of United States Power Squadrons, America's Boating Club/\_\_\_\_\_ (Sail and) Power Squadron/America's Boating Club, \_\_\_\_\_}.*

The chaplain reads the name of each departed

member, including their rank and grade. The secretary rings the bell once after every name. At the end of the list, the secretary sounds the bell eight times in groups of bell two chimes with a pause before the next two. The sounding of the eight bells is a maritime tradition signaling the end of watch. The Eight Bells Memorial signals the end of the departed members' earthly watches. If a bell is not available, the commander taps his gavel once after each name and twice at the end of the list.

*The tides of life have ebbed for our shipmates, and now, the Supreme Commander has called them to sail with Him in eternal calm waters, forever free from the storms and tempest of mortal life.*

*Oh God, we give You hearty thanks for the many hours and years which have been made brighter and happier for us and for our organization by the lives of our shipmates, for our thoughts as we think of them can only be of gratitude and thanksgiving.*



## Chapter 12

### PROTOCOL, ETIQUETTE AND FLAG CODE

[12.1] Order of precedence	[12.31] Restricted in ability to maneuver due to diving and dredging
[12.2] Senior officer	[12.32] Skier Flag
[12.3] Head table arrangement	[12.33] Speed trial
[12.4] Forms of address	[12.34] Quarantine
[12.5] Unofficial visiting officers	[12.35] Tender
[12.6] Protocol aide	[12.36] Owner absent
[12.7] Formations	[12.37] Guest
[12.8] <i>USPS Flag Code</i>	[12.38] Man overboard
[12.9] Points of display	[12.39] Gag flags
[12.10] The United States ensign	[12.40] When flags are flown
[12.11] The United States yacht ensign	[12.41] Alternative display locations
[12.12] The USPS ensign	[12.42] Multiple hoisting
[12.13] USPS ceremonial pennant	[12.43] Dressing ship
[12.14] Squadron burgee	[12.44] Half-masting
[12.15] District flag	[12.45] Dipping the ensign
[12.16] Anniversary burgee or flag	[12.46] Flag precedence
[12.17] Officer flags	[12.47] Order of making colors
[12.18] Squadron officers	[12.48] Flag size
[12.19] District officers	[12.49] Flying flag ashore
[12.20] National officers	[12.50] Displaying flags indoors
[12.21] Past-officer flag	[12.51] Advancing and retiring colors
[12.22] Officer-in-charge pennant	[12.52] Flags on the rostrum and head table
[12.23] Cruise pennant	[12.53] USPS ensign on commercial property
[12.24] Private signals	[12.54] Displaying USPS ensign in mourning
[12.25] Courtesy flags	[12.55] Saluting
[12.26] Union Jack	[12.56] Wearing the cap
[12.27] Coast Guard Auxiliary flag	[12.57] Uniform decorum
[12.28] Association flags	[12.58] Etiquette on board
[12.29] Miscellaneous flags; regatta	[12.59] Responsibilities of the skipper
[12.30] Diver-down flag	

The mark of a true yachtsman, male or female, is not stiff adherence to nautical terminology or procedure but a circumspect understanding of traditions of the sea as they relate to today's world. The vocabulary, routines and traditions of yachting are not only colorful but are based on practicality and order. It is the occasional eccentricity of yachting etiquette that both distinguishes the yachtsman and binds him to others who share his expertise.

## GENERAL PROTOCOL

**12.1 Order of precedence.** Members are elected or appointed to offices normally on their ability and willingness to perform a service to the organization. To afford clear lines of authority, ranks are attached to most offices and members are

authorized to wear insignia of rank on their uniforms. The order of seniority for ranks and positions within USPS is as follows:

- 1) Chief commander;
- 2) Vice commanders;

- 3) Rear and district commanders;
- 4) Staff commanders;
- 5) Members of national general committees (Rules, Nominations);
- 6) Other members of the Governing Board, viz. general and emeritus members, squadron commanders, past chief commanders and past vice commanders who have served two full terms in that rank;
- 7) Aides to the chief commander, including the national chaplain and flag lieutenant;
- 8) Members of standing committees of the Governing Board;
- 9) District lieutenant commanders;
- 10) District first lieutenants;
- 11) District lieutenants and aides, including chaplains and flag lieutenants;
- 12) Lieutenant commanders;
- 13) First lieutenants;
- 14) Lieutenants and aides.

It should be noted that except for past chief commanders, past officers hold no rank or seniority beyond that inuring from some currently active position. Among themselves, recognized past officers may be ranked according to their former position.

**12.2 Senior officer.** At bridge level (squadron, district or national), command flows from the commander to the executive officer to the administrative officer. The educational officer holds a staff (administrative) rather than line (command) position.

At the squadron level, the squadron commander is senior to the chief commander. The chief commander is next in seniority, and the district commander is third.

At a district function, the district commander is senior to the chief commander. Other national officers and district commanders of other districts, if not attending as official “featured guests”, need not be accorded placement superior to the bridge officers of the sponsoring entity.

At squadron properties, the commander's flag is flown when he is present regardless of other

officers on the premises. At an official rendezvous, it is proper for a member of any rank to fly a courtesy commander flag when the sponsoring unit's commander is on board. On a vessel, the individual in command of the vessel is the ranking officer.

**12.3 Head table arrangement.** In arranging seating at a head table, use the following guide:

- 1) Master of ceremonies;
- 2) Commander (presiding officer);
- 3) Featured guest(s);
- 4) Chief commander (at a district or squadron function);
- 5) District commander (at a squadron function);
- 6) Other bridge officers of sponsoring entity: executive officer, educational officer, administrative officer, secretary and treasurer.

The master of ceremonies (or presiding officer, if there is no emcee) is seated at the center of the head table or just to the right of the podium. Others are seated to the right and left, alternately. Seating seniority of secretaries and treasurers is determined by the date of their election to the position, by their presumed bridge advancement or, failing those tests, at the direction of the commander. This arrangement should prevail at formal meetings and at squadron meetings where there are normally only those noted in items 2 and 6 above.

The term “featured guest” is assumed to include a program speaker, an immediately retired commander or commander-elect at a change of watch, the representative of the chief commander at a district conference. It does not necessarily include “honored” guests, such as a mayor, who have no key role in the affair. They should be accommodated in the audience with such formality as befits their status.

At a change-of-watch banquet, it may not be convenient for the head table to be totally reorganized after the installation ceremony. In these cases, all newly-elected and retiring officers should be accommodated, with initial seating arranged according to seniority in the retiring administration.



When there is insufficient room at a head table to accommodate all officials, lower-level officers may be seated at special nearby tables, perhaps with those “honored” guests referred to above.

**12.4 Forms of address.** Anyone who is or has ever been a commander (chief, vice, rear, district, staff or squadron) should be introduced formally by such rank, adding “past” if appropriate, then addressed conversationally as “Commander”. Lieutenant commanders, district or squadron, while holding those ranks, are also addressed as “Commander”; first lieutenants and lieutenants (district or squadron) as “Lieutenant.” When a member holds an active rank superior to a past rank, the active rank should be used. In cases where a member holds two active ranks, the senior should be used in all situations.

In the case of a past squadron commander who is presently a district committee chair, he will most likely be addressed as D/Lt in district circles, but his squadron may prefer P/C. Either is correct in either situation.

An officer (other than past commander) who holds a current rank lower than a prior rank, such as a former squadron treasurer (lieutenant commander) who is now a local committee chair (lieutenant), should be referred to by his/her *active* rank within the context of his/her current capacity. These situations include being introduced at a national meeting and in directories.

**12.5 Unofficial visiting officers.** Seniority of the multi-functional officer is controlled by circumstances. In an unstructured environment, a member's senior active rank prevails. But at a

squadron or district function, members participating in their local capacities are seated and act accordingly, irrespective of positions at other levels.

**12.6 Protocol aide.** Every squadron is encouraged to have a “protocol aide” or flag and etiquette officer, appointed by the commander to advise him and others regarding proper protocol. A working familiarity with the *Operations Manual* is essential. The protocol aide enjoys the respect of his peers, holds a firm belief that yachting and USPS customs are a gratifying part of membership and has the ability to coach members on these matters. Specifically he should:

A) Encourage and counsel on the proper display of flags, afloat and ashore, and the correct wearing of uniforms;

B) Be available to answer questions and provide information on all matters of protocol;

C) Be capable and willing to lecture in the operations training program;

D) Remain currently informed through communication with the Flag and Etiquette Committee.

**12.7 Formations.** In these informal days, it is rare that we encounter formal official situations. In such instances, however, whenever members of unequal rank proceed abreast in an official capacity or formation, junior officers place themselves to the left of their seniors. To this end, juniors enter the right side of vehicles first and leave last, so that their correct position is maintained. Formally, all but crew embark and disembark on the starboard side of a vessel, junior officers boarding first and leaving last. This assumes that the vessel is moored starboard side to the pier or dock.

## USPS FLAG CODE

**12.8 USPS flag code.** *Flags are signals.* Each flag and signal conveys to others something specific about a vessel or its personnel, whether it be nationality, club affiliation, maneuvering situation, office held or any number of other things. Each flag has a specific location from which it is flown and a specific time for flying. While these customs can occasionally appear involved, their

observance is the hallmark of the yachtsman.

Although there are many locations to place the various categories of flags that might be flown, a logical pattern is followed. This is true for both an “order of precedence” and for a sequence of “points of display.” Simply stated, the order of preference begins with one’s national flag and

devolves through an officer flag or private signal on down to miscellaneous signals. “Points of display” relates to the order of importance of the various positions from which one might fly a flag. Obviously, the flag highest in order of precedence should be flown from the point at which it is awarded the greatest honor.

**12.9 Points of display.** There is an “order” of the points of display. In descending order, they are as follows:

- Gaff (on vessel or shore)
- Flagstaff at the stern
- Bow staff
- Spreaders/yardarms (starboard superior to port)
- Truck of the mast (masthead)

The national ensign is only worn from the peak of the gaff while underway. When not underway, it should be worn from the flagstaff at the boat’s stern.

**12.10 The United States ensign.** The official national and merchant flag of the United States is the fifty-star American flag. All United States vessels, whether commercial, governmental or pleasure, whether large or small, are entitled to fly this “ensign” when the vessel is in commission. It is generally flown from the flag staff, at the stern, with two optional alternatives when underway: Where the craft has a gaff-rigged mast (after-most mast in the case of a multi-masted vessel), the United States ensign may be flown at the peak of the gaff; or, in the case of a Marconi-rigged sailboat, the ensign may be flown two-thirds the way up the leech of the aftermost sail. On boats with an outboard motor or an overhanging boom which prevents the flag staff from being amidships, the flag staff may be offset to starboard (preferably) from the boat’s centerline.

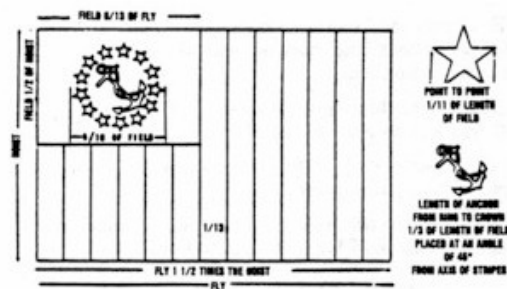
The United States ensign, or any authorized substitute such as the yacht ensign, is flown only between 0800 and sunset, except when entering or leaving port.

**12.11 The United States yacht ensign.** The United States yacht ensign features a blue canton having 13 white stars and a fouled anchor. It was originally devised as a signal to identify documented yachts to relieve them of certain customs formalities. With changes in customs laws, it is no longer needed for that purpose and has evolved into a yacht ensign.

Some boaters like to fly the yacht ensign instead of the national ensign because they think it is “yachty”; however, the preferred flag is the 50-star national ensign, especially since the yacht ensign must never be flown in international or foreign waters since it has no standing as a national ensign. Its use is limited to recreational boats of any type or size, whether or not documented, in domestic waters.

When the United States yacht ensign is flown instead of the United States national ensign, the boat should wear it in the same place that the national ensign would otherwise be worn.

**12.12 The USPS ensign.** After spearheading the founding of USPS, P/C/Cs Roger Upton and Charles Chapman designed a distinctive flag for the organization. Commander Upton filed for patent on the design in 1914, and it was officially adopted by USPS in 1915. Early on, the USPS ensign<sup>1</sup> assumed much the same dignity as the yacht ensign and was flown in place of the United States ensign while in domestic waters.



1) The term *ensign* historically describes a national flag in maritime use but has been adopted also to describe the flags of naval services and nationwide maritime organizations.

The USPS ensign may be flown only when the vessel is under direct command of a USPS member.

The preferred place to wear the USPS ensign is on the lowest starboard spreader halyard of the foremost mast (main mast for schooners), reserving the flag staff (or gaff or leech) for the national flag. When flown from the flag staff, gaff or leech, as a substitute for the United States flag, the USPS ensign is displayed only from 0800 till sunset. The USPS ensign is never flown in place of the United States ensign in foreign waters.

The design and physical specifications of the USPS ensign are as shown in the *Operations Manual* and as described in USPS Bylaws. Note that the canton of the flag extends over six stripes, the first full stripe being blue. In black-and-white representations of the ensign effort should be made to distinguish between the red canton and the adjacent blue stripe by a fine white line.

Material colors for the flag are Old Glory Red (cable number 70180), Old Glory White (70001), and Old Glory Blue (70075). PMS equivalents are 193 (red) and PMS 281 (blue). RGB equivalents are: 191, 13, 62 (red) and 40, 104 (blue).

**12.13 USPS ceremonial pennant.** A special ceremonial pennant, in the form of a tapered, swallow-tail USPS ensign, is used only under direction of the chief commander. The flag is employed in situations such as presentations to heads of state.

**12.14 Squadron burgee.** Nearly all squadrons of USPS, similar to yacht clubs everywhere, have

designed burgees to enable their members to identify themselves with their squadron. Normally, these are triangular pennants with the hoist two-thirds the fly. Designs are simple and bold so as to be distinguishable at a distance and should be such that the pattern reads correctly on both sides.

Squadron burgees are flown from the bow staff of power vessels so equipped and from the foremost masthead of sailing vessels and masted power vessels without bow staff. They are flown in lieu of any other club burgee and only when the vessel is in command of a member of the squadron.

Squadron burgees must be approved by the national secretary (who has been delegated that responsibility by the Governing Board) upon recommendation by the Flag and Etiquette Committee (FECOM). This committee, in turn, requires the approval of the squadron and the squadron's district. [See 12.16] If the new or modified burgee is in recognition of a 50th or 75th anniversary. New squadrons and squadrons desiring to modify their design should make introductory inquiry of the assistant chair of the FECOM to ascertain whether their proposed burgee meets fundamental technical requirements and general USPS guidelines. Following that, except for anniversary burgees, the squadron must garner approval from its district council. A formal petition may then be made to the assistant chair of the FECOM and must include:

A) For new burgees or those with changes in heraldry, certification from the squadron and district commanders (or secretaries) acknowledging approval at those levels, with dates. (FECOM does not require indication of approval by the squadron membership or district conference);

NAME	CABLE #	PANTONE®	RGB	HEX	CMYK
Old Glory Red	70180	193 C	191, 13, 62	#BF0D3E	2, 99, 62, 11
White	70001		255, 255, 255	#FFFFFF	0, 0, 0, 0
Old Glory Blue	70075	282 C	4, 30, 66	#041E42	100, 90, 13, 68
Gold		123 U	255, 172, 42	#FFAC2A	0, 33, 84, 0
Platinum		442 U	172, 182, 182	#ACB6B6	31, 12, 19, 3

B) A brief discussion of the significance of the design (its heraldry); and

C) Either a digital image of the design, with accurate portrayal of its colors, measuring approximately 7 to 10 inches on the fly, or a picture of similar size that can be scanned into such an image. Transmission of either of these may be by any appropriate method. Should this be difficult or impossible, the squadron should consult the assistant chairman of FECom, who will work to achieve a satisfactory result. A FECom member will edit the depiction as required to render a suitable copy for projection at a Governing Board and inclusion on the FECom web page.

FECom will take the proposed design under advisement and will endeavor to work with the proposing squadron if it deems the design defective. Ultimately, it will report its assessment and recommendation to the national secretary. Although not an absolute requirement, new burgees are customarily presented for review at each Governing Board and the secretary's approval occurs at that time.

In addition to design criteria noted above, a squadron burgee should not contain a spelled name. Its motif should be based on the squadron's name, some local geographic or historic feature or in some other way reflect the squadron's area of operation. Color combinations should be selected from the standard basic colors: red, orange, yellow, green, blue, white and black. Intricate designs and a multitude of colors should be avoided from the standpoint of costs of manufacturing and reproduction on printed matter. A proposed burgee must not conflict with any other burgee of a United States or Canadian squadron or with a burgee or private signal already recorded in a recognized reference work such as the former *Lloyd's Register of American Yachts*. Further, it should be remembered that arranging for manufacturing and supply of burgees is the sole responsibility of the individual squadron.

The squadron is to provide an example of its newly approved burgee to FECom for review and then provide it to the exhibits committee for display at subsequent annual meetings. If previous

versions exist, they will be returned to the squadron on request.

When a squadron dissolves, merges or consolidates, its burgee is deemed to be retired unless through merger or consolidation the design is adopted by the surviving unit. FECom is to be consulted in the latter event.

**12.15 District flag.** A district may adopt a distinctive flag to identify itself and its squadrons. The flag must be rectangular and must prominently display the district number. Examples are Arabic numerals with or without being preceded by "D/", Roman numerals or an array of symbols of an appropriate number. The latter is feasible with lower numbered districts but not realistic with higher numbers.

A district flag is an "association flag", not a club burgee, and is not to be worn without a squadron burgee from that district. As an association flag, it is worn on a spreader halyard and is inferior to the burgee, whether on a separate halyard or multiple hoisted. The procedure for obtaining approval of a district flag is the same as for a squadron burgee.

**12.16 Anniversary burgee or flag.** Squadrons or districts which have attained their fiftieth or seventy-fifth anniversaries may embellish their burgee or flag with a border of gold or platinum, respectively. The border consists of a band (gold or platinum) measuring 1/24<sup>th</sup> of the hoist in width and extending along the outer sides of the burgee or flag, i.e., not on the hoist. The band must not obscure any existing elements of the design which then would constitute a change in its heraldry. It is suggested that FECom be contacted if such is the case. The procedure for obtaining approval is the same as the first steps of approval for ordinary burgees or flags; however, the assistant chair of FECom is authorized to approve such changes.

**12.17 Officer flags.** Like officers of most yacht clubs, USPS officers are accorded the privilege of flying officer flags. Moreover, USPS goes somewhat beyond yacht club practice in authorizing distinctive flags, not only for the customary elected officers but also for appointed

lieutenants and a variety of past officers.

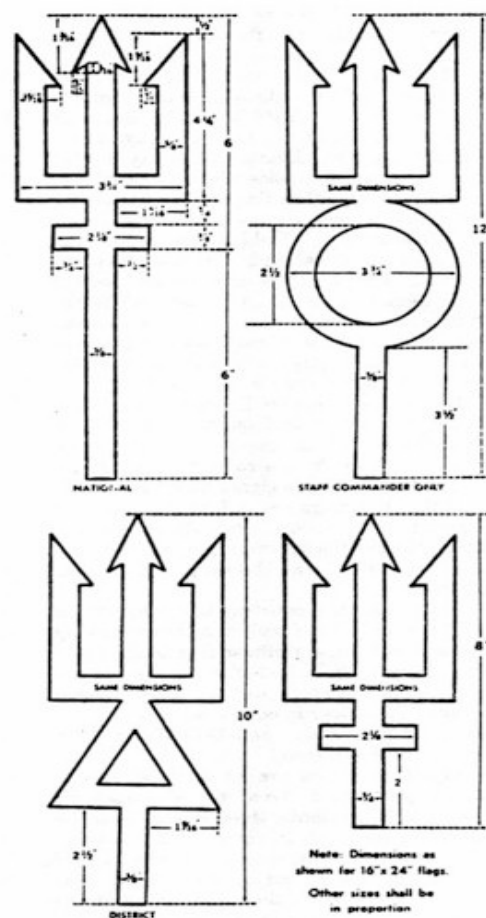
The privilege of flying an officer flag (not “officer's flag” - that's any flag belonging to an officer) should not be confused with the term “flag officer”. That term is applied only to incumbent *elected* officers. In USPS they are the only ones entitled to fly a *rectangular* flag. Other officers, lieutenants, aides, fleet captains, fly tapered swallow-tail flags. Note, too, that a member of a squadron executive committee, district council, USPS Governing Board or general committee at any level, although elected, does not enjoy individual authority in that capacity and is not considered an “officer.”

Generally, an officer flag embodies the same officer insignie worn on the sleeve of the uniform. Field colors reflect the seniority of the officer within each of the three levels of USPS: blue for commander, red for vice or lieutenant commander and white for first lieutenant, rear commander or staff commander.<sup>1</sup> On blue and red flags, tridents are white; on white flags, tridents are blue for elected officers and red for appointed.

USPS officer flags are flown on board from the masthead (aftermost masthead for multi-masted vessels). If a vessel has no mast, the flag may be flown from a radio antenna at the same height as if from a signal mast. Inasmuch as USPS officer flags are unique designs, not the generic “commodore”-style flags employed by many clubs, it is improper to fly a USPS officer flag while flying the burgee of another organization.

It is a respectful courtesy that whenever a flag officer visits the vessel of a lower-ranking member, the former's officer flag is displayed from the bow staff in lieu of the burgee or the forestay while he is on board. It never replaces the flag of the officer in







command of the vessel. Apart from that, only one officer flag may be flown at any given time.




Flags for officers are as set forth below. Where specifications call for tridents, these are to be in the proportions as designated. A long-staffed trident is three-quarters of the hoist of the flag in length, an intermediate-staffed trident is five-eighths the hoist and a short-staffed trident is one-half the hoist. A “delta-trident” is an intermediate-staffed trident with a Greek delta superimposed in lieu of the normal crossbar.

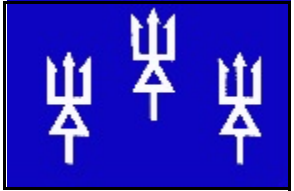

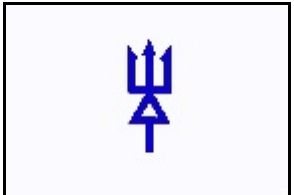


## 12.18 Squadron officers

1) Canadian Power and Sail Squadrons field color denotes organization level: white for squadron, red for district and blue for national.

- **Commanders** display a blue rectangular flag with three vertical white short-staffed tridents, arranged centrally at the corners of an imaginary isosceles triangle whose base is one-half the fly of the flag and whose altitude is one-quarter of the base. 
- **Lieutenant commanders** display a red flag with two white short-staffed tridents, placed vertically and centrally, with the distance between centers of the shafts of the tridents equal to one-third the fly of the flag. 
- **First lieutenants** display a white rectangular flag with one blue short-staffed trident placed vertically and centrally. 
- **Lieutenants and aides to the commander** display a white tapered swallowtail flag with one red short-staffed trident placed vertically and centrally. 
- **Flag lieutenants** display a white tapered swallowtail flag on which is depicted a red speaking trumpet, mouthpiece upward, of a length five-eighths the hoist, placed vertically and centrally. 
- **Fleet captains** display a white tapered swallowtail flag on which is depicted a red fouled anchor of a length five-eighths the hoist, placed centrally and vertically, ring upward. 

- **Port captains** display a white tapered swallowtail flag on which is depicted a red lighthouse, of a length five-eighths the hoist, placed centrally. 

#### 12.19 District officers

- **District commanders** display a blue rectangular flag with three vertical white delta tridents arranged centrally at the corners of an imaginary isosceles triangle whose base is one-half the fly of the flag and whose altitude is one-quarter of the base. 
- **District lieutenant commanders** display a red rectangular flag with two white delta tridents placed vertically and centrally, with the distance between centers of the shafts of the tridents equal to one-third the fly of the flag. 
- **District first lieutenants** display a white rectangular flag with one blue delta trident, placed vertically and centrally. 
- **District lieutenants** display a white tapered swallowtail flag with one red short-staffed trident placed vertically and centrally. 
- **District flag lieutenants** display a white tapered swallowtail flag on which are depicted two crossed red speaking trumpets of 

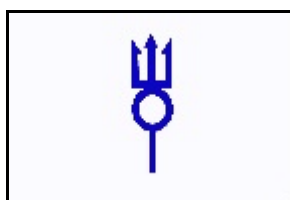
a length five-eighths of the hoist, placed centrally with mouthpieces upward and the center lines of the trumpets at an angle of 45° to the vertical.

- **District chaplains and aides to the district commander** display a white tapered swallow-tail flag on which is depicted a red binocular with eyepieces upward, of a height one-half the hoist, placed vertically and centrally.



## 12.20 National officers

- The **chief commander** displays a blue rectangular flag with three crossed long-staffed white tridents placed centrally, with the middle trident vertical and the shafts of adjacent tridents intersecting at an angle of 45°, one-third the distance from their base.
- **Vice commanders** display a red rectangular flag with two crossed long-staffed white tridents, placed centrally, with the shafts of the tridents intersecting at a right angle, fifteen thirty-seconds the distance from their base.
- **Rear commanders** display a white rectangular flag with one long-staffed blue trident placed vertically and centrally.
- **Staff commanders** display a white rectangular flag with one long-staffed blue trident placed vertically and centrally. In place of the trident's normal cross-bar is a circle,



tangent to the base of the spearhead, with outside diameter equal to the width of the trident.

- The **national flag lieutenant** displays a white tapered swallowtail flag on which are depicted two crossed blue speaking trumpets of length three-quarters of the hoist, placed centrally with mouthpieces upward and the center lines of the trumpets at an angle of 45° to the vertical.
- The **national chaplain and aides to the chief commander** display a white tapered swallowtail flag on which is depicted a blue binocular, eyepieces upward, of a height one-half the hoist, placed vertically and centrally.



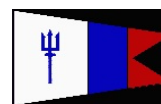
**12.21 Past-officer flags.** Past-officer flags are authorized to be flown during active membership by those who are entitled to wear a past-officer insignie on their uniforms.



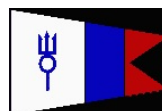
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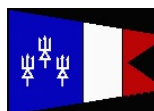
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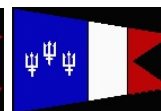
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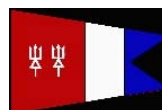
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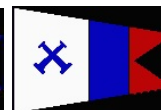
P/C



P/D/Lt/C



P/Lt/C



P/N/F/Lt


These flags are tapered swallowtail pennants having a fly one and one-half times the hoist. A



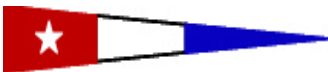
main field adjacent to the hoist, with a width of one-half the fly, is opposed by two vertical bands, each measuring one-quarter the fly. The trident insignia for the respective former office is placed centrally in the main field, in a color and on a field color corresponding with the flag of the former rank. The color of the adjoining band is white where the main field is blue or red, and blue where the main field is white. The color of the outer band is red where the main field is blue or white, and blue where the main field is red.

On these flags, long-staffed tridents are seven-sixteenths the length of the hoist, intermediate-staffed tridents are eleven thirty-seconds the length of the hoist and short-staffed tridents are nine thirty-seconds the length of the hoist.

**12.22 Officer-in-charge pennant.** At an official USPS gathering, the officer in charge of the event may display on his vessel, above his usual officer flag, a triangular officer-in-charge pennant of blue material whose hoist is one-half the hoist of the accompanying officer flag and whose fly is six times its own hoist.

The officer in  charge is commonly not the commander but a rendezvous chair, fleet captain, or other official charged with organizing the event, although the commander may be present and would be the ranking officer.

**12.23 Cruise pennant.** The original USPS identifying pennant, flown by Roger Upton and other early members above their yacht club burgee before USPS ensign was designed, was reconstituted as a cruise pennant for *Excitement* '85, the first modern-day national rendezvous and cruise, out of Baltimore. It was subsequently approved for use by USPS members while participating in any organized on-the-water activity such as a cruise, rendezvous or marine parade.

The pennant is  the same 6-to-1 size and shape as the officer-in-charge pennant. The flag is composed of red, white and blue sections in proportions of 10:11:15, respectively from the hoist outward.

A white, 5-pointed star whose diameter is two-thirds the pennant's hoist is centered on the red portion of the pennant. The pennant may be flown day and night from the highest practical position for best visibility, whether on an antenna or forward starboard spreader halyard. When flown in conjunction with USPS ensign, it is to be flown above the ensign.

**12.24 Private signals.** Many individual yachtsmen or their families have adopted a distinguishing personal flag known as a private signal or house flag. Tradition holds that this flag occupy the same position as an officer flag on masted vessels or it may be flown from the bow staff of a mastless power boat. A private signal and officer flag are not both to be flown at the same time. Private signals are normally swallowtail shape and many can be found illustrated in reference works such as the former *Lloyd's Register of American Yachts*.

**12.25 Courtesy flags.** It is customary, in some areas virtually mandatory, for yachts visiting foreign waters to display the civil ensign of the country visited. Mastless vessels fly this "courtesy flag" at the bow staff in lieu of a squadron or yacht club burgee, others at the outboard signal halyard of the foremost starboard spreader (main starboard spreader in the case of schooners). In the latter case, the USPS ensign, normally flown there, is moved to the inboard starboard halyard or, if none, to the port spreader halyard.

A foreign ensign is also often flown when a vessel is visited by a distinguished foreign guest. In this case, the foreign ensign is displayed from the bow staff or forestay, similar to a courtesy officer flag.

Do not fly a foreign courtesy flag after you have returned to United States waters. It is not to be used as a badge of accomplishment for having cruised to another country.

**12.26 Union Jack.** The United States union jack is a flag made up entirely of the canton from the American flag.<sup>1</sup> It is flown mostly by government vessels and rarely on yachts, as it is displayed only on vessels with more than one mast and is flown on

a jack staff, a staff rising vertically from the deck at the boat's peak. It is flown only on Sundays, holidays and when dressing ship, and when not underway.

**12.27 Coast Guard Auxiliary flags.** The United States Coast Guard Auxiliary *blue* ensign may be worn on a boat that has been approved as a current “facility” by the USCGAux. By mutual agreement, the USPS ensign and USCGAux (blue) ensign may be flown simultaneously by those who are members of both organizations. If a member meets that requirement, he may fly the USPS ensign on the starboard spreader, but never in lieu of the national ensign. The current “facility” must wear the national ensign whenever the auxiliary ensign is worn. During the time that the USPS ensign is displayed in lieu of the national ensign, the boat may not wear the auxiliary ensign.

**12.28 Association flags.** Flags of associations, e.g., a cruising club or a USPS district, are generally rectangular and may be worn on a spreader halyard. Many flags or signals are flown from the spreader halyards but usually only one should be worn on each halyard. If the boat is rigged with one starboard halyard and one port halyard, fly the signal of superior dignity on the starboard side and signal of lesser dignity on the port side. If there is more than one halyard on each side of the boat, fly the superior signal from the outboard starboard halyard, with other signals to its left, in order of decreasing dignity. They may be balanced, insofar as possible, starboard and port.

**12.29 Miscellaneous flags: regatta.** The traditional large blue flag with red or white RC is generally required to be flown by yachts while engaged in race or predicted log committee activities. The flag is often out-sized for visibility and is permitted to be flown from a conspicuous place such as a radio antenna while the vessel is engaged in official committee activities.

**12.30 Diver-down flag.** When a boat is engaged in diving operations, prominently display the internationally recognized *dive flag*, a red flag with

a diagonal white stripe. Most states and provincial jurisdictions provide that, when this flag is displayed, divers must stay within certain radius of the boat (typically 1000 feet) and other boats may not intrude into that area. If divers venture beyond that radius, they should take a buoy displaying the diver down flag with them. Display the diver-down flag only when divers are in the water. Do not fly it routinely as the hallmark of a dive boat.

**12.31 Restricted in ability to maneuver due to diving.** Whenever a small vessel is restricted in her ability to maneuver due to underwater operations, (such as dredging or diving), and cannot display the lights and shapes prescribed in Rule 27(d), Rule 27(e)(ii) provides that she is to display rigid replica not less than one meter (about 40 inches) high of International Code flag A (alpha), a swallowtail flag with the half nearest the hoist white and the outer half blue. This is not to be confused with the “diver down” flag as described above. The vessel thereby gains a special privilege under the rules and may not be impeded by ordinary vessels not entitled to a higher class of privilege. This flag is only for vessels and is not carried on buoys, as the diver-down flag. At night, three vertically-arranged, all-round lights, red over white over red, invoke the same privilege as the flag. In lieu of an actual flag, small craft may display a rigid replica not less than 1 meter high.

**12.32 Skier Flag.** Some state laws require that vessels towing person(s) on water skis or similar devices carry and use a bright red or brilliant orange “skier-down” flag, at least 12 x 12 inches in size and mounted on a pole at least 24 inches long, whenever the towed person(s) is preparing to ski or has fallen into the water. This is usually a hand carried flag as it is seldom exhibited long enough to warrant positioning on a signal halyard. It would be wise to check the state law concerning towing persons on water skis before doing so in that state.

**12.33 Speed trial.** The International Code of Signals (publication HO-102) provides that the flag combination SM may be hoisted whenever a vessel is undergoing speed trials. Accordingly, it is proper

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1) The British refer to their state (civil national) flag also as the union jack.

to fly this signal whenever one is engaged in running a measured mile or even while participating in a predicted log contest. With only slight license, one might also extend usage to periods when swinging ship. However, it must be remembered that display of this signal in no way absolves the vessel from her duty to observe all rules of the road, regardless of the consequences to the “speed trial” itself.

**12.34 Quarantine.** International Code flag Q is used when entering a foreign port (except Canada and a few others) to indicate to customs officials that clearance (pratique) is requested.

**12.35 Tender.** International Code flag T, frequently together with a sound signal, is used in many yacht club harbors to request transportation to shore by club launch.

**12.36 Owner absent.** A rectangular blue flag, often somewhat diminutive in size, signifies that the owner is absent. It is flown from the starboard spreader. At night, a blue light on the starboard spreader also is used for this purpose.

**12.37 Guest.** The guest flag, a blue rectangle with white diagonal stripe, is flown from the starboard spreader to indicate that the vessel is occupied by and in the charge of guests or charterers. It is appropriate that the guest operator fly all the flags to which he would normally be entitled were it his boat, except that the national flag of the vessel is retained.

**12.38 Man overboard.** International Code flag O (Oscar) is recognized to mean someone has fallen overboard. It should be flown conspicuously until the person is retrieved or efforts are abandoned. The flag is also flown from buoys used to mark the location of the incident as an aid to recovery.

**12.39 Gag flags.** Yachting may not be as stuffy as it once was, but gag flags, such as those depicting martini glasses (happy hour), bunnies (owner sleeping), battle axes (mother-in-law aboard) and the like are viewed as unbecoming of any USPS member.

**12.40 When flags are flown.** In the past, all flags, except a flag officer flag, were to be flown only from 0800 until sunset. In order to afford greater identity, the New York Yacht Club, once the acknowledged guardian of American yachting etiquette, decided in the mid-seventies that only the national flag (or yacht ensign) need be taken in at dusk. USPS acceded to the change shortly thereafter. USPS ensign, when flown in lieu of the United States ensign, is to be brought in at sundown. The ability to show one's colors at night has obvious merit, as today's brightly lighted marinas place boats in a position to be seen throughout the evening hours, and they need no longer stand incognito.

For yachts grouped together at a rendezvous or other function, the exact time for colors is taken from the senior officer present. The ceremony may be signaled by a starting gun or blast of a whistle or horn. Yachts that will be unmanned at sunset should make evening colors beforehand.

As noted earlier, the United States or yacht ensign should be displayed even at night when entering or leaving port. When anchored or otherwise moored upon entering, or when well out of the harbor upon leaving, the flag should be secured if between sunset and 0800.

It is common practice that when engaged in racing all flags be secured except perhaps for a signal flag denoting the yacht's class and, if appropriate, a protest flag. At least the national flag should be restored to view as quickly after the race as is permitted by the race committee. Even committee boats are often required to remove unnecessary flags when on duty, avoiding confusion by contestants who must take their instructions from signal flags. Nevertheless, there should be no confusion as to the significance of a United States ensign at the stern, and taking in this flag by a committee boat is neither necessary nor appropriate. See “Quick Guide to Shipboard Display” on page 12.19.

**12.41 Alternative display locations.** The traditional locations for wearing flags are outlined. However, many vessels, because of their size or construction, cannot accommodate these

provisions. Accordingly, when preferred positions for the squadron burgee and officer flag are not available, these flags may be worn along with USPS ensign from spreader halyards, multiple hoisted where necessary, provided that the proper order of precedence is observed. USPS ensign is the senior flag, followed by a squadron burgee and officer flag, in that order. The officer-in-charge pennant may be placed above the officer flag when appropriate and USPS cruise pennant may be placed above USPS ensign when engaged in organized on-the-water squadron activities. When neither the preferred location nor a spreader halyard is available, a radio antenna may be used. Never fly any other flag on the same halyard, or on a halyard to starboard of, a courtesy flag.

**12.42 Multiple hoisting.** Apart from the above provisions and the few exceptions specifically noted elsewhere, no more than one flag may be flown from a single halyard. In cases where multiple hoisting is permitted, it will be observed that never is more than one flag of the same type or equal stature flown from the same halyard.

**12.43 Dressing ship.** Dressing ship is a custom long used to add a festive air to a vessel or a fleet. It consists of bending together a long string of International Code flags and hoisting them so as to run from the forward waterline to the truck(s) of the mast(s) and back to the waterline aft. Boats without masts commonly use a radio antenna to give height to the array.

A vessel should be dressed only from 0800 to sunset, when not underway, although this custom is occasionally set aside by ships on their maiden or final voyage, boats participating in marine parades and in other unique situations. When underway, flags should end at the deck line rather than reaching to the water. A sequence offering well-dispersed color and shape is as follows:

AB2UJ1KE3GH6IV5FL4DM7  
POr<sub>3</sub>RNr<sub>1</sub>ST0CX9WQ8ZYr<sub>2</sub>

where r<sub>1</sub>, r<sub>2</sub> and r<sub>3</sub> indicate first, second and third repeaters and 0 (zero) is distinguished from O (Oscar). The answering pennant is the only

standard flag not used.

**12.44 Half-masting.** A flag is flown at half mast or half staff out of respect for the deceased. Although no statute prescribes half-masting by civilians, citizens generally follow the practice established for United States government buildings and ships.

The United States flag is flown at half staff only to reflect *national* or *state* mourning at the passing of honored citizens and high-level officials, as ordered by the President or a governor. The duration depends on the individual's position and varies from a matter of hours to up to 30 days, for a President, former President or President-elect. Further, on Memorial Day, the United States flag is displayed at half mast until 1220 corresponding to the final gun of a twenty-one minute-gun salute commencing at noon.

On a single-piece flag staff, at the stern of a vessel or as a "flag pole" ashore, the half-mast position for the United States flag is three-fourths the distance to the peak. For a staff with a yardarm, or with a yardarm and gaff, the half-mast position is where the flag is level with the yardarm. When the United States flag is displayed at half mast, other flags, even a courtesy flag, remain two blocked (fully hoisted), on board or ashore.

On the death of a squadron member, the squadron's burgee may be flown at half mast. On a yacht-type mast half mast is even with the yardarm or spreader. The USPS ensign is half-staffed only under exceptional circumstances by direction of the chief commander.

When half-masting a flag, it should be two blocked smartly, then lowered ceremoniously to the half-mast position. Upon lowering, it first should be two-blocked, fully hoisted, and then lowered.

**12.45 Dipping the ensign.** Many countries recognize the practice of "dipping" their national ensign as a means of saluting between ships. It is performed by lowering the flag to the half-mast position until acknowledged by similar action by the beneficiary. By American naval custom,

however, the United States flag is never dipped to initiate a salute, and is dipped in response only by government vessels.

USPS vessels flying the yacht or USPS ensign from the flag staff (or gaff or leech) may exchange salutes by dipping such flags. The USPS ensign flown from a spreader is not dipped.

**12.46 Flag precedence.** On a vessel or a flag hoist ashore the several points of flag display have a specific hierarchy. On a vessel, the flag staff, the peak of the aftermost gaff or the leech of a fore-and-aft sail enjoys the ultimate point of honor. Beneath those come the starboard spreader, bow staff and mast-head, generally in that order. The port spreader was long reserved for crew signals, principally a triangular red meal flag, but today it is used as an overflow position for flags that otherwise would fly from the starboard spreader.

Flags themselves have precedence over one another based largely on the stature of the organization or the position or activity they represent. On a United States vessel, the United States or yacht ensign is subordinate to none.<sup>1</sup> Next comes the ensign of a foreign country - a courtesy flag. Following that come organizational flags (USPS ensign, yacht club burgee, squadron burgee), then flags of individuals (private signals, officer flags). Miscellaneous signals such as owner absent are accorded position at the spreaders to afford them visibility.

**12.47 Order of making colors.** In making morning colors, the United States or yacht ensign is raised first, followed by foreign ensigns (if any), the USPS ensign, a squadron or club burgee, an officer flag or private signal and, finally, other signals such as a guest flag. In making evening colors, flags are lowered in the reverse order. When the USPS ensign is flown in lieu of the United States ensign, it is raised first and lowered last.

**12.48 Flag size.** The United States or yacht ensign, or USPS ensign when flown in lieu of those, should be approximately one inch on the fly

for each foot of overall length of the boat. Essentially all other flags (burgee, officer flag, private signal, courtesy flag, USPS ensign, et cetera) should be approximately one-half inch on the fly for each foot of the highest mast above the water on sail yachts and approximately five-eighths inch on the fly for each foot of overall length for motorboats. If the nominal size flag is not commercially available, the next larger available size should be selected.

In the case of a courtesy flag which has proportions different from those of accompanying flags (British Commonwealth flags, for example, are mostly 1:2), match its hoist to those of other flags being worn. Make every effort to fly correctly proportioned flags; many marine stores purvey improper versions.

**12.49 Flying flags ashore.** A flag hoist is a common and highly desirable institution at squadrons' headquarters and members' homes. The design affording the most points for display is one with a yardarm and gaff, with dual halyards port and starboard. Nevertheless, even the simple "flag pole" is satisfactory if used correctly.

The gaff-rigged hoist is designed to imitate several flag points on a ship, and it is installed as if the "ship" were facing the intended viewer or the desired direction of display. That is, the gaff points "aft", just as on a vessel, and for one standing at the base of the pole looking "forward", the extremities of the yardarms are termed port (to the left) and starboard (right) as they would be on a ship.

As on board, the United States flag is flown from the gaff. The truck of the mast is reserved for the flag of the displaying entity, squadron burgee at a squadron building, private signal at a member's home, house flag at a business<sup>2</sup>.

The two or four, or even more, halyards from the yardarms are available for other flags with descending hierarchy from the outboard starboard halyard to the outboard port halyard. When only two flags are to be flown on a mast with more than

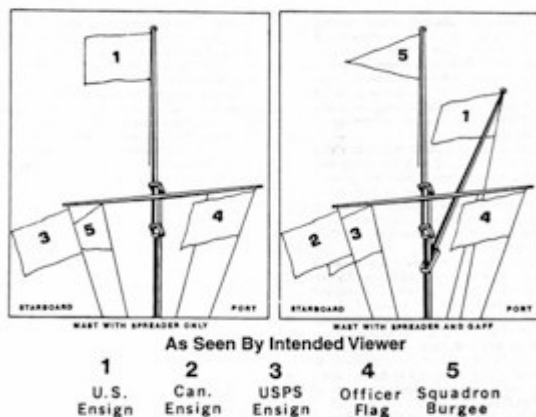
1) Except that on naval vessels, the church pennant or Jewish worship pennant may be flown above the United States flag when services are in progress.

two yardarm halyards, the inboard halyards are not used. For example, a Canadian flag flies to starboard with the USPS ensign to port. At a member's home, the USPS ensign flies to starboard (but inboard of a foreign courtesy ensign) and an officer flag to port. At a squadron's headquarters, the flag of the ranking flag officer present is flown to port.

On flag hoists with a yardarm but without gaff, the masthead becomes the point of honor and the burgee or house flag flown there on gaff-rigged hoists merely takes its normal place in the flag hierarchy when determining where to display it.

On simple flag poles without yardarm or gaff, it is permissible to fly a second flag beneath the United States flag, but never another national flag.

In nearly every situation, and there are far too many combinations to be treated exhaustively here, common sense and a firm understanding of precedence will lead one to an acceptable presentation.



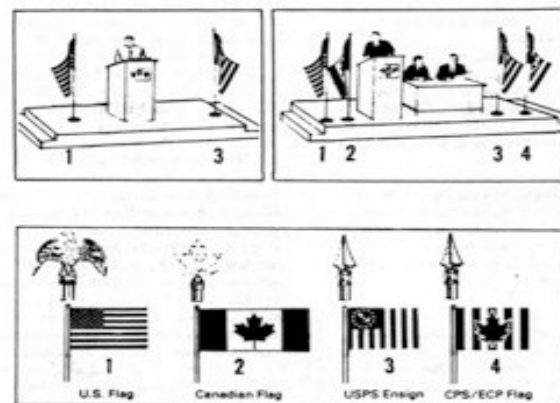
When flown ashore, the United States flag may be displayed 24 hours but should be illuminated at night.

**12.50 Displaying flags indoors.** Squadrons and districts are encouraged to display flags at

meetings, luncheons and other indoor activities where they will not be obtrusive; yet at all but large national meetings, such as Governing Board and annual membership meetings, the presentation of colors by marching color guards usually appears pompous and curiously out of character for a non-military organization. It is rarely performed satisfactorily by anyone other than those skilled in military close-order drill.

When displayed from staffs, flags should be at the head of the room or, if there is no head table or other determining feature, at the most logical arbitrary point in the room. So-called presentation flags, with gold fringing and tassels, should be used.

As a minimum, the United States flag and USPS ensign should be used, proportioned well for the particular presentation. Where foreign officials are present officially, their national flag(s) should be present (in alphabetical order of the countries' names in the English language) and the flag of Canadian Power and Sail Squadrons should be displayed when CPS members are officially in attendance. Many border squadrons display the Canadian and CPS flags regularly at membership functions where CPS members are routinely welcome.



Arrangement of flags follows the regular hierarchy with the United States flag at the

- 2) Laymen occasionally question this, arguing that the United States flag should not fly lower than the flag at the truck. The "highest point" rule, which holds that the American flag should be uppermost, applies only to individual and certain masted flag staffs. Obviously, the flag staff on a vessel is not the highest point either.

speaker's far right, whether or not on an elevated platform. Where there is no lectern or head table, the flags are arranged against the selected wall with the United States flag to its own right (the viewer's left). All other flags are displayed at the United States flag's own left (viewer's right) in descending precedence. The arrangement is generally divided on opposite sides of the head table, if any. In the most common situation, the audience would see the United States flag to the left of the head table with the Canadian flag just to the right of it. On the right of the head table would be the USPS ensign and, further to the right, the CPS flag or squadron burgee. Where a squadron burgee is used in this context, its dimensions, hoist and fly, should be approximately equal to those of the other flags.

Display of more than four flags, except where the display is in itself a feature of the event, is not recommended. Further, display of officer flags from floor staffs in conjunction with these arrangements is not approved; however, a miniature flag hoist, complete with yardarm and gaff, may be used with flags displayed as for out-of-doors. (The gaff will appear projecting away from the viewer.)

When displayed from a wall or suspended from overhead, the United States flag is hung in accordance with Public Law 94-344 as described in many texts. Where the USPS ensign is displayed in a similar fashion, alone, it is to be hung in a similar manner.

On some occasions, the United States flag, USPS ensign and a similarly sized squadron burgee are hung from walls or overhead. When on opposite walls, the superior flag will be at the front of the room or at the audience's left. When suspended overhead in the same plane, the inferior flag will be to the superior flag's own left with the latter nearer the front of the room or to the audience's left. The upper corners of the hoists will be toward the front or left. When suspended overhead in parallel planes the centers of both flags will be in the same plane 90° to the planes of the flags. The superior flag will be nearer the front of the room or to the audience's left and the upper corner of the hoist will be to the left or toward the front.

When two flags are displayed with crossed staffs, the superior flag is at its own right (viewer's left) with its staff closer to the viewer. Finials (top ornaments on staffs) have specific significance. In civilian usage the United States flag should be topped by a gold eagle while the Canadian flag should be topped with a gold maple leaf. Finials on the USPS ensign, squadron burgee and other lesser flags all should be a gold fancy spear (not a *fleur de lis* or army spear).

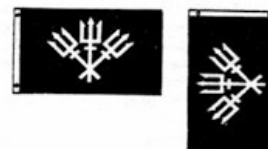
When a burgee is suspended vertically (point down) against a wall or backdrop, it may be hung with the obverse side out, to avoid showing reversed pattern or detail. In a horizontal array of burgees, as at district or national meetings, all should be hung in this way.

**12.51 Advancing and retiring the colors.** At national meetings it is customary to place and remove flags in a ceremonial ritual called advancing and retiring the colors. The Flag and Etiquette Committee has the responsibility for arranging this ceremony at national meetings. Similar ceremonies, if performed at all, are the responsibility of squadron liaison committee (SLCom) or district liaison committee (DLCom) at squadron and district meetings; however, simply placing flags in their stands prior to the start of a meeting is recommended. Recitation of the Pledge of Allegiance is customary. Flag ceremonies are not appropriate at social affairs.

**12.52 Flags on the rostrum and head table.** The flag of the officer conducting a meeting should be displayed by securing it to the front of the rostrum. It may be hung horizontally or vertically and in both cases the upper corner of the hoist will be to the left.

Officer flags of honored guests may be displayed by draping them from the table in front of their places or by fastening them to the

wall or curtain behind their places. They may be hung horizontally or vertically, as above. The flag of the officer in charge should still be displayed from the rostrum, except that if a rostrum is not





head table are displayed at their places.

### **12.53 USPS ensign on commercial property.**

The USPS ensign may be flown outside a hotel or other building when the chief commander is present officially or when a national, district or squadron function is being held at the site. However, routine display of the ensign at a commercial site owned or operated by a member is not authorized unless the property is also his residence or a marine facility.

**12.54 Displaying the USPS ensign in mourning.** When a member passes, the USPS ensign may be displayed in the funeral home and/or at the funeral at the request of the family. When displayed in company with the United States

flag it should be to the viewer's right of the latter flag, as for all indoor displays.

The USPS ensign may be draped in mourning by using a black streamer. The width of the streamer should be about one twelfth (1/12) the hoist of the flag with which it is used and the length before tying about one and one half times the fly. With a 3' x 5' flag the width would be three inches and the length seven and a half feet.

Drape the USPS ensign by tying the mourning streamer at its center around the ferrule below the finial leaving two six-inch bows tied at the knot. The gold fringe cord and tassels may remain in place. The United States flag is not draped except by direction of the President.

## **ETIQUETTE**

**12.55 Saluting.** USPS is not a military organization. Still, certain naval traditions are observed by its members, just as they are in other yachting organizations. USPS members do not exchange salutes routinely among themselves, but salutes are rendered to national flags and anthems. Indoors and uncovered (no cap), members salute by holding the right hand over the left breast. Out-of-doors, the cap is not removed and the military hand salute is rendered. If uncovered out-of-doors, such as at a funeral, the breast salute should be rendered, holding the cap to the left shoulder.

It is appropriate for members to salute during presentation or retirement of the colors, the playing of the national anthem or recitation of the Pledge of Allegiance. Out-of-doors, a salute should be rendered whenever a member is within hearing of the national anthem or Retreat or when the American flag passes by in procession. It is also traditional for those in uniform to salute in the direction of the United States ensign of a government vessel when boarding and leaving the ship.

Current or former military personnel may either use the breast salute or hand salute even if uncovered when rendering honors.

USPS members show respect to the flag and anthem of a friendly foreign country in the same way they show allegiance to their own. Citizens of Canada and most other countries do not utilize a breast salute, but simply stand at attention.

If personally saluted for any reason, a member in uniform should return the courtesy with the military hand salute.

A member's vessel salutes, as in a fleet review, by her crew's standing at attention as the captain renders the hand salute. If appropriate, this may be supplemented by firing her cannon. The United States ensign is not dipped by a yacht.

**12.56 Wearing the cap.** The cap, while part of the uniform, is rarely worn in normal back and forth situations and should be considered as an option by all. When in uniform at a formal occasion, the cap should, when practical, be worn out-of-doors, with rain cover if appropriate. It should be removed indoors and preferably carried under the left arm. Members of a color guard wear caps indoors while in formation.

**12.57 Uniform decorum.** All elements of the uniform should be properly maintained. Gold bullion insignia should be replaced when tarnished,

especially when older insignia can be readily distinguished from more recent additions, such as merit marks and higher grades. The uniform jacket, when worn, should be kept completely buttoned except in private. Needless to say, shoes should be kept at least unsoiled, if not well shined.

**12.58 Etiquette on board.** When visiting another's boat it is an inviolable custom to ask permission to board. One should not enter a boat unannounced any more than he would enter another's home without knocking. "Permission to come aboard?" is routinely heard throughout yachting circles among even the closest of friends and implies no specter of stuffiness whatsoever.

Only soft-soled, non-scuff, non-skid shoes should be worn on board, both for safety and for protection of the decks. Guests who present themselves in hard-soled shoes or high heels may be courteously asked to remove them; but be mindful that stocking feet, while harmless to the deck, may not afford any surer footing than the shoes that were removed.

It goes without saying that "the captain's word is law", figuratively if not always literally. When in command of his vessel, the skipper is legally responsible for the safety of all on board; thus his directions must be assiduously followed. It is well to anticipate his needs, but guests and crew must never act without specific instructions. For instance, never cast off a line until told to do so; don't even swab the deck unless that's your job or you've asked first!

A member's boat, whatever the size, should be kept ship-shape. Space is at a premium on board and there is seldom room for clutter. When lines are taken in, they should be either stowed in their proper place or laid out temporarily to dry. Fenders

should be removed and stowed immediately after their usefulness ends. All items of gear, whether for navigation or convenience, should be returned to their proper location after use so that they not only will be out of the way but also will be where the next person expects to find them in a hurry.

**12.59 Responsibilities of the skipper.** While the guests and crew have a responsibility to follow directions of the skipper, he or she, in turn, has an obligation to manage his vessel wisely. He must be alert to all that is happening both on board and around him, and he must anticipate the results of his and everyone else's actions. The skipper cannot ignore his responsibilities, thus he should be temperate in his drinking habits, even after the boat is moored. A member who overindulges any pleasure does not reflect creditably on USPS.

Further, it is the skipper's duty to assure decorum of his guests and crew. No one flying a USPS ensign should permit his guests to be objectionable to others around them. One thinks first of boisterous behavior in this regard; however, there are other, more subtle ways to alienate oneself: monopolizing dockside water, continually blowing electric breakers, mooring in more wharf space than is needed, running insufficiently muffled generators at night and throwing excessive wash are but a few of the actions that reflect unfavorably on the organization.

By statute as well as the member's pledge it is the responsibility of every skipper to "render assistance whenever possible" unless it imperils his own vessel or crew. The annals of history are replete with accounts of seamen aiding seamen at not inconsiderable risk to themselves. No USPS member will shrink from this responsibility.

**QUICK GUIDE TO SHIPBOARD DISPLAY**

FLAG	WHEN FLOWN	POWER YACHT WITHOUT MAST	POWER YACHT WITH SIGNAL MAST	SAILING YACHT WITH ONE MAST	POWER OR SAIL YACHT WITH TWO MASTS
U.S. ENSIGN U.S. YACHT ENSIGN UPS ENSIGN* (WHEN FLOWN IN LIEU OF U.S. ENSIGN)	0800 to sunset	Flag (stern) staff	Flag (stern) staff	Stern staff. Option: underway at peak of gaff or 2/3 up leech of mainsail or equivalent position along backstay	Stern staff. Option: underway: at peak of after-most gaff or 2/3 up leech of aftermost sail or equivalent position along backstay
FOREIGN ENSIGN or commercial ensign when flown as courtesy flag	In foreign port and waters (after grant of pratique)	Bow staff	Starboard spreader (alone on out-board halyard)	Starboard spreader (alone on out-board halyard)	Starboard spreader (alone on out-board halyard of foremost mast)
FOREIGN ENSIGN in respect to foreign dignitary	While foreign dignitary is aboard	Bow staff	Bow staff	Bow staff or forestay	Bow staff or forestay
USPS ENSIGN (WHEN NOT FLOWN IN LIEU OF U.S. ENSIGN)	Day and night but only when in commission and under command of USPS active member	Antenna or staff amidships (preferably to starboard)	Starboard spreader. If foreign ensign flown, then on inboard halyard or port spreader.	Starboard spreader. If foreign ensign flown, then on inboard halyard or port spreader.	Foremost starboard spreader. If foreign ensign flown, then on inboard halyard or port spreader.
OFFICER (either current or past)	Day and night when in commission	Antenna or staff amidships (alternative - bow staff)	Masthead	Masthead	Aftermost masthead
PRIVATE SIGNAL (HOUSE FLAG)	Day and night when in commission	Bow staff	Bow staff	Masthead	Aftermost masthead
BURGEE Squadron or Yacht Club	Day and night when in commission	Bow staff	Bow staff	Masthead	Foremost masthead
OFFICER-IN-CHARGE	Day and night during activity of which in charge	Above or in lieu of officer flag	Above or in lieu of officer flag	Above or in lieu of officer flag	Above or in lieu of officer flag

\*The USPS ensign may be flown in lieu of the United States ensign ONLY in United States waters.

Figure 8



## Chapter 14

### CORRESPONDENCE, PUBLISHED MATERIAL AND PRESERVATION OF INTELLECTUAL PROPERTY RIGHTS

- [14.1] Use and construction of letters
- [14.2] Format
- [14.3] Construction of memos
- [14.4] Paragraphing
- [14.5] Correspondence outside USPS
- [14.6] Proprietary nature of directories
- [14.7] Information copies
- [14.8] Letterhead availability
- [14.9] Calling cards

#### Style Sheet

- [14.10] Expressing time
- [14.11] Expressing dates
- [14.12] Abbreviating state names
- [14.13] Abbreviating squadron names
- [14.14] Abbreviating district names
- [14.15] Capitalization
- [14.16] Abbreviations and acronyms
- [14.17] Omitting periods in USPS
- [14.18] Plurality of USPS and CPS names
- [14.19] Past-officer designations
- [14.20] Civilian and military terms
- [14.21] Use of chair or chairman
- [14.22] Expressing grades and skill levels
- [14.23] Address vs. P.O. box number

- [14.24] Addresses for national officers
- [14.25] Documentation of date and author
- [14.26] Squadron letterheads
- [14.27] Squadron name and required legends
- [14.28] Ensign, burgee and officer flag
- [14.29] Address and phone number
- [14.30] Design technique
- [14.31] Matching paper
- [14.32] District letterheads

#### Flexibility in artistic design

- [14.33] Printed matter
- [14.34] Placement of the USPS ensign and burgees

#### USPS Corporate seal and logos

- [14.35] Use of USPS corporate seal
- [14.36] USPS logos, restrictions on use preservation of USPS intellectual property
- [14.37] Copyright and trademarks
- [14.38] Ownership rights of USPS
- [14.39] Copyrights
- [14.40] Trademarks
- [14.41] Trademark preservation and use
- [14.42] USPS registered trademarks

Effective communication is “the bonding together” of an organization; yet the written word is a determinate for many officers. Because USPS cuts across all social and economic strata, many a good squadron leader knows little about writing letters or reports. This chapter is designed not only to set forth approved USPS form, but also to provide guidance for those unaccustomed to formal writing. It is important to use the proper placement of registration notices respecting trademarks held by USPS, as illustrated in “Notice of USPS registered trademarks”, in ALL written and published materials.

**14.1 Use and construction of letters.** There are a number of published texts on the mechanics of letter writing, any of which should be studied by those unfamiliar with the subject. The basic goal, of course, is to convey information. While one should strive to be brief but clear in the text, there are a few formal details which should not be overlooked.

**14.2 Format.** The following should be included when constructing official correspondence:

- Unless the writer's address is printed on the letterhead, it should be written or typed on the letter. Telephone number, fax number and email addresses may also be included where appropriate
- The current date should be given
- It is important for future reference that the “mailing address” in the letter be complete as to rank or title, name, grade, skill level, position, organization and address. Members' grade or skill level should NOT appear after

their names on envelopes, as the U.S. Postal Service works more efficiently if nothing follows the last name

- Within the organization, “Dear Commander So-and-so” is customary as a salutation, unless the writer and addressee are on such a personal basis that “Dear Dave” is appropriate. When writing within USPS to someone who is not a commander or past commander, any level, some other form of title is used, such as “lieutenant”, “captain”, “skipper”, “shipmate” or “Mr.”
- The closing should be friendly and respectful, depending upon circumstances. “Sincerely yours” is the most common
- The signature block, above which the writer signs, should contain the rank, name, grade and skill level of the writer, but this information may be omitted if given in the letterhead. Similarly, the writer's title, office or the capacity in which he is writing, if any, is stated on the line below if not shown elsewhere
- Those to whom information copies are sent should be identified on the letter so that the addressee knows who else was informed. The names are usually listed below the signature block and to the left. The abbreviation “cc”, originally for “carbon copies”, is widely used for copies of all kinds. In modern usage, the abbreviation is given as just “c”. “CC” in USPS is reserved for chief commander.

**14.3 Construction of memos.** In memoranda, it is customary to omit a salutation, complimentary closing and signature block. Frequently, only last names are used on the “TO”, “FROM”, and “COPIES to” lines; however, better practice for memos of possible continuing importance is at least to show the individual's position for identification in later years. Memos are often initialed, rather than signed. Memos are often addressed to whole committees (that is, “TO: ExCom”) or a series to specific individuals.

**14.4 Paragraphing.** In normal correspondence, paragraphs are not numbered, but the nature of the text may demand it for reference in replies or discussions. When necessary, Arabic numerals are most often used, with subparagraphs beginning with parenthesized lower case letters. Sub-subpara-

graphs use parenthesized lowercase Roman numerals. A third-level reference might then be cited as “paragraph 5(c)(ii)”. Beyond that, an English grammar text or secretarial handbook is one's best authority for structuring a specialized document.

**14.5 Correspondence outside USPS.** Any oral or written correspondence by a member with non-USPS groups or individuals, public or private, which represents any official USPS policy or position or which implies that the member is an official representative of USPS, is to have the prior approval of the chief commander or the Board of Directors.

**14.6 Proprietary nature of directories.** Directories of officers, members, committees and the like, or any similar lists or files at all levels of USPS are to be considered strictly proprietary and not available to any outside individual, organization or agency, with the exception of the list of national officers appearing in *The Ensign*.

No member of USPS may use any such source for any purpose, public or private, outside the normal activities of USPS without prior approval of the Board of Directors.

**14.7 Information copies.** Copies of correspondence should be directed to all those concerned with the issue at hand. Copies of correspondence from a squadron committee chair to his national chair should be sent to the squadron commander and the district chair. If the issue is important enough, the district commander and national department head (vice commander) should also be included. Copies of memos within a squadron or district should always be sent to the commander involved unless the subject is so trivial as not to warrant his attention.

**14.8 Letterhead availability.** Bond stationery imprinted with only the USPS ensign is available to any member at a current price, prepaid. It may be over-printed locally to suit the purchaser's requirements. Personalized letterheads and envelopes are issued routinely to the chief commander, vice commanders and rear commanders. Headquarters is authorized to print personalized USPS letterheads, on request, for ad hoc committee chairs,

past chief commanders, past vice commanders, past rear commanders (at prepaid personal expense), and members of the Committee on Rules.

To satisfy special needs, national committee chairs may request either of the following layouts under the ensign and legends “United States Power Squadrons” and “Sail and Power Boating”:

- The chair's name, address and committee, centered, with assistant chair's and committee members' names and addresses down the left margin
- The committee name only, further imprinting being left to the chair and individual committee members, at their expense.

Squadrons and districts may design and print their own letterheads. Block letters are suggested and preferred.

**14.9 Calling cards.** Officers at all levels occasionally find it expedient to carry USPS business cards. There are samples of the three types of prototypes, one for each level of USPS. Each reflects the proper placement of registration notices respecting trademarks held by USPS.

Headings vary according to organizational level, but each should include the phrase “Sail and Power Boating”. On the squadron level, an identifi-

cation that the squadron is “A Unit of United States Power Squadrons” should also be given.

The member's rank, if any, should be spelled out above his name, grade and skill level. His position should be given below his name. In addition to phone and fax numbers and a contact address (including e-mail and Internet), one may also wish to include a boat name or some other relevant data.

The squadron card may depict the squadron burgee crossed behind USPS ensign. Both may be fluttering or both rigid, but not one of each. The squadron card may just show the USPS ensign. Cards need not show flags at all.

The USPS ensign must be in full color. It is preferred that the burgee be also; however, it is recognized that full-color rendition of some burgees involves more colors than red, white and blue, so the added expense of such true reproductions is not required. Whenever the USPS ensign is depicted, it should be accompanied by the “registered trademark” symbol - ®.

Depiction of the port captain logo is not authorized. Although the port captain patch on clothing serves well to identify the member on the waterfront, it is unnecessary on a card where the official's title is given. The squadron burgee and the USPS ensign are more appropriate.

## Style Sheet

(The following section applies exclusively to letters, e-mail, newsletters, directories, procedural manuals and other publications)

**14.10 Expressing time.** Time is expressed in the twenty-four hour system without the word “hours”. Thus, 5:00 a.m. is written “0500” (oh five hundred) and 5:00 p.m. is “1700” (seventeen hundred). The time 2000 is pronounced “twenty hundred”, not “two thousand”.

**14.11 Expressing dates.** Dates are expressed in the order of day, month, and year. When the month is spelled out, the full year is shown (17 March 2000); but if the month is abbreviated, it is a 3-letter abbreviation without a period and with the year

shortened to the last two digits, without apostrophe, as in 17 Mar 00.

**14.12 Abbreviating state names.** Names of states are shortened using traditional abbreviations. Two letter state codes used for addressing mail are confusing outside the postal service or technical tabulations. (For instance, is AL for Alabama or Alaska? Does MI mean Michigan, Minnesota, Mississippi or Missouri?) Always use the common abbreviation in text.



**14.13 Expressing squadron names.** The word “Power” should be omitted when referring to a local squadron in internal correspondence and speech. Thus, one belongs to Podunk Squadron rather than Podunk Power Squadron. Power Squadron is not to be abbreviated “P.S.”, nor squadron as “squad”, “sqd” or “sq”, except in the most casual notations.

**14.14 Abbreviating district designations.** District identification is to be expressed with the numeral second (always Arabic), as in District 38 or D/33. Do NOT write the district number as a word, e.g. District Nine. When appropriate, in newsletters, directories and manuals, squadrons are required to identify their district affiliation in smaller type below the squadron name.

**14.15 Capitalization.** Capitalization of common nouns should be avoided. The terms “commander”, “squadron”, “merit mark”, “committee”, “annual meeting”, and all ranks, when used in their generic sense are all common, not proper nouns. When in doubt, think of a synonym and ask, would it be capitalized (team instead of squadron, flag instead of ensign)? When used in the context of “the Commander (meaning Commander Jones) said” or the “Safety Committee (meaning a committee whose members can be named) proposed”, referring to specific individuals, groups, locations or things, capitalization is appropriate.

The USPS flag, or ensign, is written without capitalization. The USPS magazine is either THE ENSIGN, *The Ensign* or The Ensign. When referring to its own publication USPS generally uses small capitals in the magazine itself and italics in forms and correspondence where possible. Underscoring denotes italics in handwritten material.

**14.16 Abbreviations and acronyms.** Abbreviations can be time-savers in correspondence unless overdone. Acronyms are now widespread in the American vocabulary, but unnecessary abbreviations not only confuse the reader but also disrupt the continuity of text, defeating their own purpose. For certain terms used frequently throughout USPS, abbreviations have been devised to expedite communications. Though these are acceptable for internal use, most should not be used when com-

municating outside USPS. Even internally, abbreviations should be avoided where they are clearly unwarranted or when the reader, especially a new member, may not understand them [Refer to Common USPS Abbreviations on page 13]. Never use S/C for “squadron commander” or, even worse, L/C for “local commander”.

Those perceiving the need for a new “official” abbreviation should refer their proposal through channels to their national department head, who will consult the Heritage and Protocol Committee.

**14.17 Omitting periods in USPS.** Certain abbreviations, principally USPS, CPS, USCG, NOS and other organizational contractions, should be written without periods.

**14.18 Plurality of USPS and CPS names.** “United States Power Squadrons” and “Canadian Power and Sail Squadrons” are always expressed in the plural.

**14.19 Past officer designations.** The prefix “P/” and the title past may be used in conjunction with the rank of a former chief, vice, rear, district, staff or squadron commander. Anyone who has ever attained any of these ranks is forever entitled to be addressed as “commander.”

Former district and squadron lieutenant commanders who have served in those ranks for at least three years (not necessarily consecutively) and former national flag lieutenants may also use a “past” designation; however, P/D/Lt/Cs and P/Lt/Cs are not addressed as “commander” after retirement.

Effective by a resolution from D/2 as amended by the Annual Meeting of 01/24/18 conducted in Orlando, Florida, the Board of Directors approved the following: Members who are a Past Commander, Past District Commander or Past Chief Commander, who hold an Educational Achievement Award and have at least 40 merit marks may be addressed as a Distinguished Past Commander, Distinguished Past District Commander or Distinguished Past Chief Commander respectively. The Governing Board approved the recommendation of the Board; however, no authorized insignia, rank or grade designations were specified.

**14.20 Civilian and military titles.** Civilian and military titles are inappropriate in USPS speech except where the member has no other title. A physician who is a committee chair would be addressed “Lieutenant So-and-so”, not “Doctor So-and-so”. (Exception: the squadron chaplain may be addressed as “The Reverend”, “Father”, “Rabbi”, when appropriate.) Nor is “M.D.” or any other non-USPS abbreviation used after the name.

**14.21 Use of chair or chairman.** Attempts to neuter nouns like “chairman”, however well intentioned, frequently meet with displeasure. Terms such as this, although their origins cannot be denied, have become so generic that most responsible writers and speakers of both sexes consider them gender-neutral. A few ambivalent synonyms have gained favor such as “letter carrier” and “flight attendant”. But one should avoid the unnatural substitution of person, as in “spokesperson” and “chairperson”. Such words only beg even more undesirable titles such as “marks person” or a course called “seapersonship”.

*Roberts' Rules of Order, Newly Revised*, uses the term “chair”, rather than “chairman”; either is acceptable to most people. “Chairwoman” is a recognized term for a specific chair that is female; but, for the most part, it is no more necessary to identify the sex of a chair than it is a president, a director or a commander. When addressing the chair at a meeting, the expression “Mr. Chairman” or “Madam Chairman” should be used if the presiding officer cannot properly be addressed as “Commander”.

**14.22 Expressing grade and skill level.** All affiliates except honorary members may suffix their grade and skill level to their name in print.

**Abbreviations for a grade as a result of taking and completing an academic course:**

- S ..... Seaman
- P ..... Pilot
- AP ..... Advanced Pilot
- JN ..... Junior Navigator
- N ..... Navigator
- SN ..... Senior Navigator

**Abbreviations for a skill level as a result of**

**demonstrating an on-the-water skill level:**

- IN ..... Inland Navigator
- CN ..... Coastal Navigator
- ACN ..... Advanced Coastal Navigator
- ON ..... Offshore Navigator

The combination of a grade and skill level is indicated by first specifying the grade followed by a hyphen and then the two or three letter skill level. Examples include: SN-ON, AP-CN, P-IN, and so on. Please note there is no space between the grade, hyphen and the skill level, just a hyphen.

Additionally, those who have earned the Educational Proficiency award (minimum grade of AP plus any three Electives) may wear a single gold line under their grade symbol on their uniform. However, underlining a grade in print is an error and should never be used.

A navigator who has passed at least three elective courses but not all of them may wear the N symbol with a single gold underline on the uniform. That is not to be confused with insigne denoting a senior navigator.

A senior navigator is one who has successfully taken and passed all advanced and any six elective courses. A member who has accomplished this receives the Educational Achievement award and the N grade symbol on the uniform is enclosed in a gold box.

The grade of a member is written without periods (AP not A.P.) and with a preceding comma, thus John M. Doe, AP. When used in a sentence, the grade is followed by a comma, thus “Lt John Miller, AP, made the presentation” unless sufficed by a earned skill level.

Advanced qualification of women’s certificate holders is denoted parenthetically, without a comma, thus: Jane R. Smith (JN).

**14.23 Address versus P.O. box number.** Postal authorities recommend showing box number after or below the street address, above the city.

**14.24 Addresses for national officers.** When writing to a national officer, use the address shown

in *The Ensign* or the *Directory of National, District and Squadron Officers*. Do not write “in care of national headquarters” (c/o), except when specifically instructed.

**14.25 Documentation of date and author.** It is essential that all writings, letters, manuals, memos, notes, instructions, reports, exhibits and schedules be dated and bear the name or initials of the author.

**14.26 Squadron letterheads.** Squadrons are accorded considerable latitude in the design of their own letterheads (stationery), with the few constraints noted. Some letterheads employ very elaborate, multi-color designs with the names and addresses of flag officers and even executive committee members. Most, however, use a simple two or three-color design, which may be used for many years without change.

**14.27 Squadron name and required legends.** The name of the squadron should be the most prominent feature. Squadrons are required also to identify themselves as “A Unit of United States Power Squadrons” and to show the legend “Sail and Power Boating” in somewhat smaller type. Squadrons that have changed their name to include “Sail and Power” are not required to use the legend “Sail and Power Boating.” It is preferred that block letters be used for squadron names and legends but must have the proper placement of registration notices respecting trademarks held by USPS.

**14.28 Ensign, burgee and officer flag.** It is common for letterheads and notepaper to contain a representation of the USPS ensign and, economics permitting, a burgee or officer flag. If the burgee or officer flag is shown, the ensign must also be shown. When both are shown the burgee or officer flag must not appear to be of greater size than the ensign. When portrayed together, the two flags should be consistent, that is, both fluttering or both rigid. They may appear on crossed staffs, in which case the ensign's staff should appear nearer the viewer. In any case, the ensign must be positioned so that nothing appears above or to the left of it on the page.

Whenever the USPS ensign is depicted, it should be accompanied by the registered trademark

symbol - ®.

**14.29 Address and phone number.** If the squadron has its own street address or post office box number, each should be shown on the letterhead. So should telephone and fax numbers (with area code) and e-mail and Internet addresses. A phone number is correctly written as “(719) 345-1200”. Note that the area code is parenthesized, not hyphenated or joined to the exchange by a slash. If the squadron has a marine radio license, a web page or an email address, each should be included.

**14.30 Design techniques.** Designing an attractive letterhead is an art and should be undertaken by or in association with someone talented in such matters. The sides and bottom of stationery may be used to advantage for printing and even tinted paper is occasionally seen. Avoid deep shades as they resist photocopying. Also, insure that ensign and burgee colors remain correctly portrayed. Designers should bear in mind that the main object of a letter is to convey a message and that the pre-printed formalities should be unobtrusive and maximum space for text be provided.

**14.31 Matching paper.** For correspondence, plain matching paper should be used for continuation sheets.

**14.32 District letterheads.** The same general prescriptions apply to district letterheads as noted for squadrons, except that it is common for districts to list the names of the squadrons and/or to show their burgees (with the ensign). In the latter case, the burgees should be arranged in a vertical column on the left or in one or more horizontal rows at the top or bottom (never above the USPS ensign). Whenever the USPS ensign is depicted or the name “United States Power Squadrons” or the acronym “USPS” is contained in any district letterhead, the guidance provided as to the placement of registration notices respecting the trademarks held by USPS in such design and words shall apply.

### Flexibility in artistic design

**14.33 Printed matter.** As respects flag placement, somewhat greater flexibility in artistic design is accorded newsletters, directories, and

procedural manuals that usually portray the USPS ensign on the cover. Squadron and district publications may also show burgees.

Whenever the USPS ensign and each word or design mark for which USPS holds a federal registered trademark is depicted or used on the cover, or in the body of, any printed matter, whether produced at the national, district or squadron level, all reasonable efforts shall be made to reflect the proper placement of the registration notice as to each such trademark where ever first appearing on such outside cover and inside body. While existing supplies of printed matter currently in use which do not reflect appropriate registration notices may be used until depleted, all future reprinting of such existing material and all supplements or addenda issued as well as all newly-produced materials shall reflect the proper placement of the registration notice “®” (either as superscript or subscript) respecting each trademark held by USPS. The words “Sail and Power Boating” are shown under “United States Power Squadrons” in somewhat smaller type. This legend is not required for squadrons that have changed their name to include “Sail and Power”.

**14.34 Placement of the USPS ensign and burgees.** The ensign need not be placed so that nothing

appears above or to the left of it, as for letterheads; but its placement must be in good taste, not obscured, and not unnecessarily subordinated to printing or other artwork. When a design incorporates a squadron burgee and the USPS ensign in what is obviously a matched pair, the ensign should be above or to the left of the burgee, except that a district may elect to surround the ensign with pennants of the squadrons within that district.

### USPS corporate seal and logos

**14.35 Use of USPS corporate seal.** The corporate seal of USPS is not to be used except by specific authorization of the national secretary.

**14.36 USPS logos: restrictions on use.** USPS owns a number of federally registered trademarks. Some of them, such as the USPS ensign on a ship's wheel, whether standing alone or in conjunction with the triangular display depicting “Self-Education, Civic Service, Fraternal Boating Club” may serve as logos and be used freely at all levels of USPS. They are not to be used as a substitute for the USPS ensign where its use is directed. Care must be exercised, however, that a registration symbol, “®”, be properly positioned with each printed or graphic portrayal.

## PRESERVATION OF USPS INTELLECTUAL PROPERTY

**14.37 Copyright and trademarks.** State and federal laws recognize and give protection to intellectual property rights in the form of copyrights and trademarks.

**14.38 Ownership rights of USPS.** As provided in USPS Bylaws, unless the advance approval of the Board of Directors has been given to the contrary, the products and rights arising from all services performed for USPS by its members are owned by USPS. This includes writings and copyrightable works done for USPS, including its districts and squadrons. Exempted from such provision are squadron and district newsletters and publications, and materials published in *The Ensign*.

**14.39 Copyrights.** A copyright claim may be asserted to a work produced on behalf of USPS by including a copyright notice which begins with the copyright symbol “©” and recites the year created or published and the name United States Power Squadrons, that is “© 2000 United States Power Squadrons.” Such copyright notice need only appear once in an original work, but must be contained on all copies and should normally appear in a lower corner of the work or (in the case of a multi-paged publication) on the first substantive page, e.g. inside title sheet or table of contents, as well as upon the outside cover, where feasible. An item, such as an audio or videotape, motion picture, computer diskette or CD-ROM should reflect the copyright notice on a printed label attached to it, on its protective container and as a separate

graphic within any visual work contained in it. When a publication is produced in unbound form with intended supplemental updates, a copyright notice bearing the year of the latest update should appear on the inside cover sheet, title page or table of contents.

Where material is highly original or of unusual value or significance, formal copyright protection can be obtained by applying for recognition through the United States Copyright Office of the Library of Congress. For example, USPS has obtained formal copyright to “The Squadron Records Computer Program”. All inquiries respecting copyright matters and applications for federal copyright recognition should be directed to the national law officer.

**14.40 Trademarks.** A trademark relates to a word, symbol or design that is used in the trade of goods or services. In contrast to the copyright symbol “©”, two symbols are used to claim a trademark right. Trademarks that have been officially registered with the United States Patent and Trademark Office, Department of Commerce, are entitled to proclaim protection through use of the symbol “®”, whether the mark is classified as a trademark, a service mark or a collective mark. A symbol “™” is used to denote an unregistered mark. A registered trademark can be preserved indefinitely through continuous use and periodic renewals. Accordingly, USPS headquarters maintains a tickler system to insure that renewal deadlines applicable to each USPS trademark are timely met.

**14.41 Trademark preservation and use.** While, for style and presentation purposes, a registration symbol need appear only once (at the first occur-

rence) in any article or document, the practice, when depicting a registered design (graphic) mark is always to reflect the registration notice as a superscript or subscript to the design itself. Accordingly, all USPS printed matter, artwork, computer and video graphics containing any such registered design mark, when produced, shall properly include the registration symbol.

**14.42 USPS registered trademarks.** Trademarks federally registered in the name of USPS are described below. Their graphical representation, reflecting the proper placement of the registration notice as to each appears in the illustrations:

- The word mark “United States Power Squadrons”
- The word mark “USPS”
- The design of USPS flag (ensign)
- The design of a ship's wheel with USPS ensign superimposed
- The words “The Squadron” together with a USPS ensign (a word and design mark)
- The word mark “THE ENSIGN”, *The Ensign*, and “The Ensign” (magazine title)
- A stylized version of *The Ensign* magazine name
- The design of a trident (used in USPS rank insignia)
- The word mark “Boat Smart”
- The word mark “Jet Smart”
- The word mark “Chart Smart”
- The word mark “America’s Boating Course”
- The word mark “America’s Boating Club”
- The word mark “Paddle Smart”

All inquires regarding the correct usage of USPS trademarks and reports of their infringement or misuse by those outside USPS should be directed to the national law officer.

## GUIDELINES FOR USING USPS REGISTERED TRADEMARKS

The registered trademarks of United States Power Squadrons, Inc. are valuable. They carry the prestige of America’s largest private boating organization. It’s important to use them correctly in squadron web pages and other contacts with the public.

1) The first time one of the registered trademarks appears on a page, it should be marked with the registered trademark symbol - ®, adjacent to a graphic and as a superscript immediately after the word trademark.

Podunk Power Squadron District 34  
A unit of United States Power Squadrons®  
Sail and Power Boating

2) These trademarks belong to the national organization, which is legally distinct from its member squadrons and districts. Ownership should be credited in a line at the top or bottom of each page. If a person chooses to put the credit line at the top, it will be the “first use on the page”, and should be marked as shown above.

® “USPS”, the USPS ensign and wheel-and-ensign design are registered trademarks of United States Power Squadrons, Inc.

“The Squadron Boating Course” and “America’s Boating Course” are registered

trademarks of the United States Power Squadrons, Inc.

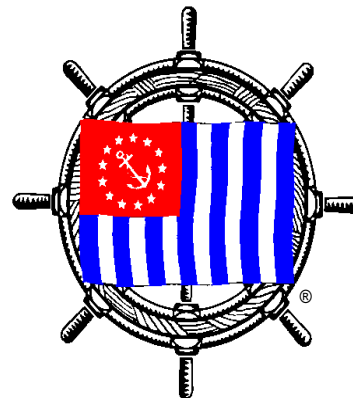
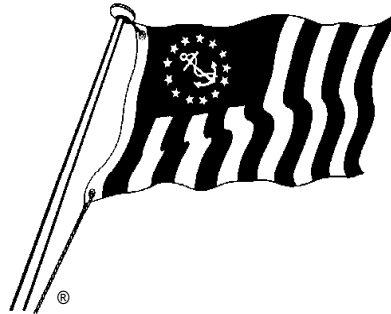
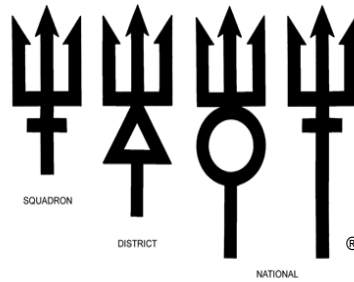
3) If the page contains frames, and it is possible to read the single frame directly without seeing a related frame containing the trademark symbol and credit line, each frame should be treated as an independent page.

We all cringe when we see a boat plowing through a “no-wake” zone at 20 knots with USPS ensign flying from the stern. The operator may be a novice boater who has confused our flag with the U.S. Yacht Ensign, but it still reflects badly on all of us. Your use of USPS trademarks may be seen by thousands of visitors and will form their impressions of our organization. Please use them appropriately.

***The following pages displays examples of some USPS trademarks and suggested Letterhead and Envelope formats.***

# The Ensign®

## The Squadron® Boating Course







**Squadron Name (Sail and) Power Squadron**

Commander Name, Grade-Skill Level  
Street Address City, ST Zip-4  
Phone Number XXX-YYY-ZZZZ Fax Number XXX-YYY-ZZZZ  
Email Address



Secretary's Department  
V/C Pat Boater, SN  
8473 Polaris Street  
Tampa, FL 33612

Name  
Street Address  
City, ST Zip+4

America's Boating Club® is a registered trademark the United States Power Squadrons®  
United States Power Squadrons®

**STATE, PROVINCE AND TERRITORY ABBREVIATIONS**

CAUTION: Use of two-letter postal abbreviations on other than envelopes, address labels and in technical tabulations can be confusing. When used, they are expressed in all capitals, without periods.

Alabama .....	Ala .....	AL	New Brunswick.....	N.B.....	NB
Alaska .....	Alas., Ak. ....	AK	New Hampshire.....	N.H.....	NH
Alberta .....	Alta. ....	AB	New Jersey .....	N.J. ....	NJ
Arizona .....	Ariz. ....	AZ	New Mexico.....	N.Mex., N.M. ....	NM
Arkansas.....	Ark. ....	AR	New York.....	N.Y. ....	NY
British Columbia .....	B.C. ....	BC	Newfoundland .....	Nfld. ....	NF
California .....	Calif., Cal.....	CA	North Carolina .....	N.C.....	NC
Colorado .....	Colo., Col. ....	CO	North Dakota .....	N.Dak., N.D.....	ND
Connecticut.....	Conn., Ct. ....	CT	Northwest Territories .....	N.W.T. ....	NT
Delaware .....	Del. ....	DE	Nova Scotia.....	N.S.....	NS
District of Columbia .....	D.C. ....	DC	Ohio.....	O. ....	OH
Florida.....	Fla. ....	FL	Oklahoma.....	Okla. ....	OK
Georgia.....	Ga. ....	GA	Ontario .....	Ont.....	ON
Hawaii.....	Hi.....	HI	Oregon .....	Ore.....	OR
Idaho.....	Ida., Id. ....	ID	Pennsylvania.....	Pa., Penna. ....	PA
Illinois.....	Ill.....	IL	Prince Edward Island .....	P.E.I. ....	PE
Indiana.....	Ind. ....	IN	Puerto Rico .....	P.R. ....	PR
Iowa .....	Ia. ....	IA	Quebec.....	Que. ....	PQ
Kansas.....	Kans., Kan.....	KS	Rhode Island.....	R.I. ....	RI
Kentucky .....	Ky. ....	KY	Saskatchewan.....	Sask. ....	SK
Labrador .....	Lab. ....	LB	South Carolina .....	S.C.....	SC
Louisiana .....	La. ....	LA	South Dakota .....	S.D.....	SD
Maine.....	Me. ....	ME	Tennessee.....	Tenn. ....	TN
Manitoba .....	Man. ....	MB	Texas.....	Tex. ....	TX
Maryland.....	Md. ....	MD	Utah.....	Ut. ....	UT
Massachusetts.....	Mass.....	MA	Vermont.....	Vt.....	VT
Michigan .....	Mich.....	MI	Virginia .....	Va.....	VA
Minnesota .....	Minn. ....	MN	Virgin Islands.....	V.I.....	VI
Mississippi .....	Miss. ....	MS	Washington .....	Wash., WA. ....	WA
Missouri .....	Mo. ....	MO	West Virginia .....	WV.....	WV
Montana.....	Mont. ....	MT	Wisconsin.....	Wis.....	WI
Nebraska .....	Nebr., Neb. ....	NE	Wyoming .....	Wyo., WY.....	WY
Nevada .....	Nev. ....	NV	Yukon .....	Y.T.....	YT.

## COMMON USPS ABBREVIATIONS

Many of the abbreviations listed below are used in connected series, e.g. ChMemCom, ChAGDiv and NCom. Use of the slash in most USPS abbreviations is not necessary, with the exception of expressions of ranks, e.g. P/C/C. A slash may be inserted in other combinations to clarify meaning, e.g. ChNomCom should be CH/NOM/COM when using all upper case text. With the exception of ranks, grades and skill levels, these abbreviations should be used with restraint and be restricted to internal correspondence and documents where the context makes their meaning clear.

A, Asst .....	assistant	1/Lt, Ist/Lt.....	first lieutenant
ACN .....	Advanced Coastal Navigator	ID.....	instructor development
Ad.....	administrative, administration	IT .....	information technology
AG.....	advanced grades	IQ .....	instructor qualification
AO .....	administrative officer	JN .....	junior navigator, Junior Navigation
AP .....	advanced piloting	LB.....	local board for
B .....	boating	LD.....	leadership development
BA.....	boating activities	Leg.....	legislative
BBS.....	on-line bulletin board	Lt .....	lieutenant
BDU .....	biographical data upload	ME.....	marine electronics
Bud .....	budget	ME .....	member emeritus (of the GB)
Bus .....	business	Mem .....	membership
/C.....	commander (as in V/C, Lt/C)	MI.....	member involvement
Capt.....	captain	Mar .....	marketing
C/C.....	chief commander	MM.....	merit marks
Cdr .....	commander	Mtg .....	meeting
Ch.....	chair	N .....	navigator, navigation, national
Cl.....	class	NEO .....	national educational officer
CN.....	Coastal Navigator	NM .....	national meetings
CoCh .....	cooperative charting	Nom .....	nominating, nominations
Com .....	committee on, committee for	NSBW .....	National Safe Boating Week
ComSys.....	computer systems	O .....	officer
CPS or CPS/ECP .....	Canadian Power and Sail Squadrons	OM .....	Operations Manual
Crs .....	course	ON .....	Offshore Navigator
CS.....	computer systems	Op .....	operations
D.....	district	OT.....	operations training
D/C.....	district commander	P.....	pilot, piloting
DEO .....	district educational officer	P/.....	past (as in P/C)
Dept .....	department	Plan.....	planning
Div .....	division	Prog .....	program, programming
DL .....	district liaison	PR .....	public relations
EC .....	elective course	R/ .....	rear (as in R/C)
ECP .....	Escadrilles Canadiennes de Plaisance	R .....	rules
Ed, Edu .....	education, educational	RT.....	radio technical
Ed Fund.....	educational fund	S.....	seaman, seamanship, safety
ED .....	editorial development	S .....	squadron (as in SEO but never SC)
EDM.....	educational department manual	Sa .....	sail
EDN .....	educational department notice	Sec, Secy .....	secretary
EDR .....	educational development & review	SEO .....	squadron educational officer
EG .....	educational graphics	SL .....	squadron liaison
EM .....	engine maintenance	SM.....	student manual
EO .....	educational operations	SN, <u>N</u> .....	educational achievement award (senior navigator)
Ex .....	executive (as in ExCom)	SP .....	supplemental programs
FE.....	flag and etiquette	Stf/ .....	staff (as in Stf/C)
Fin.....	finance	Sqdn.....	squadron
F/Lt .....	flag lieutenant	Su.....	support
FM.....	forms management	TA .....	teaching aids
G/B, GB .....	Governing Board	Treas .....	treasurer
GM .....	general member of the GB	V/.....	vice (as in V/C)
HQ .....	headquarters	VSC .....	vessel safety check
IN .....	Inland Navigator	Wx .....	weather
IM.....	instructional manual	XO.....	executive officer

## EXAMPLES

CoChCom DSec P/C/C TACom SEO D/1/Lt DSO GM/GB ChMemCom



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## Chapter 15

# Dissolutions

## (including Mergers and Consolidations)

### October 2023

15.1	Dissolution Process Overview.....	2
15.1.1	Initiation of Dissolution .....	2
15.1.2	Dissolution Process Steps .....	2
15.2	Self-Initiated Dissolution .....	2
15.3	NXO-Directed Dissolution .....	3
15.3.1	District's Authority Revoked by the BOD.....	3
15.3.2	Provisional Squadron Failing to Thrive .....	3
15.3.3	Merger Acquisition .....	3
15.3.4	Consolidation .....	3
15.4	Reassignment of Squadrons or Members .....	3
15.4.1	Merit Mark Recommendations.....	4
15.4.2	OD-1 (for Districts) or OD-2 (for Squadrons) Report .....	4
15.4.3	Districts' Reassignment of Squadrons .....	4
15.4.4	Squadrons' Transfers of Members .....	4
15.5	Distribution of Assets .....	4
15.5.1	Merging/Consolidating Unit Assets .....	5
15.5.2	District Assets .....	5
15.5.3	Squadron Assets .....	5
15.5.4	Provisional Squadron Assets.....	5
15.6	Disposition of Assets.....	5
15.7	Cancellation of Trade Name .....	5
15.8	Closure of State Corporation (if incorporated) .....	6
15.9	Closure of General Funds Bank Account .....	6
15.10	Final Federal Tax Return .....	6
15.11	Notification of Completed Dissolution .....	7

Dissolution is a necessary component of both mergers (where one or more units are acquired by an existing unit) and consolidations (where two or more units are being combined into a new unit). The merged or consolidated units cease to exist once their components have been reassigned, their assets transferred, and their legal identities terminated.

The term “dissolution” means the termination of the relationship that exists between the national organization and a district or squadron. It is the legal identity of the unit itself that is being dissolved, not

district squadrons or squadron members. A retiring district's squadrons are assigned to nearby districts and a dissolving squadron's members are transferred into one or more existing squadrons.

## 15.1 Dissolution Process Overview

The process of dissolving a district or squadron involves specific actions that are coordinated between the unit being dissolved, the NXO, the BOD, the GB and other interested parties. Districts and squadrons have slight differences in their dissolution requirements. However, all dissolutions consist of the same general steps. Progress and completion of each step in the dissolution should be noted by date in the final report to the NXO.

In addition to its relationship with the national organization, a dissolving district or squadron has two governmental ties which must also be terminated. The first relationship is with the state, if the dissolving unit is incorporated. The second relationship is with the Internal Revenue Service (IRS). It is imperative that these terminations comply with the laws of the state where the unit is incorporated and the IRS requirements. Also, it is important to note that the ending of both relationships may take additional time and funds.

**NOTE: During the entire dissolution process, the annual Job Management Report (OD-1 or OD-2) must continue to be filed on schedule. These reports are crucial to automated HQ communications.**

### 15.1.1 Initiation of Dissolution

The process of dissolving a district or squadron can be either self-initiated or NXO-directed.

- Self-initiated dissolutions are caused by the loss of squadrons or members due to attrition, aging membership, reduced enthusiasm of members, lack of bridge officer candidates, or many other reasons; and
- NXO-directed dissolutions are the result of provisional squadrons' failure to thrive, merger acquisitions, and consolidations.

### 15.1.2 Dissolution Process Steps

The dissolution process itself consists of the following steps:

- Reassignment of Squadrons or Members;
- Distribution of Assets;
- Closure of State Corporation, if incorporated;
- Closure of the General Funds Bank Account;
- Filing of Final Federal Tax Return; and
- Notification of Completed Dissolution.

## 15.2 Self-Initiated Dissolution

The steps leading up to a self-initiated dissolution of a district or squadron are similar. In both cases, methods of increasing membership, upgrading advertising, training and encouraging new leaders, considering mergers or consolidations, and so forth have been attempted until the ideas and/or the bridge members are exhausted.

- A district initiates the dissolution process when the district commander notifies the squadron commanders within the district of the upcoming vote on the district dissolution at the next

district conference, at least 30 days before the vote. The dissolution requires approval by at least two-thirds of the active members present and voting on the proposal. If the proposal is accepted by the district conference, notification of the intent to dissolve, along with the minutes containing the numerical results of the vote, are sent to the NXO.

- A squadron initiates the dissolution process when the squadron commander notifies the squadron membership of the upcoming special meeting agenda containing the vote on the squadron dissolution, at least 30 days before the vote. The dissolution requires approval by at least two-thirds of the active members present and voting on the proposal. If the proposal is accepted by the membership, notification of the intent to dissolve, along with the minutes containing the numerical results of the vote, are sent to both the D/C and the NXO.

The minutes of a dissolution meeting are an important part of the dissolution process. They must include the effective date in order to assess the financial obligations of the dissolving unit. The officer in charge of the dissolution process (usually the commander) requests the forms necessary for dissolution from HQ. The completed forms are returned to the NXO. Copies of all documents generated and/or utilized during the dissolution, along with financial statements and certificates, are to be retained.

## **15.3 NXO-Directed Dissolution**

This dissolution process is initiated when the NXO notifies a district or squadron commander that his or her unit is to be dissolved for one of the following reasons:

### **15.3.1 District's Authority Revoked by the BOD**

A district dissolves when the National Board of Directors decides that the district is no longer needed;

### **15.3.2 Provisional Squadron Failing to Thrive**

A provisional squadron terminates automatically three years from the date of its creation if the new squadron for which the provisional status was granted has not been chartered. The BOD has the authority to extend the deadline;

### **15.3.3 Merger Acquisition**

When a district or squadron is merged into another unit, its old identity ceases to exist. Mergers can be initiated by the NXO or upon GB approval of a joint resolution from the involved units. A merger resolution from two squadrons is sent to the D/C for presentation to the next conference and, ultimately, the NXO. In the case of two districts, the merger resolution is submitted directly to the NXO. All merger resolutions require approval from the appropriate district conferences. Merger resolutions, together with the conference minutes, are sent to the NXO and require approval by the Governing Board; or

### **15.3.4 Consolidation**

A district or squadron consolidation takes place when two or more like units are combined to form a new and distinct unit. The legal identities of both units are dissolved. The procedure to be followed for a consolidation is almost the same as that for a merger with the exception that a new unit is formed under the direction of the GB.

## **15.4 Reassignment of Squadrons or Members**

Once the decision has been taken to dissolve, merge, or consolidate, preparations are made to transfer the component squadrons or members to their new units.



**NOTE: The commander or other officer is designated to serve as the dissolution manager, the secretary and the treasurer remain assigned to the retiring unit in order to perform and document the dissolution duties throughout the process, including its completion.**

### 15.4.1 Merit Mark Recommendations

Recommendations for merit marks are written to recognize the final contributions by members prior to the unit's dissolution. Emailed recommendations to the appropriate squadrons' commanders and merit mark chairmen can be submitted by those officers during the normal timeframe.

- Dissolving districts email their recommendations to the districts receiving the reassigned squadrons;
- Dissolving squadrons email their recommendations to the squadrons receiving the transferred members; and
- Recommendations for members transferring to the Cyber Squadron are emailed to the NSecy.

### 15.4.2 OD-1 (for Districts) or OD-2 (for Squadrons) Report

The appropriate Job Management Report (OD-1 or OD-2) is filed to remove all officers from their positions. This step is necessary to eliminate conflict and confusion in the receiving unit(s).

### 15.4.3 Districts' Reassignment of Squadrons

During a district dissolution, the dissolution officer formally advises each of the squadron commanders of the affected squadrons, in writing, that they will be assigned to another district following the dissolution of the district. Squadrons, after meeting with their membership, may petition the NXO for a specific district assignment. The BOD has the final decision in aligning squadrons into districts.

### 15.4.4 Squadrons' Transfers of Members

In a Squadron or Provisional Squadron Dissolution, all remaining members wishing to transfer to other squadrons, including the Cyber Squadron, sign Form HQ-114, Petition for Transfer. This is a group transfer form and is squadron-specific. Therefore, a separate form will be used for each destination squadron.

## 15.5 Distribution of Assets

The dissolution officer is responsible for ensuring that the assets of the unit can be transferred under applicable state law. He works with local legal counsel on such determination, as states differ in their interpretations of transfers of assets from one 501(c)(3) corporation to another. The National Law Committee closely monitors this process.

**NOTE: The distribution of assets is a prerequisite to closing the state corporation and to filing the final federal tax return.**

An inventory of all assets (and debts, if any) in the dissolving entity's possession is performed. Any fees to be assessed by the state also are identified and held in reserve. District dissolutions also include awards being held by each squadron within the district. No individual member has any interest in or title to the assets of the organization.

All investment funds and extraneous accounts, if any, are liquidated and added to the general funds account. All outstanding debts are settled.

### 15.5.1 Merging/Consolidating Unit Assets

The assets of merging and consolidating units are intended to be assigned to the new or receiving unit. The recipient of the assignment is selected by the district conference or the squadron executive committee, appropriate to the type of units involved.

### 15.5.2 District Assets

District assets are assigned to the squadrons which were a part of the district, proportioned as to the total membership of those squadrons. If there are no squadrons within the district, district assets are assigned to the United States Power Squadrons, America's Boating Club or another 501(c)(3) corporation. The recipient of such assignment is selected by the district conference or other comparable body of the district. In the absence of such selection, the selection is made by the BOD. If the assets include bequests, gifts, or endowments, these assets are subject to review by the National Law Officer and approved by the BOD.

### 15.5.3 Squadron Assets

Squadron assets are assigned to the United States Power Squadrons, America's Boating Club or another 501(c)(3) corporation. Or, these assets may be divided among the squadrons to which the members are being transferred as part of the dissolution, proportioned as to the total membership of those squadrons. Another option is for the assets to be distributed to the district in the interest of continued support of the United States Power Squadrons, America's Boating Club mission. The recipient of such assignment is selected by the squadron executive committee or other comparable body of the squadron. In the absence of such selection, the selection is made by the BOD.

### 15.5.4 Provisional Squadron Assets

Provisional Squadron assets are assigned to the United States Power Squadrons, America's Boating Club.

## 15.6 Disposition of Assets

In accordance with the *Bylaws of the United States Power Squadrons*, the dissolution officer must do his or her best to confirm that all district or squadron property has been transferred to another squadron, district or similar charitable organization. Many states call for a written plan detailing the orderly termination of the business and final distribution of assets. The remaining bridge officers must certify that the plan has been followed under penalty of perjury. A copy of the documents used to distribute the assets should be sent to HQ. Squadrons use Form HQ-116 - Transfer of Assets between Squadrons. Districts do not have a specific form, so they should modify and use Form HQ-116. A copy of the inventory items being transferred is attached to each HQ-116.

Material items, such as flags, banners and any other assets should be offered to other districts or squadrons on a first-come, first-served basis. Historical records such as scrapbooks, past officer files or secretary files should be offered to HQ or any United States Power Squadrons, America's Boating Club unit. If there is no interest in those items they should be disposed of by the dissolution officer.

## 15.7 Cancellation of Trade Name

When the dissolving unit has registered a trade name (i.e., America's Boating Club of *geological location*), the state registrar is to be notified of the entity's dissolution.

## 15.8 Closure of State Corporation (if incorporated)

After the asset distribution has been completed, it is imperative that the corporation be dissolved following the laws of the state where the unit is incorporated. Each state has its own laws, but in general the corporation dissolution resembles the following:

- The status of corporate entity is checked. All corporate obligations, such as annual report filings, must be current. Any missing reports must be filed.
- The corporation's board (the bridge) meeting minutes detail must contain the formal vote to close the corporation (dissolve the district/squadron). The minutes from the conference or squadron meeting combined with those of the bridge or executive committee meetings satisfy this requirement.
- The Articles of Dissolution (also known as Certificate of Termination or Certificate of Dissolution) are filed with the state. States vary as to whom the filing should be addressed. It may be the Secretary of State, Division or Department of Corporations, or some other entity. The effective date of corporate dissolution is typically considered to be the date of the board's vote.
- Any assessed closure fees are paid. This assessment was identified during the asset inventory and the necessary funds withheld from distribution.

## 15.9 Closure of General Funds Bank Account

The only remaining bank account should be that of the general operating funds. All other bank accounts and investment accounts (if any) should have been closed prior to the distribution of assets. Any bills arising from the dissolution are paid and the account is closed.

After the account has been closed, the dissolution officer must promptly prepare and submit a full and complete report to the dissolution treasurer. Any excess funds must be immediately turned over to the treasurer who will make a supplemental asset distribution to the original recipients.

All financial records requiring long-term storage for IRS or other authorities should be stored in a climate-controlled safe deposit box or another facility. A bank trustee should be acquired and necessary funds allocated to pay for this service for the time required. Records retention times are determined based on the latest edition of the *Treasurer's Manual* at the time of dissolution. After the record retention period has expired, the trustee will dispose of those records. [Refer to the *TM*, T.20]

Alternatively, records could be stored electronically on permanent, non-alterable media (such as compact disks, memory sticks, cloud shares, *etc.*). Copies of that media should be distributed to the NXO, the NSecy, and the NTreas, the ComRules Chairman and the final district or squadron bridge members.

## 15.10 Final Federal Tax Return

It is imperative that the dissolution complies with all the IRS requirements. When the final return is prepared, the dissolution officer must ensure that the IRS requirements have been satisfied.

The United States Power Squadrons is exempt from Federal Income Tax as a 501(c)(3) organization. However, **all levels of the organization are required to file annual tax returns with the IRS.**

Additionally, whenever a “business entity terminates”, such as is the case when units of the organization dissolve, a final federal tax return is required.

The dissolution officer files the IRS Form-990EZ, Schedule N (Liquidation, Termination, Dissolution, or Significant Disposition of Assets). [Refer to TM, T.22] Since the tax return is a final return, the dissolution officer must ensure that the “Final return/terminated” box in Item B of the heading of the return has been checked and that all information is complete.

It is strongly recommended that the dissolution officer also send a letter to the IRS with a copy of the final return, stating that the unit has dissolved and will no longer be using the EIN. While the IRS will neither cancel the number nor reassign it to another group, the notice may provide some protection if the EIN gets used by another party for some illegal purpose.

## **15.11 Notification of Completed Dissolution**

Once all the dissolution steps have been completed, all of the dissolution documentation (minutes, forms, statements, certifications, and so forth) are assembled into a binder. The dissolution officer sends written notification that the dissolution has been completed, attaching the binder, the charter, and the transfer requests from the remaining personnel (dissolution manager, secretary, and treasurer) to the NXO.



## Chapter 16

### MERIT MARKS

- |                                      |   |
|--------------------------------------|---|
| [16.1] Definition of a merit mark    | [16.10] District commander procedures     |
| [16.2] Merit mark chairman           | [16.11] National committee procedures     |
| [16.3] How recommendations are made  | [16.12] V/C and national chair procedures |
| [16.4] Service records               | [16.13] CPS members                       |
| [16.5] Supplementary recommendations | [16.14] Area monitors                     |
| [16.6] Posthumous award              | [16.15] Points to consider                |
| [16.7] Resubmittal recommendations   | [16.16] Acceptable recommendations        |
| [16.8] Retroactive recommendations   | [16.17] Unacceptable recommendations      |
| [16.9] Notice of awards              | [16.18] Electronic merit mark submission  |

**16.1 A “Merit Mark” (MM)** is awarded by the chief commander to a member for substantial personal effort in furthering the interest, programs and objectives of USPS, its districts and squadrons. It is a coveted award; it is by and large the only official recognition members receive for their efforts. Only one merit mark may be awarded in a year to a member, no matter how extensive the contribution. A certificate is issued, and a special insignia may be worn on USPS uniforms.

Recommendations for a merit mark are made by squadron, district, rear and vice commanders to the chief commander. Active and apprentice members may be recommended.

**16.2 Merit Mark Chairman.** Upon assuming office a commander should appoint a merit mark chairman, whose first task is to contact the commander who served from 1 January to the change-of-watch.

That commander provides information for any members to be recommended for a merit mark for work during that period.

A merit mark chair maintains a list during the year of those members who have performed significant work, noting the nature of the work and the result. A large number of hours involved is not in itself sufficient to earn a merit mark. In large squadrons, a merit mark committee may be required to keep track of the data.

In October, the merit mark chair shares his list

and supporting data to the commander. After original recommendations have been sent to the area monitor by the commander (before 15 November), the merit mark chair continues to make a list of members who perform significant work up to 31 December. This data is given to the incumbent commander so that supplementary recommendations may be sent to the area monitor. A commander may not recommend himself/herself for a merit mark. His performance is reviewed by the district commander who, if warranted, will recommend him/her for a merit mark.

Members of other squadrons may be recommended; insert the name of the member's squadron under his or her name. If a member performs service for a squadron not his own, yet not enough to warrant a merit mark, it is incumbent upon the commander of that squadron to inform the commander of the member's own squadron of the work done so that it can be combined with work for the home squadron.

The area monitor can be very helpful and will be glad to answer any questions.

#### 16.3 How Recommendations are Made

- 1) On or before 15 November, Commanders (or Merit Mark Chairmen) compile the recommendations and input them on using the USPS web URL <https://www.usps.org/meritmark>. This application is a new development of the Information Technology Committee (ITCom) and a certain amount of time should be committed to learning how to use the system. You

will have to be logged into the system and have merit mark authority before you can enter and submit data;

2) Recommendations for educational work are listed in the vertical columns:

a) The first column is the name of the course;

b) The second column is the number of classes taught. This means individual class sessions or lectures given, NOT courses;

c) The third column, number of classes proctored; and

d) There is a second set of vertical columns for the same information for a different course.

3) A section titled “Valuable Service Performed” is for any and all other services performed such as:

- Office held - a brief description of actual work done by the officer (the job title is not sufficient)
- Committee chair - number of meetings chaired, results of meetings, results of activity and reports given.
- Activity chair - number of meetings held, results of meetings, results of activity and reports given.
- Committee member - how many committee meetings attended, work performed on activities. Some activities: cooperative charting, rendezvous, cruises, predicted log contests, change-of-watch dinner, founders' day dinner, auction and Safe Boating Week.
- Executive committee meetings - number attended as an officer or member-at-large, contributions to meeting and reports given
- Regular meetings - credit for officers' attendance and for any other members who have been requested by the commander to participate in some phase of the business meeting. No credit for general members; this is a privilege of membership.
- District meetings - credit for members only if attending as a delegate or participating in a

workshop or seminar or exhibiting a teaching aid.

- Governing Board or annual meeting - credit for members only if attending as a surrogate for the commander or participating in an activity such as exhibiting a teaching aid.

4) Submitting the Recommendation:

a) Electronic Form - using the new input system located at [www.usps.org/meritmark](http://www.usps.org/meritmark) complete data entry. When complete, use the submit button to forward them to the Area Monitor.

b) Printed Form - Merit Marks are no longer submitted in paper form.

5) The Area Monitor will review the recommendations to see if they meet the “substantial personal effort” requirement. If the Area Monitor does not believe that the requirement in met, the member will be deleted;

6) When the Area Monitor has completed his review, his recommendations are forwarded (either electronically or mail) to the Chief Commander and Headquarters. The results of the Area Monitor's review and the reasons for deleting any are sent back to the commander;

7) The Chief Commander may reverse or change any of the recommendations since he is the one giving the award;

8) The commander may and should resubmit any recommendations deleted by the Area Monitor giving the additional information requested by the Area Monitor. If the Area Monitor still deletes a recommendation, the commander may go directly to the Chief Commander; and

9) After approval by the Chief Commander, Headquarters updates the member's record and sends a notification to the member with the link to download their merit mark certificate.

**16.4 Service records.** It is required that every recommendation for a merit mark be supported by facts that adequately describe the work performed by the member.



**16.5 Supplementary recommendations** may be submitted after original submittal up to 1 April of the succeeding year. These are for those members who have been overlooked or who have managed by the end of the calendar year (31 December) to perform sufficient work to qualify for recommendation.

In the case of a member whose contribution may not completely justify recommendation as of the date of original submittal, it is proper that he be told that by performing additional work during the remainder of the year, a recommendation may be possible.

**16.6 A posthumous award** may be made for a member who made substantial contribution during the calendar year of death or prior years as defined. The award will be sent by USPS headquarters to the squadron commander even though the recommendation may have originated elsewhere. The squadron commander presents the merit mark certificate to appropriate survivors.

**16.7 Resubmittal recommendations** may be necessary to clarify or augment earlier submittals in cases where the area monitor or chief commander has denied an award pending receipt of additional information.

**16.8 Retroactive recommendations** may be made by the recommending officer in office during the period services were performed, or by their successor should death or other incapacity intervene. This is allowed for any of the three calendar years prior to the year in which the recommendation is made.

If recommendation relates to a period longer than the three years, it should be sent directly to the chief commander. In this case, the area monitor's endorsement is not required as the award is at the sole discretion of the chief commander.

This is another reason that a record of services performed should be kept by the commander or his designee.

**16.9 Notice of award.** Names of members recommended for a merit mark must not be made pub-

lic until the USPS headquarters notifies the recommending officer that the chief commander has approved the awards.

**16.10 Procedure for district commanders.** The district commander follows the same procedure and observes the same deadlines as squadron commanders. He considers for recommendation members of the district staff and members active in district affairs.

The district commander reviews the services and work of each squadron commander of the district and, where warranted, recommends each for a merit mark.

The district commander is responsible for obtaining and considering recommendations made by the D/C in office during that part of the calendar year prior to his installation, and also for preparing a service record for the succeeding D/C outlining services contributed by members from the following January to his retirement.

**16.11 Chairs of national committees** submit recommendations for their committee members, observing the same deadlines and procedures that are outlined for squadron and district commanders. Recommendations are sent to their respective vice commanders.

**16.12 Vice commanders and national chairs** of general and standing committees also make recommendations for merit mark awards for their subordinates. The recommendations are sent directly to the chief commander. The national executive officer reviews the services and work of each district commander and, where warranted, recommends each for a merit mark.

Efforts of General Members of the Governing Board are reviewed by the chief commander and, if deemed sufficient, the members are awarded a merit mark.

**16.13 Canadian Power and Sail Squadrons** members who contribute service to USPS that would justify recommendation for a USPS merit mark award if they were members of USPS should be recommended to the chief commander of CPS.

Such recommendations, well documented and detailed, are sent in letter form to the submitter's USPS area monitor who forwards them to the chief commander of CPS. Recommendations may include statements of continued cooperation with USPS beyond those justified in the recommendation. This does not apply to those who hold dual membership in USPS and CPS.

**16.14 Area monitors.** The chief commander appoints area monitors to assist in reviewing merit mark recommendations. Their names, assignments and addresses appear in the *USPS Directory of National, District and Squadron Officers*. Area monitors perform the following functions:

- a) **Review** recommendations from squadron and district commanders;
- b) **Indicate** to the submitting officer (form AM-1) those recommendations which are not sufficiently documented to qualify for award; and
- c) **Forward** to the chief commander both those recommendations considered acceptable and those considered not acceptable.

The decision of an area monitor to question and return a recommendation is not final. If the recommending officer disagrees with a decision, a recommendation may be resubmitted to the area monitor with the original and any additional information which may justify a change in his decision. Irreconcilable conflicts will be settled by the chief commander.

**16.15 Points to consider** when making recommendations. Detailed descriptions of services performed by members are the best means to insure approval of recommendations. It is the commander's responsibility to clearly present the facts. The following suggestions are offered as guides:

- a) **The title of a job is not sufficient.** Some members accept responsibility and do very little to carry it out. It is important to describe what was done;
- b) **Avoid vague phrases**, such as the following, which make it impossible to tell how much effort was expended:
  - Worked actively on...

- Graded papers evenings...
- Spent many hours on...
- A very dedicated member...
- Always willing to help when called upon....
- Effective as...
- Has put in more than the required hours...

c) **One-time effort.** Ordinarily a one-time contribution/service does not meet the standards for an award of a merit mark, yet there are instances in which a very special service to USPS can be compared to a year-round effort. For example, an award is not usually given for a single lecture, but an exception might be made when a great deal of unusual research and preparation of slides or aids resulted in an exceptional lecture. To obtain recognition, all the facts must be given;

d) **Work for civic projects or other organizations.** Any project which is done with a specific benefit to USPS (national, district or squadron) may be considered for a recommendation for a merit mark, but the activity must be approved by the commander with the support of the executive committee. If a squadron's or district's interests are benefited to a substantial degree, such as bringing more students into the boating course, credit may be given towards a merit mark. Simply participating in a civic event or project, land or water parade or other non-USPS-sponsored activity does not qualify. If public relations from such participation has a direct benefit to USPS, credit may be considered in a recommendation. It is important in these cases, as always, to clearly explain what was done and what was specifically accomplished to the benefit of USPS. For any special civic event or sponsored activity, the commander must enclose a covering letter explaining the event and how it benefits USPS.

Recommendations based on work performed while teaching state safe-boating courses must meet certain requirements to qualify. In order to qualify, the instruction must have been undertaken at the request of the commander and must be an approved squadron project and

a covering letter explaining the circumstances must accompany the recommendations; and

e) **Work for district.** It is correct for the *district* commander to make such recommendations. A squadron that acts as host to a district activity may recommend its members who have helped but be sure to explain what work was actually performed.

#### 16.16 Examples of recommendations.

- *Unacceptable:* “A very efficient squadron commander and a fine leader.” *Better:* “An aggressive leader; the squadron has increased its membership 8% this year; actively participated in four district council meetings and two district conferences.”
- *Unacceptable:* “A good person to have on the bridge.” *Better:* “As squadron administrative officer, attended all ten executive committee meetings and eight regular squadron meetings; was in constant touch with committees under his jurisdiction and gave written progress reports.”
- *Unacceptable:* “Served actively as treasurer.” *Better:* “Maintained up to date records and gave written reports to the squadron at all ten meetings. Prepared and timely filed all state and federal tax returns. Commended by the auditing committee for the excellence of all records.”
- *Unacceptable:* “A dedicated and very efficient SEO.” *Better:* “As squadron educational officer, supervised the organization and conduct of 31 classes during the year in all USPS subjects. Wrote six motivating articles for our squadron publication which helped to produce a 15% increase in the number of members holding AG. Attended two district conferences.”
- *Unacceptable.* “Outstanding work as *The Ensign* correspondent.” *Better:* “As *The Ensign* correspondent, sent in seven articles, of which three were published.”
- *Unacceptable.* “Worked hard as refreshment chair.” *Better:* “As refreshment chair, prepared and served coffee and sandwiches for an average of eighty members at 12

regular squadron meetings. Cleaned up after each meeting.”

#### 16.17 Examples of recommendations which are unacceptable:

a) “Members have rendered services of great value to the squadron.” This may be undeniably true, but unless the area monitor and the chief commander know *what* services, there will be no award;

b) “Acted as host to the mayor of...” It is usually considered an honor and privilege to be a host, rather than a service. If the “hosting” was part of a year-long activity as PRO, or as an aide to the commander, it would be better to mention the duration and scope of the activity. A “one-shot” event will not qualify;

c) “Served as flotilla commander, Coast Guard Auxiliary.” A merit mark is never awarded for service performed for another organization, regardless of how closely related or meritorious;

d) “Assisted with duties on the squadron cruise.” Just what did this member do apart from enjoying his vacation?;

e) “Worked with local sea scouts.” Same as “*Worked for USCGAux*” To qualify for merit mark consideration, the work performed for other organizations must be directly involved with USPS projects and activities;

f) “Performed dry-dock repair.” Whose dry dock? Does the dry dock belong to the squadron? What is its function with regard to the squadron? Is there some educational aspect?; and

g) “Served as radio technician.” For whom? What specific duties were performed?

**16.18 Electronic Merit Mark (EMM)** Submission has become a reality. In the past, merit marks were created manually by using a four part form which could be filled out either by printing neatly or by typewriter. The submissions were signed and mailed to the appropriate area monitor for approval processing. Any communication between the submitter and the area monitor was performed either by postal mail or telephone. When the approved submissions arrived at headquarters as a four foot

high pile of paper, they were entered into the respective member records manually; a costly and tedious process.

In the late nineties, DB2000, an application conceived to be a Squadron Management tool capable of handling the necessary record keeping

and reporting requirements for a squadron was designed and written by P/D/C Ken Guscott. Many versions, numerous additions and enhancements have been made over the years. To date, it has served its purpose and the facility it provided is currently being managed by other USPS applications some still under development,

## Appendix A

### USING THIS MANUAL

The *Operations Manual*, as well as the *Secretary's*, *Treasurer's*, *Membership* and *Squadron Development* Manuals, contain much information concerning the United States Power Squadrons, America's Boating Club. Indeed, they are essential to the success of any USPS watch, be it National, District or Squadron. Since there is such a vast amount of knowledge contained in these manuals, specific items can often be difficult to find in a timely manner. This section will explain the many ways that this information can be located and used to benefit the process of understanding the policies of USPS.

First, please note the numbering system for the manual:

1) Any reference to a section is noted by a section reference, for instance, 4.3; note the period between the 4 and the 3. This is a reference to section 3 of chapter 4. All cross-references in the document are in the section reference format; for instance: 5.1, 4.4, et cetera. Please note that section 4.3 will probably NOT be on page 3 of chapter 4. For section and page numbers, the *Operations Manual* uses 0 through 16 and A through K; the *Secretary's Manual* uses S; the *Treasurer's Manual* uses T; the *Membership Manual* uses M; and the *Squadron Development Manual* uses D; and

2) Any reference to a page is noted by a page number reference, for instance 5-3; note the dash between the 5 and the 3. This is a reference to page 3 of chapter 5. All entries in the index are in the page number format, 5-3, 3-7, et cetera. Note that the appendices are lettered, for instance A-1, C-2, F-2, et cetera.

There are several methods of locating information in any of our manuals:

- Read the entire chapter

- Use the Chapter Table of Contents
- Use the Index
- Use the Adobe Reader bookmark function
- Use the Adobe Reader find function

This document will present these methods in this order and provide graphics where necessary to help describe the procedure.

- **Read the entire chapter.** While this may sound quite simplistic, it can be actually very interesting and informative to read the entire chapter of the manual in which you are interested. While certain sections may not involve you or your USPS office personally, they will provide background for understanding the entirety of the subject.

For instance, reading Chapter One, USPS History, is best understood when read from start to finish. Reading Chapter Five, Squadron Organization, will provide a good foundation on what different squadron officers do.

- **Use the Chapter Table of Contents.** A chapter table of contents begins most but not all chapters. Each section of the chapter has a reference as shown at the top left on the following page.

Each chapter and section reference is actually a link just as a link might be used to locate a web page. When a document with a chapter table of contents is loaded into Adobe Reader, clicking on the link, for instance: [5.10], will jump to section 10 of chapter 5 and make it the current page in the reader. Normally, it will be at the top of the page, but this is not always the case. To locate another section, return to the top of the chapter and click on another link. Remember, the link will position you on that section and chapter and NOT necessarily on any given page.

## Chapter Table of Contents

- [5.1]› Official Name and Trade Name
- [5.2]› Non-Profit Organization
- [5.3]› Human Rights Laws
- [5.4]› Composition and Governance
- [5.5]› Objectives of Organization
- [5.6]› General Provisions
- [5.7]› Squadron Bridge

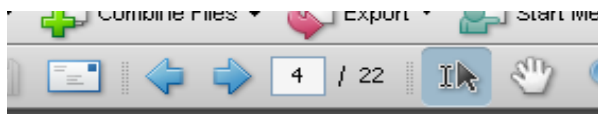
**Squadron Organization**

- [5.8]› Squadron Membership
- [5.9]› Executive Committee

**General and Standing Committees**

- [5.10]› General Committees
- [5.11]› Auditing Committee
- [5.12]› Nominating Committee
- [5.13]› Rules Committee
- [5.14]› Standing Committees
- [5.15]› Budget and Finance Committee
- [5.16]› Housing Committee
- [5.17]› Law Officer
- [5.18]› Personnel Officer/Committee
- [5.19]› Planning Committee
- [5.20]› Property Officer
- [5.21]› Supply Officer

Depending on your version of Adobe, you may be able to jump to a specific page. Considering the difference in versions of Adobe, it will appear similar to the following graphic.



Clicking on the right arrow will jump to the next page, in this case from page 4 to 5; clicking on the left arrow will jump to the previous page, in this case from page 4 to page 3. As well, clicking in the box where 4 is, entering a different page number (in this case, a number between 1 and 16) and pressing the enter key will jump to that page.

**Use the Index.** Each manual has an index. It will look similar to the following graphic located on the top of the next column:

## Index Entries

**A**

Accounting System T-11  
 Active Member T-8  
 Additional Active Member T-8  
 Apprentice/Sea Scout T-8  
 Auditor T-23

**B**

Budget T-17

**C**

Chart of Accounts T-11

**D**

DB2000 T-6  
 District Conference T-7  
 District Council T-6  
 District Treasurer T-5, T-7  
 Dues T-8  
 Dues Categories T-8  
 Duties, Treasurer T-5

**E**

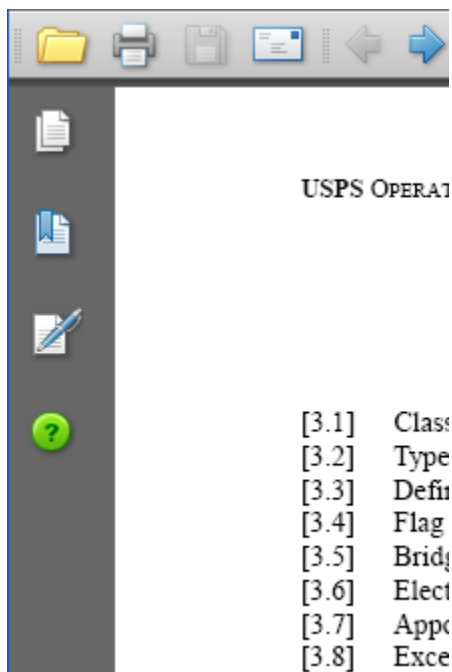
Educational Fund T-7  
 Entrance Fees T-8

Note that entries are sorted alphabetically from A to Z with any numeric entries if any being located at the beginning of the index. Entries in the index are located by finding the desired subject and then locating the indicated page. For instance, information on Additional Active Members can be found on Page 8 in the *Treasures Manual* (Remember the T?). Actually, this is no different than any other index you have used. Please note that index entries are not links. You have to locate the respective page either physically or electronically.

Not every subject or topic may be found in the index. The Operations Manual Committee has made every effort to make the index as user friendly and functional as possible. If you find a topic that is not included and you believe it should be, please let us know and we will be glad to add it.

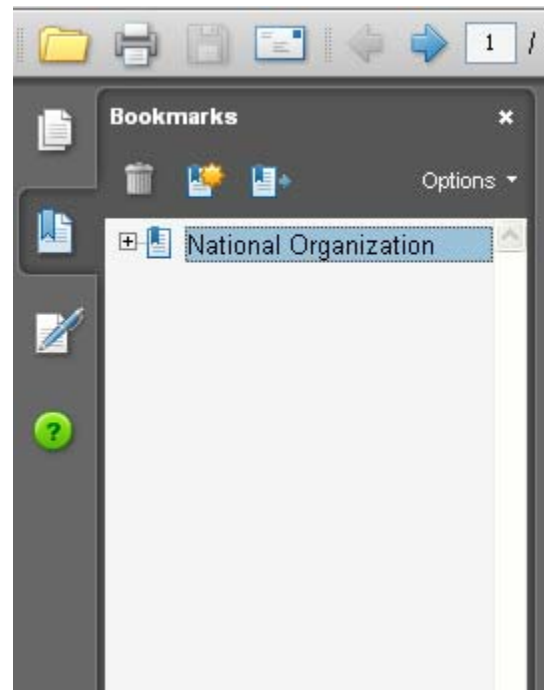
**Use the Adobe Reader bookmark function.**

The documents for the *Operations*, *Secretary's*, *Treasurer's*, *Membership* and *Squadron Development Manuals* are saved in a Portable Document Format (PDF). Actually, they are data files created by the Adobe Acrobat software development suite. As such, they cannot normally be read except by using an Adobe product, normally Adobe Reader. The reader allows users to open, read and print but not edit PDF documents. The Adobe Reader also allows finding (searching for) text in PDF documents. One method is the bookmark function as shown below:

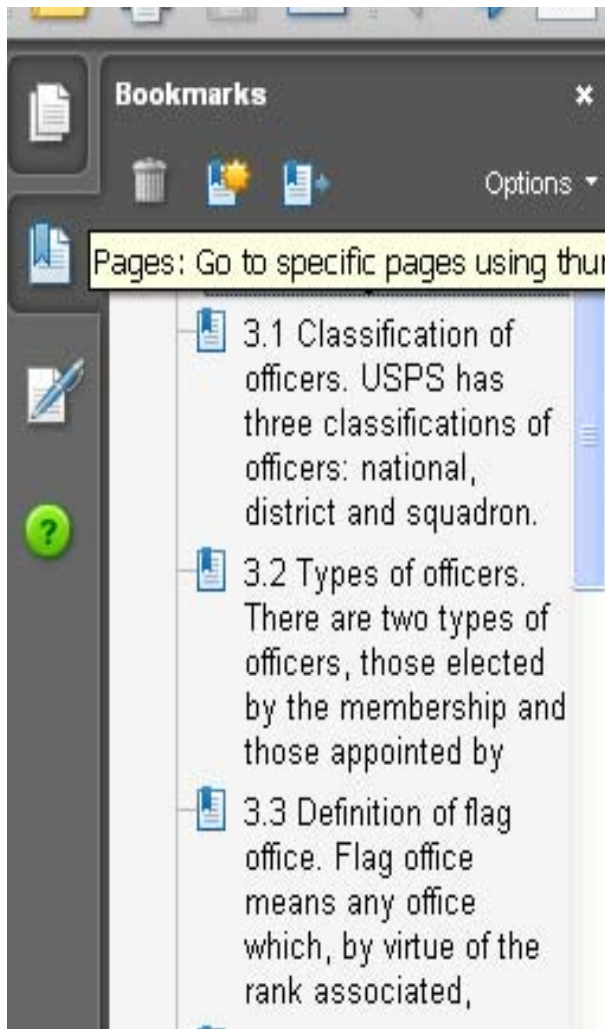


Note the second small icon located on the left hand side second from the top which appears to have a blue bookmark on the page. Generally, the

term icon is used in a wide number of contexts for an image, picture, or representation as a sign or likeness that stands for an object by signifying or representing it either concretely or by analogy. If not already displayed, bookmarks can be displayed by clicking on this icon. While the results may vary between computers and software versions, the bookmark display will appear similar to the following:

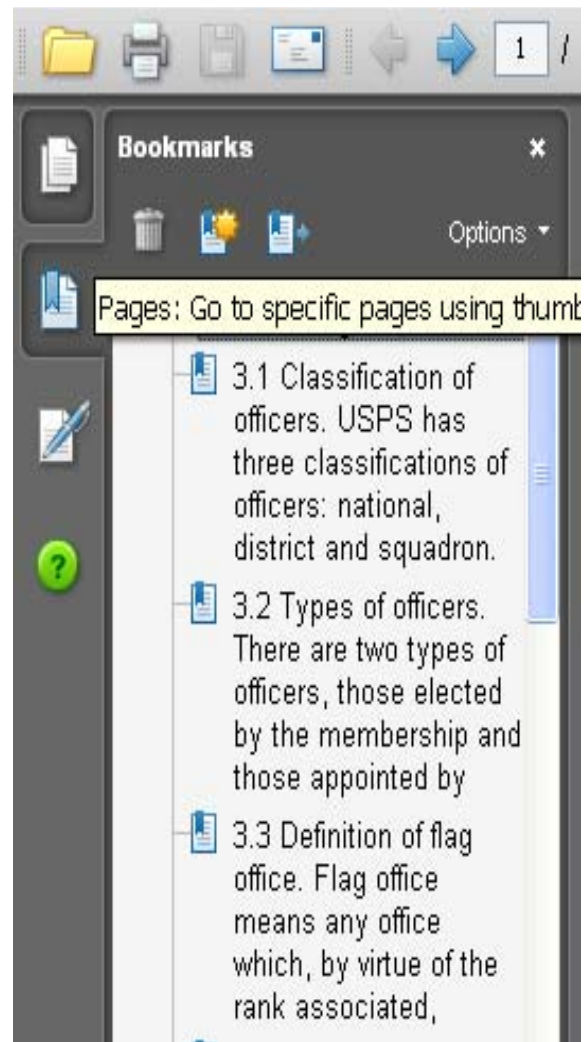


Note that the bookmark icon is what is termed a toggle. A toggle in computers means that if the feature or function is not turned on (displayed in this case), clicking it will turn it on. If it is turned on, clicking it will turn it off. It's function is very similar to a light switch.



Note the plus sign in the box next to the bookmark icon and the words “National Organization.”

Clicking on the plus sign will expand the selection. The result will be similar to the following:



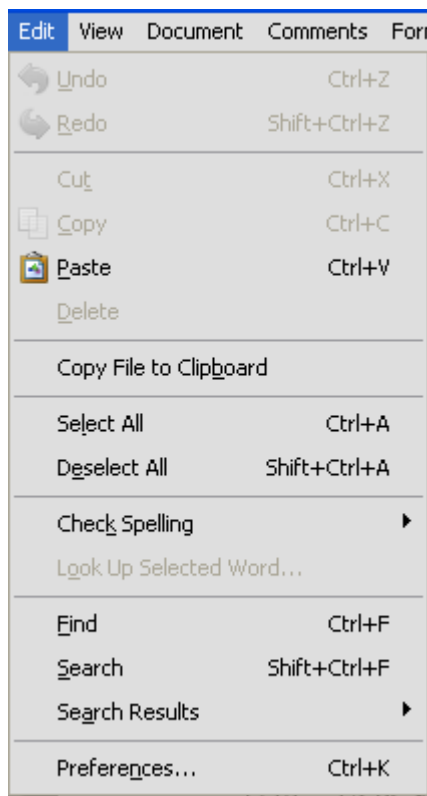
The bookmarks in each manual are essentially the sections of each chapter. Since there are more section listings than will display in the limited space, a scroll bar is provided on the right side of the bookmark window. Scrolling to the desired section and clicking on the bookmark text will cause the reader to jump to that section. Normally, but not always, the section will be at the top of the page.

The use of bookmarks and how they function on any given computer can be controlled by settings in the Adobe Reader software. If your version is not functioning as you think it should, investigate the settings for the bookmark function and set them to the desired functionality.



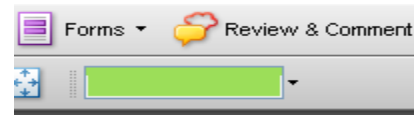
Again, in the Operations Committee manuals, only the sections of a chapter are bookmarked. If you know the section you need, this is a good feature. The first few words of each section are listed in the bookmark window. How this is displayed on a system depends on certain software settings on each system. Experimentation will help users find the settings most useful for their system.

**Use the Adobe Reader find function.** Adobe Reader also contains a find function. This feature allows users to locate specific words or phrases within a document. The Find command is used for this feature. Clicking on the Edit menu at the top of the reader screen will display a screen that will look similar to the following:



Note that the shortcut key is Ctrl+F. You may either move the mouse to the Find command and right click or press and hold the Control key while

pressing the F key. Either produces the same result, a screen similar to the following:

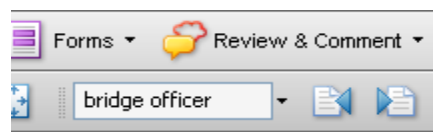


If you are interested in finding every reference to the phrase “Bridge Officer” in chapter 3 and chapter 3 is loaded into the Adobe reader, key in the words Bridge Officer in the find box and press the enter key. Entries in the document matching the words “bridge officer” are highlighted in the document. Depending on the version of the reader that is installed, an example of what this may look like on the system follows:

- [3.1] Classifications of officers
- [3.2] Types of officers
- [3.3] Definition of flag office
- [3.4] Flag Officers
- [3.5] **Bridge officer**
- [3.6] Elected officers
- [3.7] Appointed officers
- [3.8] Exceptions
- [3.9] USPS departments
- Chief Commander**
- [3.10] Role of chief commander
- [3.11] National appointed officers
- [3.12] Duties of aides

Note that the search criteria, in this case “bridge officer,” is not case sensitive. For instance, “Bridge Officer,” “bridge officer” and “BrIdGe OfFiCeR” are equivalent to the find engine. They will find any occurrence of “bridge officer” in any combination of case, either upper or lower.

After the first entry is found, finding the next or previous match can be done by clicking the Find Previous or Find Next icons located next to the text box. An example of this is shown below:



If no matches are found in the document, a suitable message is displayed on-screen. If this is the case, be sure you have spelled the find criteria correctly and repeat the find.

There is also a search function in the Adobe reader. While the presentation is slightly different and there are more advanced features in the search rather than in the find functions, the principal and practice is essentially the same.

## Appendix B

### PART ONE ... THE UNIFORM

[B.1]	United States Power Squadrons uniform	[B.35]	Squadron level
[B.2]	Purpose of the uniform	[B.36]	District level
[B.3]	Uniform categories	[B.37]	National level
[B.4]	Dress code	[B.38]	Insignia of position
[B.5]	The uniform jacket	[B.39]	Sleeve stripes (braid)
[B.6]	Long-sleeved shirt	[B.40]	Squadron sleeve stripes
[B.7]	Short-sleeved shirt	[B.41]	District sleeve stripes
[B.8]	Headgear	[B.42]	National sleeve stripes
[B.9]	Shoes	[B.43]	Consistency of tridents and stripes
[B.10]	Belt	[B.44]	Merit marks
[B.11]	Tie	[B.45]	Shoulder tabs
[B.12]	Gloves	[B.46]	Past-officer tabs
[B.13]	Women members	[B.47]	Mutually-exclusive insignia
[B.14]	Purse	[B.48]	Squadron sleeve insignia
[B.15]	United States Power Squadrons blazer	[B.49]	District sleeve insignia
[B.16]	Accessory clothing	[B.50]	National sleeve insignia
[B.17]	United States Power Squadrons emblem	[B.51]	Grade and skill level insignia
[B.18]	Blazer and cap device	[B.52]	Design
[B.19]	Formal squadron emblem	[B.53]	Insigne for educational achievement
[B.20]	Model design	[B.54]	Insigne for educational proficiency
[B.21]	Designs	[B.55]	Insigne for senior member
[B.22]	Name plate	[B.56]	Insigne for life member
[B.23]	Sash	[B.57]	Uniform cap insignia
[B.24]	Ancillary attire	[B.58]	Buttons
[B.25]	Informal or casual attire	[B.59]	Name tags
[B.26]	Insignia	[B.60]	Miscellaneous United States Power Squadrons patches and insignia
[B.27]	Membership pin	[B.61]	Incidental insignia
[B.28]	Some exceptions	[B.62]	Aides to the chief commander
[B.29]	25-year pin	[B.63]	Jewelry
[B.30]	Life member pin	[B.64]	Boat insignia
[B.31]	50-year pin	[B.65]	Front license plates
[B.32]	Officer tags	[B.66]	Service club signs
[B.33]	Merit mark tabs	[B.67]	VSC insignia
[B.34]	Insignia of rank		

**B.1 The uniform.** United States Power Squadrons® has adopted a yachting-style uniform to add dignity and uniformity to official appearances of members. Yachtsmen have worn standard dress for many years and, while United States Power Squadrons has introduced some unique features, much of its uniform code conforms to those traditions. Designed in traditional yachting style, but with unique United States Power Squadrons insignia,

the uniform provides identification and recognition of the wearer both within and without the organization. In lieu of the uniform, active members may wear the regulation blazer with a distinctive United States Power Squadrons emblem. In addition, certain United States Power Squadrons emblems may be worn on casual attire such as shirts, windbreakers and caps. This chapter describes those items in detail. The uniform, blazer and insignia of United

States Power Squadrons may be worn only by persons who are currently members of United States Power Squadrons, except that a life member pin may be worn for life. No insignia other than those prescribed in this chapter are to be worn on the United States Power Squadrons uniform or blazer. Refer to Part Two for more information.

While some squadrons have a tradition of uniform wear, there is no requirement that any member buy or wear any uniform. Although most members will never wear a uniform, those who so choose will want to do so correctly.

**B.2 Purpose of the uniform.** The United States Power Squadrons uniform is worn in the more formal and official settings. On it a member may display insignia of his or her administrative and educational achievements, including rank, grade and merit marks.

The uniform is most frequently worn:

- When representing United States Power Squadrons, or one of its districts or squadrons at external functions or when speaking to the public or a private group.
- At Governing Board and annual meetings of United States Power Squadrons.
- At formal and semi-formal district or squadron social affairs.
- At district business and social functions such as conferences and rendezvous.
- By flag officers at regular squadron meetings,
- At funerals, where United States Power Squadrons honors are being paid to the deceased.

Although the appropriate uniform may be worn by any member at a meeting where one is prescribed, the blazer or appropriate civilian dress is more commonly worn by the general membership at regular squadron meetings, business meetings or similar activities.

**B.3 Uniform categories.** Several styles of uniform are provided to allow for different circumstances and climate. Two of these, uniforms “A” and “B”, are formal and when worn with a bow tie serve as the counterpart of a tuxedo. With a four-in-hand or crossover tie they should be considered

as the “dress” uniform. The other uniforms, C through F, are the “operational” uniforms and represent combinations of shirt styles with either black or white trousers/skirts; selection of the proper one is a function of the climate and nature of the activity of the day. Men’s and women’s uniforms, while obviously different, follow the same general patterns.

**B.4 Dress code.** At official functions, a dress code (similar to what is called “uniform of the day” in the military) is prescribed by the presiding officer. Members are encouraged to wear this uniform, but may certainly wear other attire suitable for the occasion. Color guards may wear a uniform different from the one prescribed if such is dictated by the officer in charge.

*Something to consider: adding, combining or omitting uniform articles in a way not consistent with specifications is not authorized. The jacket is to remain buttoned whenever worn, except in private. The jacket is never removed when a bow tie is worn.*

*Note that if the United States Power Squadrons standard long sleeved shirt is worn, uniform A or B with four-in-hand or crossover tie becomes uniform F or C when the jacket is removed. The wearer would then be “out of uniform.” The wearing of a United States Power Squadrons uniform other than the one prescribed is in poor taste.*

*Chaplains may substitute the ecclesiastical black shirt and white collar when wearing uniform A or B.*

*The cap should be worn by color guards and at formal outdoor occasions. It may, however, be removed for normal “back and forth” activities.*

**B.5 The uniform jacket** for men (once referred to as the “blue uniform”) is generally known as the regulation yachting uniform, shade 3346, with buttons of United States Power Squadrons design. The uniform jacket for women is the female naval officer's uniform jacket with buttons of United States Power Squadrons design or, alternatively, the navy woman officer's service four but-

ton coat. For both men and women, uniform A uses black trousers/skirt; uniform B, white.

Trousers/slacks worn by women members are fly-front with side seam pockets, without belt or cuffs. They are the same material and color as the jacket, above. The skirt is six-gore, A-line, of a length below the knee. The black skirt is the same material and color as the jacket, above. The white skirt is made of washable polyester gabardine, lined with washable fabric. When a bow tie is called for in the dress code, women may wear a long skirt of style, fabric and color consistent with uniform A or B, as specified.

For both men and women members, a plain long-sleeved white dress shirt may be worn (and is recommended) with uniforms A and B in lieu of a regulation shirt.

**B.6 Long-sleeved shirt.** The men's long-sleeved shirt, worn with uniforms C and F, is a white shirt of preshrunk fine combed cotton or synthetic fibers with a collar shaped and convexed over the shoulder. It is coat-style with seven simulated pearl buttons in front and simulated pearl-button barrel cuffs (French cuffs are not appropriate.) Shoulder straps (epaulets) of the same material are attached to the shirt with United States Power Squadrons gilt buttons. There are two breast pockets with flaps fitted with similar gilt buttons. Grade, senior member, merit mark and officer insignia may be worn as provided elsewhere in this section.

For **women**, the current long-sleeved shirt is identical to the men's; however, an earlier design remains authorized as follows: A tailored white blouse with pointed, non-button-down collar and a single breast pocket, without flap, on the left side.

Grade, senior member, merit marks and officer insignia (but not braid) may be worn as provided elsewhere in this section.

**B.7 Short-sleeved shirt.** The men's short-sleeved shirt is a white open-neck shirt of fine combed cotton or synthetic fibers to which are added epaulets, two pocket flaps and gilt buttons as

on the regulation long-sleeved shirt. A tie is not worn with this shirt.

The women's short-sleeved shirt is similar to the long-sleeved shirt (either version) but with open neck.

Grade, senior member and officer insignia (but not merit marks or braid) may be worn as provided elsewhere in this section.

**B.8 Headgear.** The men's formal uniform cap is the traditional formal yachting cap with black visor, white top, black United States Power Squadrons buttons and black cord chin-strap. Officer insignia may be worn as shown in the tailor's guide. Refer to Part Two for more information.

The women's hat is a navy-style woman's hat (combination) with white cover and black brim, fitted with United States Power Squadrons cap device. It is worn straight on. Officer insignia may be worn as shown in the tailor's guide. Refer to Part Two for more information.

The formal cap and the women's hat are worn only with the uniform not with the blazer or casual attire.

An **informal cap** ("baseball" or "flattopper" style) may be worn by men or women with uniforms C, D, E, F and G when engaged in on-the-water activities on or around boats where the formal cap would be cumbersome or inconvenient. The United States Power Squadrons cap device without officer insigne is to be attached. Color is to be white or black as specified by the officer in charge. Members may wear these caps for any activity with or without the uniforms specified.

Headgear of any type (formal or informal, men's or women's) is removed indoors except when worn by a member of a color guard or in a house of worship whose tenets require otherwise.

**B.9 Shoes.** Shoes should be plain-tipped, conservative in design and black or white as appropriate. Canvas or woven material is not appropriate for wear with the uniform, except when there is a likelihood of the wearer's being on board a vessel.

Women's shoes are mid-heel pumps in black or white as appropriate, or white boat shoes or flats when participating in a boating activity.

**B.10 Belt.** A white webbed belt should be worn with men's uniforms C, D and E and a black webbed belt with uniforms F and G, provided trousers are provided with belt loops. A United States Power Squadrons brass buckle with ship's wheel logo is recommended. The free end of the belt is inserted into the buckle so that the metal tip just conceals the metal of the buckle backplate, "metal to metal," as the Navy says.

**B.11 Tie.** For men, the tie is a standard four-in-hand black necktie or if the dress code calls for it, a black bow tie. The women's tie is a Navy-style black crossover with button snap. When the dress code calls for a black bow tie, women wear a small version.

**B.12 Gloves.** White gloves may be worn by members, male or female, when acting in an official honor guard, color guard or as pallbearers.

**B.13 Some special thoughts for women members.** Hosiery, worn with all uniforms except E, is of natural tone. For uniform E white ankle socks are appropriate. Women may wear minimal appropriate jewelry, but brooches and other pins are not permitted on the uniform.

**B.14 Purse.** A purse, black or white consistent with the color of the uniform, may be of her own choosing but preferably of real or simulated leather, without trim.

**B.15 United States Power Squadrons blazer.** Active members are authorized and encouraged to wear United States Power Squadrons blazer in informal situations within or without United States Power Squadrons when it is desirable to be identified with the organization. The blazer is not a uniform, but it may be worn in lieu of a uniform at times other than at formal and semi-formal (bow tie) functions.

The official blazer is a dark blue, two or three button single-breasted jacket with notched lapel and patch or welt style pockets. For those whose

physique can handle it, a double breasted blazer may be substituted. Buttons are gold or black United States Power Squadrons design.

**B.16 Accessory clothing.** No specific accessory clothing (trousers, skirts, shirts, et cetera) is designated for wear with the blazer. Members are encouraged, however, to wear attire that is in good taste and appropriate to the occasion.

**B.17 United States Power Squadrons emblem.** Members entitled to wear the blazer may wear on the breast pocket a unique United States Power Squadrons emblem incorporating a device identical to the regulation cap device, with (or without if desired) officer and grade insignia. If the device is worn without an officer insigne, it is encircled by a circle of gold Mylar thread (gold bullion is "grandfathered"). If the emblem is worn with an officer insigne, it follows the same design as that of the cap. Grade insignia may be worn above the emblem or officer insigne. Grade insignia are smaller versions of those authorized for the uniform. Only active and past officer insignia are permitted, namely tridents, binoculars, speaking trumpets and fouled anchor.

**B.18 Blazer and cap device.** These distinguishing United States Power Squadrons devices consist of a ship's wheel with eight spokes, embroidered in gold, so placed that the two upper spokes are at equal angles to an imaginary vertical line. Spokes within the rim are not shown, and in their place a raised white enameled disc is inserted, showing the United States Power Squadrons ensign in color, in a size such that the four corners of the flag touch the circumference of the disc. The cap device is centered vertically, half on the cap band and half above it. The blazer device is centered on the left breast pocket.

Officer insignia may be worn in conjunction with either device. As officers often change positions, become past officers, et cetera, it is recommended that officer insignia not be worn on the cap. The blazer, however, is worn much more frequently; the officer insigne is recommended in this use. The cap device without officer insignia is also authorized to be worn on the "flat-top" or "flight-deck" casual yachting cap. Refer to Part Two for

more information.

**B.19 Formal squadron emblems.** Squadrons may elect to wear on their blazers a locally designed formal squadron emblem, in lieu of United States Power Squadrons emblem. Such designs must be approved by the Heritage and Protocol Committee. If a squadron chooses to adopt a modification of the “model” emblem, it will receive summary approval by the chair of HAPCom. Refer to Part Two for more information. If a squadron adopts this emblem as a policy, all members should wear the same emblem; a mixture of designs can only confuse. Officer and grade insignia may be placed on these devices in the same relative positions as with the official emblem.

**B.20 Model design.** The model emblem features a ship's wheel with the squadron pennant superimposed. The squadron name appears on the body of the wheel with the initials U-S-P-S spaced among the upper spokes. If only the upper portion of the wheel is required for the squadron name, the words “Power Squadron” (spelled out fully) may be placed in the lower portion, or the initials U-S-P-S may be placed there in lieu of the position among the spokes.

**B.21 Other designs.** Designs other than those patterned after the model will be considered by HAPCom on an individual basis. All proposals, including adaptations of the model, should be forwarded to its assistant chair.

**B.22 Name plate.** Appropriate insignia for the blazer include the items noted above and a regulation name plate. Some squadrons and/or districts may also have incidental awards or badges that may be worn. No other emblem, insignie, pin or device is authorized on United States Power Squadrons blazer.

#### **Other Authorized United States Power Squadrons Garb**

**B.23 Sash.** In order to show their United States Power Squadrons accomplishments, women members may wear a regulation sash over appropriate formal attire (not with the uniform) at events where

the specified uniform is either A or B with bow tie. The sash may be either white or black, coordinating with the dress which is worn. It is worn over the left shoulder, fastened with a shoulder tab which may bear an insignie of rank. It comes together and is fastened at the right hip with the front portion on top. The sash must bear a United States Power Squadrons emblem with grade (if any) but without rank, positioned one-quarter of the way from shoulder to hip. The sash is not to be worn when a woman is acting in an official capacity. For a source of the sash contact the Heritage and Protocol Committee.

**B.24 Ancillary attire.** When weather conditions require, it is suggested that members in uniform wear the regulation Navy black raincoat, windbreaker, or Woolly Pully® sweater. The latter two items are not to be worn with uniforms A or B. Soft shoulder tabs denoting rank or position (the same as those prescribed for the uniform shirt) may be worn on these garments. Likewise, the United States Power Squadrons emblem, without rank or grade insignia, may be worn on the sweater.

**B.25 Informal or casual attire.** For less formal outdoor or on-the-water activities where a form of cohesiveness and squadron identity is desired, most squadrons will adopt a sport shirt, either knit or broadcloth, or some other dress bearing a “casual patch” consisting of the squadron's burgee, the burgee crossed with United States Power Squadrons ensign or similar emblem. This is encouraged and for many members will be the closest to a uniform that they will own.

Such casual patches are authorized to be worn on jackets, shirts, “flat top” caps, et cetera. They are often embroidered into the fabric of the clothing and designs usually are noticeably breezier than those of the more formal squadron blazer emblem. Squadrons may design their own patches and forward them to the assistant chair of the Heritage and Protocol Committee for review. Those that differ only in burgee and squadron name from styles already approved, have automatic summary approval. Innovative designs will be reviewed more extensively by the HAPCom which will be happy to provide guidance when needed.

**B.26 Insignia.** United States Power Squadrons insignia recognize membership, position (rank or committee affiliation), educational accomplishment, seniority and contribution (the merit mark.) The several items of insignia may be worn on the uniform and the blazer or in the case of rank, may appear on the flag of an officer. This section describes the various items of insignia and provides pictures of each.

Insignia material. Throughout this chapter reference is made to “gold” insignia for rank, grade, senior member, merit marks, cap device, et cetera. On the uniform jacket, these are to be embroidered in gold Mylar thread. The previously authorized gold bullion may continue to be worn by those having it. All “gold” insignia on a uniform should, however, be of the same material. On the regulation white shirt, “gold” insignia are embroidered on yellow silk thread. Past officer insignia (or “silver”) follow the same requirements.

**B.27 Membership pin.** Active, associate and honorary members of United States Power Squadrons may wear on informal clothing a membership lapel pin consisting of a gold-colored ship's wheel substantially one-half inch in diameter, with a raised United States Power Squadrons ensign, in color, superimposed on the wheel in bas-relief. The ensign simulates a waving flag, which, if displayed flat, would touch the rim of the wheel at the four corners. Gold may be used instead of white for the stars and the fouled anchor. The ship's wheel has eight spokes, positioned so that one spoke is uppermost.

The membership pin, with or without officer tab, should not be worn on United States Power Squadrons blazer when it duplicates the insignia worn on the breast pocket; it is redundant.

**B.28 Some exceptions:**

- A 25-year, 50-year, life-member or Governing Board member emeritus pin is permitted - none of these are part of the pocket patch
- A membership pin with officer tab may be worn if a rank insigne is not incorporated into the pocket emblem
- If an active rank (gold or red) is incorporated into the pocket emblem, a membership pin

with officer tab may be worn if the tab signifies a higher past rank. (A past district commander, say, may choose to wear in his pocket emblem, the tridents of a current squadron position)

- In lieu of an officer tab a member may attach to his membership pin a lower tab of brushed gold on which is indicated the number of merit marks earned, in increments of five merit marks. Members should note that the merit mark tab does not duplicate any other item on the blazer and as such is not redundant.

**B.29 Adjuncts to the membership pin. Twenty-five-year pin.** One who has been a member for twenty-five years may wear a membership pin surrounded by a gold laurel wreath.

**B.30 Life-member pin.** A life member may wear for life a membership pin surrounded by a silver rope.

**B.31 Fifty-year pins.** One who has been a member for fifty years may wear a membership pin as follows:

A) For those who have been awarded fifty merit marks: The life-member pin with an upper tab containing a diamond;

B) For those who have been awarded at least twenty-five but fewer than fifty merit marks: The life-member pin with an upper tab bearing the representation of a spread eagle and the numerals “50”;

C) For those who have not been awarded twenty five merit marks: The twenty-five-year membership pin with an upper tab bearing the representation of laurel wreaths with the numerals “50”.

**B.32 Officer tabs.** Active and past officers listed below may wear, in conjunction with the lapel pin to which they are entitled, a lower tab having a blue field on which appears the following gold insigne:

- Chief commanders: Three long-staffed crossed tridents
- Vice commanders: Two long-staffed crossed tridents
- Rear commanders: One long-staffed trident



- Staff commanders: One long-staffed trident without crossbar but with a circle superimposed on its staff
- District commanders: Three delta tridents with the middle trident higher than the others
- Commanders: Three short-staffed tridents with the middle trident higher than the others
- Tabs are not approved for district or squadron lieutenant commanders.

**B.33 Merit mark tab.** Refer to Part Two for more information.

**B.34 Insignia of rank.** In United States Power Squadrons all ranks are shown by combinations of one or more tridents, each differing in dimensions or details of design. Squadron level tridents bear a short staff; district level a mid-length staff with a superimposed triangle (delta trident); and national level tridents bear a long staff, with one subset, the staff commander, having a superimposed circle.

**B.35 At squadron level,** the commander merits three gold tridents arranged in a triangular pattern. The lieutenant commanders merit two gold tridents side by side while elected first lieutenants have one gold trident. Appointed lieutenants wear a red trident.

**B.36 At district level,** the commander merits three gold delta tridents arranged in a triangular pattern. The lieutenant commanders merit two delta gold tridents side by side while elected first lieutenants have one gold delta trident. Appointed lieutenants wear a red delta trident.

**B.37 At national level,** the chief commander merits three crossed long staffed gold tridents. The vice commanders merit two crossed long staffed gold tridents and rear commanders have one long staffed gold trident. Staff commanders have one long staffed gold trident with superimposed circle.

**B.38 Insignia denoting position.** Certain positions at each level of United States Power Squadrons merit unique insignia. These are worn in substantially the same way and locations as the tridents of an officer; however, officer tridents and committee insignia are not to be worn simultane-

ously. Refer to Part Two for more information on wearing insignia of Governing Board membership. These positions are:

**Squadron level:**

- Flag Lieutenant
- Fleet Captain
- Members of Local Boards

**District level:**

- Flag Lieutenant
- Fleet Captain
- Aide to D/C
- Chaplain

**National level:**

- Flag Lieutenant
- Aide to C/C
- Advanced Grades Division
- Elective Courses Division
- Governing Board Members
- Members, Committee on Rules

Refer to Part Two for more information and illustrations of each insigne.

**B.39 Sleeve stripes (braid).** On the uniform jacket, a member may wear on both sleeves, stripes (also referred to as braid) denoting his or her current rank or position. These stripes may be retained after retirement from office. Stripes are made of heavy navy blue mohair of differing widths depending on the wearer's office. The lower edge of the bottom stripe is placed two inches above the end of the sleeve. The number, width and separation of stripes is described below.

**B.40 Squadron sleeve stripes.**

- Commanders: Four half-inch stripes spaced one-half inch apart.
- Lieutenant commanders: Three half-inch stripes spaced one-half inch apart.
- First lieutenants: Two half-inch stripes spaced one-half inch apart.
- Lieutenants, including aides to the commander, the flag lieutenant, chaplain, fleet captain and chairs of local boards: One half-inch stripe.

**B.41 District sleeve stripes.**

- District commanders: One one-inch stripe with three half-inch stripes above it, spaced one-quarter inch apart
- District lieutenant commanders: One one-inch stripe with two half-inch stripes above it, spaced one-half inch apart
- District first lieutenants: One one-inch stripe with one half-inch stripe above it, spaced one-half inch apart
- District lieutenants, aides to the district commander, the district flag lieutenant, the district fleet captain and the district chaplain: One one-inch stripe

#### **B.42 National sleeve stripes.**

- Chief commanders: One two-inch stripe with three half-inch stripes above it, spaced one-quarter inch apart
- Vice commanders: One two-inch stripe with two half-inch stripes above it, spaced one-half inch apart
- Rear commanders and chairs of ad hoc committees: One two-inch stripe with one half-inch stripe above it, spaced one-half inch apart
- Staff commanders, aides to the chief commander, the national chaplain, the national flag lieutenant, general and emeritus members of the Governing Board, and members of all national committees: One two-inch stripe.

*Some members have asked, "Why such somber stripes; why not gold?" This is one of the traditions of the sea. Gold stripes indicated the paid crew of one's yacht; the owners wore black stripes to differentiate them from one another.*

**B.43 Consistency of tridents and stripes.** Members serving in an office of lesser rank than one held previously may continue to wear the stripes of the former position. An example might be a past squadron commander serving as a squadron lieutenant.

**B.44 Merit marks.** A member may wear on the left sleeve of the black uniform jacket and the long-sleeve white shirt, a quantity of merit marks, each a vertically oriented gold bar, commensurate with the cumulative number awarded. Refer to Part Two for more information on wearing merit marks.

Up to twenty merit marks are worn in a single row. (They are purchased in strips of appropriate number.) Those in excess of twenty are worn on one or more additional rows. When additional merit marks are awarded, it is recommended that a complete new strip be affixed, to avoid inconsistencies in color (particularly with bullion) and errors in spacing and/or alignment.

**B.45 Shoulder tabs.** Insignia of rank or position worn on the regulation white shirt (both short and long-sleeved), sash, windbreaker, sweater or raincoat are sewn on a soft black shoulder tab. Material for tabs is similar to that used for the backing on insignia applied to the black uniform (shade 3346), folded into a sleeve with the specific insignia centered on the exposed portion. Insofar as possible, gold and silver insignia are to be of Mylar. The tab is designed to slide onto a shoulder strap stitched at the shoulder seam only. *Tabs may not fit properly on some "police shirts" sometimes sold for use as United States Power Squadrons uniforms, as additional shoulder stitching significantly reduces the free end of the strap.*

**B.46 Past-officer tridents.** Past chief, vice, rear, district, staff and squadron commanders may continue to wear the tridents of their former office except that they become silver on retirement. Past lieutenant commanders, district and squadron, *who have served at least three years in that rank* (not necessarily consecutively), former general members of the Governing Board who have served three years in that capacity and past national flag lieutenants may also wear silver insignia.

**B.47 Mutually-exclusive insignia.** Officer tridents, committee insignia and Governing Board member insignia are not to be worn simultaneously.

#### **B.48 Squadron sleeve insignia.**

- Commander: Three gold short-staffed tridents.
- Lieutenant commanders: Two gold short-staffed tridents.
- First lieutenants: One gold short-staffed trident.
- Flag lieutenant: One red speaking trumpet, placed vertically with mouthpiece upward.

- Lieutenants and the chaplain: One red short-staffed trident.
- Fleet captain: A red fouled anchor, placed vertically.
- Members of local board for boating: A right isosceles triangle, in gold outline, resting on its hypotenuse.
- Members of the local board for advanced grades: A pair of gold dividers with legs open at an angle of 80 degrees.
- Members of the local board for elective courses: A gold outline square.

#### **B.49 District sleeve insignia.**

- District commander: Three gold delta tridents
- District lieutenant commanders: Two gold delta tridents
- District first lieutenant: One gold delta trident
- District flag lieutenant: Two red speaking trumpets, crossed at 90 degrees, positioned at equal angles to the vertical with mouthpieces upward
- District lieutenants: One red delta trident
- Aides to the district commander and the district chaplain: One red binocular with eyepieces upward Fleet captain: a red fouled anchor, placed vertically.

#### **B.50 National sleeve insignia.**

- Chief commander: Three gold long-staffed tridents, crossed at 45 degrees one-quarter inch from their bottom, with the center trident placed vertically
- Vice commanders: Two gold long-staffed tridents crossed at 90 degrees one-quarter inch from their bottom, positioned at equal angles to the vertical
- Rear commanders: One gold long-staffed trident placed vertically
- Staff commanders: One gold long-staffed trident with a circle whose diameter is equal to the width of the trident superimposed on the staff so that it touches the crossbar connecting the tines. The staff is not visible through the circle
- National flag lieutenant: Two gold speaking trumpets, crossed at 90 degrees, positioned at equal angles to the vertical with mouthpieces upward

- Aides to chief commander and the national chaplain: One gold binocular with eyepieces upward
- General members of the Governing Board: One gold scallop shell, with base down. Refer to Part Two regarding wearing this insignie with tridents.
- Emeritus members of the Governing Board: The insignie for general member of the Governing Board surrounded by a gold laurel wreath. Refer to Part Two for more information regarding wearing this insignie with tridents
- Members of the Committee on Rules: A gold scroll in outline, having a gold disc in the center
- Members of the advanced grades division: A pair of gold dividers with legs open to an angle of 80 degrees, with a disc placed centrally between the legs
- Members of the elective courses division: An outline of a gold rectangle with a disc in its center

**B.51 Grade and Skill Level Insignia.** A member may wear on the black uniform jacket, on the regulation United States Power Squadrons white shirt (long or short sleeved) and on United States Power Squadrons blazer an insignie denoting the highest advanced grade in which he has qualified. There is no Insignia for a skill level.

#### **B.52 Design. Authorized insignia for grades are as follows:**

- Seaman: One bar
- Pilot: One bar
- Both seaman and pilot: Two bars
- Advanced pilot: One star flanked by 2 bars
- Junior navigator: Two stars with a single bar between them
- Navigator: Three stars separated by two bars

Members who attained advanced grades prior to 1942, when seamanship became an advanced grade, may wear the stars of the AP, JN and N insignia without the associated bars.

**B.53 Insignie for educational achievement.** A member who qualifies for the educational achievement award may wear the insignie for navigator surrounded by a gold rectangle. The border of the

rectangle is to be of the same material as the navigator insignie.

**B.54 Insignie** for educational proficiency. A member who qualifies for the educational proficiency award may wear immediately below the grade insignie a gold line extending the same width as the grade insignie.

**B.55 Insignie for senior member.** A senior member is entitled to wear a distinctive insignie comprised of a double-pointed gold arrow, placed horizontally, in the center of which is superimposed a Roman numeral “V”. The arrow’s staff is not visible through the numeral. On the black uniform the insignie is placed below the grade insignie or, if none, centered below the top of the left breast pocket. On the regulation United States Power Squadrons shirt, it is worn centered, above the pocket.

**B.56 Insignie for life member.** A life member may wear a distinctive insignie identical to the senior member insignie except that the Roman numeral “V” is surrounded by a simulated laurel wreath in gold.

**B.57 Uniform cap insignia.** Officers and members of certain committees may wear in conjunction with the regulation cap device the tridents or symbols of their position similar to those worn on the sleeve. Insignia on the cap are to be consistent with those on the wearer’s jacket or shirt. Because the cap is worn infrequently, and one’s rank changes from time to time, members should consider wearing the cap without any insignia of rank or position.

**B.58 Buttons.** Regulation United States Power Squadrons buttons bear a representation of a ship’s wheel with eight spokes, one spoke uppermost, with the letters U-S-P-S surrounding a centrally placed anchor. Black buttons are worn on black uniforms and the regulation cap; gilt buttons are worn on white uniforms. Either black or gilt buttons may be worn on United States Power Squadrons blazer.

**B.59 Name Tags.** A complete and current description of the format, lettering and wearing of

United States Power Squadrons Name Tags can be found by referring to the United States Power Squadrons Branding Manual using the link provided on the USPS Website.

**B.60 Miscellaneous United States Power Squadrons patches and insignia.** Several distinctive patches have been developed for special purposes. These are authorized for wear on casual clothing, jackets, caps, shirts, et cetera, but not on the uniform or blazer. Those authorized at this writing are:

- A port captain patch for wear by port captains designated by the boating activities.
- A VSC examiner patch for wear by designated personnel.
- A boating course patch for wear by anyone who successfully completes America’s Boating Course.
- A skipper saver patch for wear by anyone who successfully completes the skipper saver program.
- An NOS - United States Power Squadrons cooperative charting patch issued by NOS to top contributors.

**B.61 Incidental insignia.** For the duration of a meeting, rendezvous, convention or other finite period, members may wear on their uniforms or blazers such incidental badges or insignia as afford special identification. Examples of such insignia are the widely worn small red ship’s wheel emblematic of contribution to the former United States Power Squadrons Legal Defense Fund and the “IOPIRNC” pin worn by contributors to the headquarters building fund campaign. Such insignia must first have the approval of the Heritage and Protocol Committee.

**B.62 Aides to the chief commander,** when on duty, may attach a distinctive blue swallow-tail ribbon to their to their regulation name tag bearing the notation “C/C Aide”.

**B.63 Jewelry.** A wide variety of jewelry, merchandise and accouterments for civilian attire are available through United States Power Squadrons Ship’s Store and commercial retail outlets. Many of these items contain a representation of United States Power Squadrons membership pin or logo.

There is no restriction on non-members wearing or employing such articles so long as their use does not imply membership. Individuals or firms wishing to manufacture or sell merchandise bearing United States Power Squadrons insignia must have such designs approved by the Heritage and Protocol Committee.

**B.64 Boat insignia.** Advanced pilots, junior navigators and navigators may display on their boats the stars and bars representative of their grade. Members who have earned the educational proficiency award or the educational achievement award may add the customary line or box. Senior and life members may affix representations of those insignia. All are to appear substantially identical to the respective uniform insignia. Such insignia may be located on the bows of the vessel or on her topsides or on the sides of her cabin or flying bridge in such a way as not to interfere with official registration numbers or be in violation of law.

Stars, bars and educational insignia should be sized appropriately for the size of the boat. As a rule-of-thumb, the diameter of stars in inches should be approximately equal to the boat's length in tens of feet. All insignia should be dimensioned and oriented consistent with their appearance as worn on the uniform. Boat insignia may be applied in black, bronze, brass, gold, yellow, stainless steel, chrome or silver. Free-hand painting should not be attempted by a non-professional. The use of templates or commercially available decals is recommended.

**B.65 Front license plates.** A squadron may apply for approval of a front license plate design by following the same procedure as for a burgee except that full Governing Board approval is not required. The following design rules apply:

- When a squadron burgee is depicted, United States Power Squadrons ensign also is to be depicted in the same size and attitude (rigid or fluttering). The ensign is to be to the left of the burgee (as viewed) and at the same level. If depicted on crossed staffs, the staffs are to

cross at an angle of approximately 45 degrees and, whenever practicable, the ensign's staff is to appear to be in front of that of the burgee

- United States Power Squadrons ship's-wheel logo, incorporating the ensign, may be depicted if faithfully reproduced, but no other ensign or burgee is to be shown with it
- The squadron name is to include the words "Power Squadron" or "Sail and Power Squadron", spelled fully
- The words "United States Power Squadrons" are to appear in block lettering (lower case permitted) and may be in smaller type size than the squadron name. The words "United States" may be abbreviated "U. S." (with periods). The words "a unit of" may appear and need not be in block lettering
- The legend "Sail and Power Boating" must appear but need not be in block lettering

**B.66 Service club signs.** Squadrons are authorized to exhibit a distinctive sign in company with other service club signs along roadways and waterways, such as at city limits. The United States Power Squadrons ensign is to be in full color. The announcement board below the logo may recite time and location of membership meetings, regular luncheons, boating courses, et cetera, but not executive committee meetings or other events of a proprietary nature.

**B.67 VSC insignia.** As United States Power Squadrons has recently assumed a role, in association with the USCGAux of conducting Vessel Safety Checks (formerly, Courtesy Marine Examinations), a standard uniform has been prescribed for those conducting these checks. It includes, on a red knit sport shirt with left hand pocket, a representation of United States Power Squadrons ensign, together with appropriate wording and includes the regulation nameplate. There is not to be any representation of the individual squadron by name or burgee. The attire is completed with khaki trousers/shorts, deck shoes and an optional khaki colored baseball style cap with the same insignia.



## Appendix B-2

### PART TWO ... TAILOR'S GUIDE

[B.68] Trident	[B.81] Life member insigne
[B.69] Squadron officers	[B.82] Lapel buttons and tabs
[B.70] District officers	[B.83] Name Tags
[B.71] National officers	[B.84] Squadron insigne
[B.72] Uniform jacket sleeve	[B.85] District insigne
[B.73] Uniform jacket pocket	[B.86] National insigne
[B.74] Shirt	[B.87] Men's uniforms
[B.75] Blazer	[B.88] Women's uniforms
[B.76] Blazer insignia	[B.89] Gloves
[B.77] Cap device	[B.90] C/C Aide ribbon
[B.78] Insignia of grade	[B.91] USPS buttons
[B.79] Merit marks	[B.92] Local squadron blazer emblem
[B.80] Senior member insigne	[B.93] Service club sign

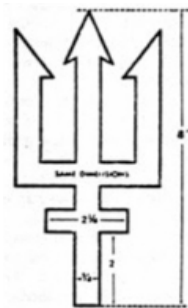
*Insignia of grade, rank and seniority may be sewn on the black uniform jacket and the shirts. Merit marks may be sewn on the jacket and the long sleeved shirt, but not on the short sleeved shirt. The blazer patch may indicate grade and rank as well as the ship's wheel/ensign device. Members should recognize that the wearing of insignia is permissive and not mandatory. Thus, for example, a member may elect not to wear merit marks on his/her shirt, while wearing other insignia to which he/she may be entitled. **Please note that there is no insignia for a BOC Skill Level.***

*This appendix shows the proper positioning of the several items on each garment. Every possible combination is not shown, but proper positioning may be inferred from the examples shown.*

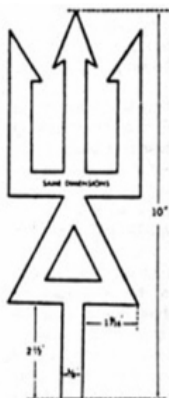
**B.68 Trident** The trident forms the basic element in all ranks of USPS. It is found in gold, silver or red, depending respectively on whether its wearer is an active elected officer, a past elected officer or an appointed officer.

Squadron officers wear short-staffed tridents, district officers wear mid-length-staffed tridents and national officers wear long-staffed tridents. These diagrams show the proportions and appear-

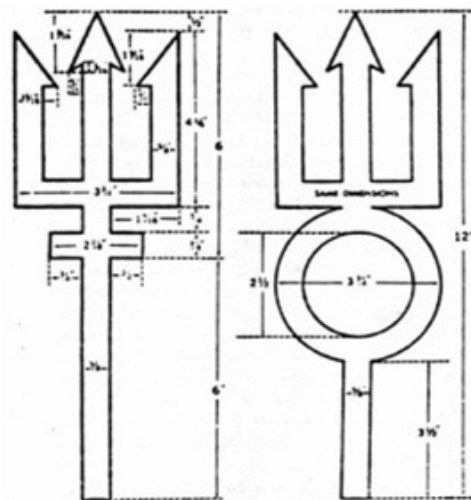
ance of the different designs.



Squadron



District



National

Note that the major difference lies in the length of the trident's staff below the crossbar. Overall dimensions of the three levels are in a ratio of 12:10:8. These proportions are the same whether on a flag, the uniform or the blazer/cap ornament.

**B.69 Squadron officers.** Lieutenants, appointed or elected, wear a single trident, centered on the sleeve, the shoulder tab or the cap/blazer ornament. Lieutenant commanders wear two tridents side by side and squadron commanders three in a triangular arrangement.

Tridents on the sleeve or shoulder measure .75 inch in length and are positioned centered on the sleeve or shoulder band. They are placed approximately .5 inch above the highest row of merit marks (or if no merit marks, .5 inch above the highest sleeve stripe). A commander's tridents are spaced in an imaginary isosceles triangle with a base of 1.5 inches (1.25 inches on the shoulder band) and a height of .5 inch. Lieutenant commander's tridents are spaced on 1.25 inch centers.

Tridents on cap and blazer insignia measure .63 inch in length. A lieutenant's trident is centered above the ship's wheel, with its bottom level with the top spokes. Squadron lieutenant commanders wear two tridents, one each at the 3 o'clock and 9 o'clock position of the ship's wheel. The squadron

commander wears the three tridents positioned in the 12 o'clock, 3 o'clock and 9 o'clock positions.

Members of the three local boards, the fleet captain and the chaplain follow the same positioning rules as for a squadron lieutenant.

**B.70 District officers.** Tridents on the sleeve and shoulder measure one inch in length and are positioned centered on the sleeve or shoulder band. Positioning of district insignia is the same as squadron insignia. However, the dimensions differ.

Tridents on the cap and blazer patch measure .75 inch and on the one agreement at the 12 o'clock position extends to the center of the spokes.

Aides to the D/C and the fleet captain follow the same positioning rules as for a lieutenant.

**B.71 National officers.** On sleeve and shoulder tabs the national level trident measures 1.25 inches. On the cap and blazer it measures 2 inches and extends through the ship's wheel, emerging on the opposite side.

Rear and staff commanders' tridents are positioned in the 12 o'clock position. Vice commanders' two tridents are crossed at 90° at equal angles to the vertical. The chief commander's three tri-



dents are crossed at 45° with the center trident placed vertically.

On the sleeve and shoulder tab the crossing is at .25 inch from the bottom. On the blazer and cap the crossing is at the center of the ship's wheel.

The national flag lieutenant, aides to the chief commander, national chaplain, general and emeritus members of the Governing Board, members of the Committee on Rules, members of the advanced grades division and members of the elective courses division follow the same rules as for a lieutenant, either squadron or district.

General and emeritus members of the Governing Board who are eligible to wear tridents of their current or past office may also wear the GB member insignie as illustrated in Part Two centered above their tridents, except that no GB insignie shall be worn if the tridents worn are clearly those of a current GB member ex officio. This rules out chief, vice, rear, district and squadron commanders and other GB members.

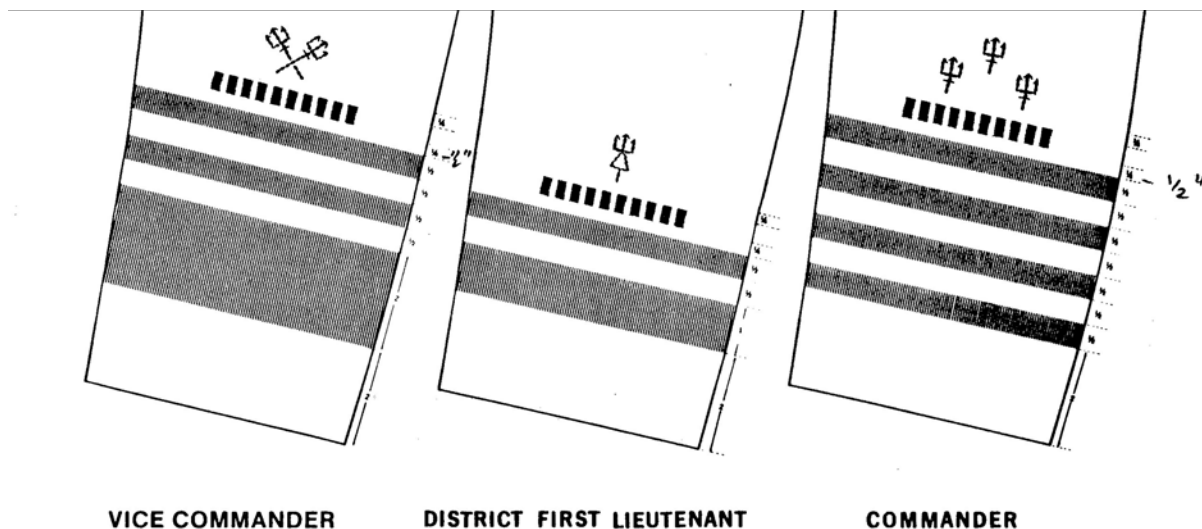
GB insignia are worn one-half inch above tridents on the uniform jacket and on the epaulette tab. GB insignia are only to be worn while a current member of the GB.

## UNIFORM JACKET

**B.72 Sleeve.** These examples show the placement of stripes, merit marks and tridents on national, district and squadron sleeves.

Merit marks are placed centered and no more than ½ inch above the uppermost stripe. If there are no stripes, the merit marks are placed three inches above the cuff. A rule of thumb for placing merit

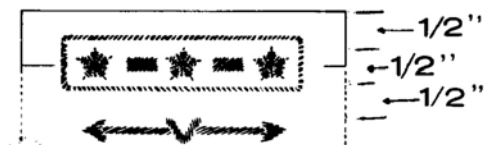
marks, tridents or other symbols is to let the arm hang normally, left hand against the thigh – then center the insignia directly above the knuckle of the middle finger. Note that while most sleeve stripes are .5 inch apart, those of the chief commander and district commanders are .25 inch apart. Were they not, the tridents could often be at elbow level.



**B.73 Pocket.** The Grade insignie<sup>1</sup> and senior/life membership insignie are placed as shown. Note that in the Educational Achievement Award, the rectan-

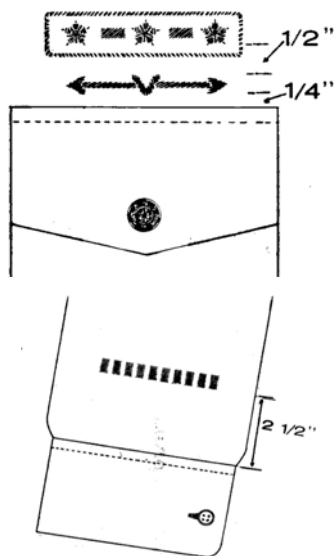
gle is outside the .5 inch measurement; likewise for the Educational Proficiency Award.

1) The word insignie [pronounced in-sig-nee] is the singular form; insignia is the plural

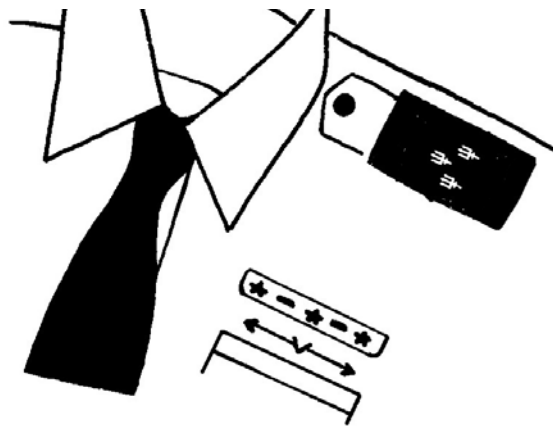


## UNIFORM SHIRT

**B.74 The shirt.** Placement of insignia on the long and short sleeved uniform shirt is identical, except that merit marks are not worn on the short sleeved shirt. All insignia in the pocket area are of yellow silk thread and are positioned as shown below.



The insignia of rank or committee affiliation are embroidered on black bands slipped over the epaulets. The insignia are of gold Mylar or red silk (for active officers) or silver Mylar (for "past" officers.) The band itself measures 3.5 inches long by 2 inches wide at the neck, 2 inches at the shoulder.



## BLAZER

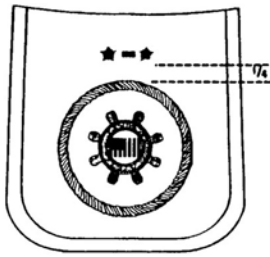
**B.75 The blazer.** The insignia worn on the USPS blazer may include the wearer's educational attainment and rank, both surrounding the standard USPS ship's wheel insignia. Members may also wear the ship's wheel without these insignia. If no rank is shown, the ship's wheel is surrounded by a gold ring. All of these are worn on what is commonly referred to as a "pocket patch".

Three examples of the pocket patch are shown below, one that of a squadron commander with the educational achievement award, another showing a

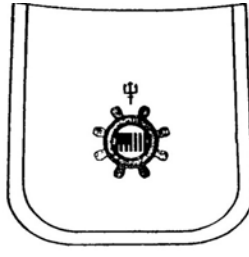
member with a JN insigne but without displaying a rank and one showing rank but no grade. The pocket patch appears on the breast pocket and may be either sewn on, attached with clasps or fitted on a plastic device that slides over the top of the pocket. Either of the latter two methods make it possible to use the blazer for activities other than USPS.

Other insignia appropriate to the blazer include USPS nameplate, positioned on the right breast at the same level as the top of the pocket patch.

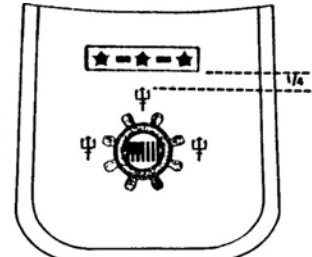
**B.76 Blazer insignia.**



Insignia with grade



Insignia with rank



Insignia with rank and grade

## UNIFORM CAP

**B.77 Cap device.** The insignie worn on the uniform cap may include the wearer's rank if desired. As ranks tend to change frequently, it is suggested that the cap device without display of rank be used.



cap device without rank

When the cap device is incorporated on the casual, flat-top or baseball cap, the insignie of rank is not to be used.

The cap device and the blazer patch share the same dimensions. The ship's wheel measures 1.5 inches across (end of handle to end of handle.) The wheel proper measures 1 inch across.

For squadron and district officers, insignia are placed at the 9, 12 and 3 o'clock positions. Staff and rear commanders are placed at the 12 o'clock position and extend through the



cap device with rank

center of the ship's wheel. Vice commander's tridents are crossed at the center of the wheel and at 90°. The chief commander's three tridents are crossed at the center of the wheel and at 45°.

Insignia other than tridents are placed at the 12 o'clock position.

The blazer patch when worn without an insignie of rank is surrounded by a gold circle measuring 2.5 inches across and .13 inch in width. Note that this circle is not worn as part of the cap device.

On both the cap and the blazer, the insignia of rank and grade are smaller in size than those on the uniforms. They are sized so that the insignie of a senior navigator measures 2.5 inches across (the same size as the gold circle). For squadron and district ranks, the tridents measure approximately 83 percent of the size of those on the uniform. National tridents extend through the ship's wheel and measure two inches overall.

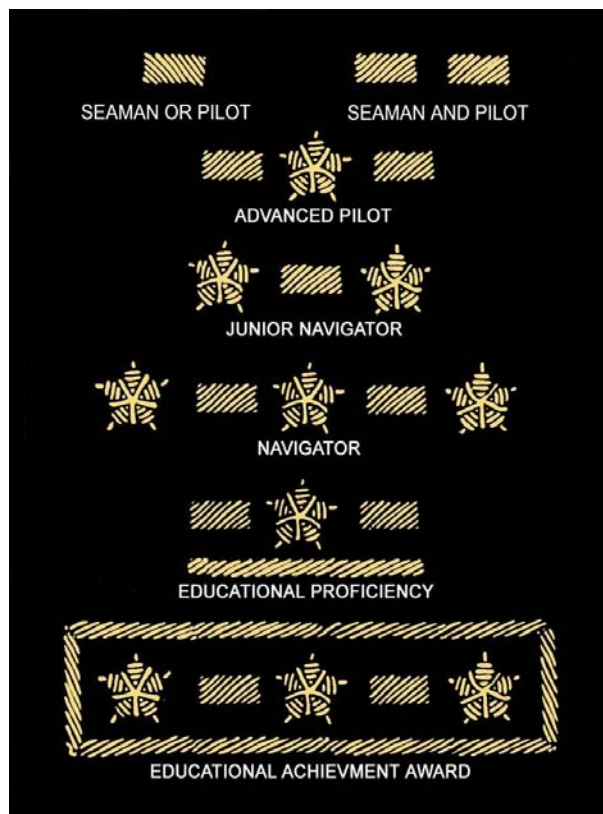
## GRADE INSIGNIA

**B.78 Insignia of grade.** Insignia for advanced academic grades are various combinations of stars and bars. They are worn on the uniform jacket, centered on and ½ inch below the top of the left breast pocket. On the women's uniform jacket they are worn ½ inch below the top of the pocket flap. There is no insignia for a BOC skill level.

On the uniform shirt, they are centered .5 inch

above the senior member insignie (or if none, .25 inch above the pocket.)

The seaman/pilot bar is identical to that of the merit mark (gold and .5 x .19 inches), but placed horizontally. The star is sized so that its 5 points touch a circumscribed circle .5 inch in diameter. When worn in combination they are placed .25 inch apart.



**B.79 Merit marks** are positioned on the sleeve of the uniform jacket and the uniform shirt – as shown in the diagrams below.



They are sewn on in rows of not more than 20, with subsequent rows centered and not more than .5 inch above the first. The separation used to be .25 inch apart, but that dimension is difficult to achieve in practice.

**B.80 Senior member insignie** (five merit marks or more) measures 2.75 inches in width and on the uniform jacket, is placed .5 inch below the grade insignie or if none, centered .5 inch below the top of the left breast pocket or pocket flap. On the shirt, it is placed centered and .25 inch above the pocket.



**B.81 Life member insignie** (25 merit marks or more) is of the same overall dimensions and is placed in the same fashion.



**B.82 Membership Pin and tabs.** The several variations on lapel buttons are illustrated below. Members should note that the merit mark tab is provided in increments of five merit marks and may be worn on the blazer at the same time as any other insignia – there is no redundancy.

#### LAPEL BUTTONS and TABS

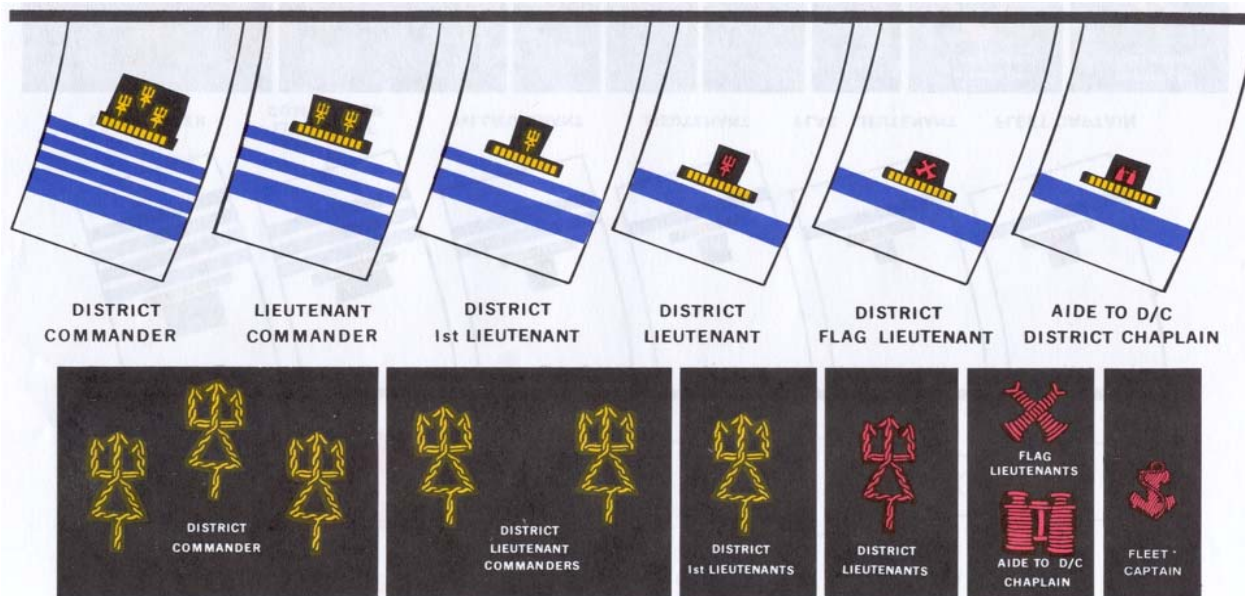


**B.83 Name Tags.** A complete and current description of the format, lettering and wearing of USPS Name Tags can be found by referring to the

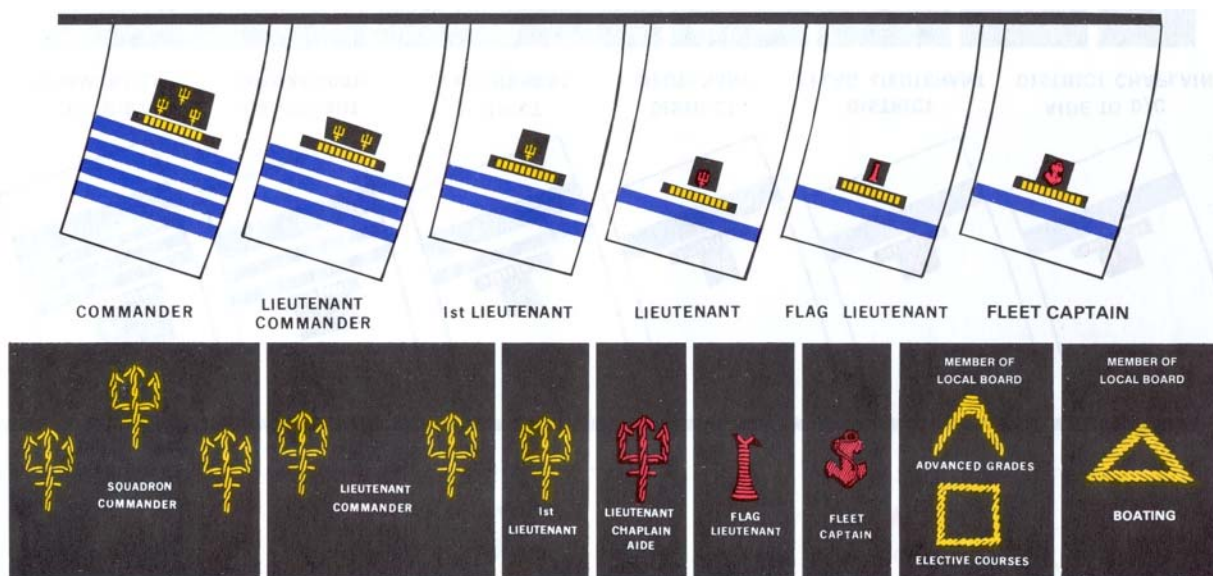
USPS Branding Manual using the link on the USPS National website.



## OTHER INSIGNIA



### B.84 Squadron insignia.



All squadron tridents on the uniform jacket or shirt measure three-quarter (.75) inch in length. The squadron commander tridents are arranged on the jacket in a triangular pattern, at the points of an imaginary isosceles triangle, whose base is one and one-half (1.5) inch and whose height is one-half (.5) inch. On the shirt's shoulder tabs they are arranged at the points of an imaginary isosceles triangle, whose base is one and one-quarter (1.25) inch and whose height is one-half (.5) inch. Squad-

ron lieutenant commander tridents are positioned on one and one-quarter (1.25) inch centers on both the jacket and the shirt shoulder tabs.

The insigne for the squadron flag lieutenant measures one-half (.5) inch height; that of the fleet captain three quarters (.75) of an inch in height. Members of the local board for boating wear a right isosceles triangle in gold outline, resting on its hypotenuse and with a height of one-half (.5)

inch. Members of the local board for advanced grades wear a pair of gold dividers with legs five eighths (.63) of an inch in length and open at an 80o angle hinge point upward. Members of the local board for elective courses wear a gold outline square one half (.5) inch on each side.

Active officers may wear any of the above insignia to which they are entitled on either the

jacket, shirt or formal cap. Past squadron commanders and past lieutenant commanders who have completed three years in a lieutenant commander office (and not necessarily consecutively) may wear their insignia in silver.

All such insignia are centered on the sleeve or shoulder tab as noted elsewhere in this appendix.

**B.85 District Insignia**

All **district tridents** on the uniform jacket or shirt measure one inch in length. The **district commander** tridents are arranged on the jacket in a triangular pattern, at the points of an imaginary isosceles triangle, whose base is one and one-half (1.5) inch and whose height is one-half (.5) inch. On the shirt's shoulder tabs they are arranged at the points of an imaginary isosceles triangle, whose base is one and one-quarter (1.25) inch and whose height is one-half (.5) inch. **District lieutenant commander** tridents are positioned on one and one quarter (1.25) inch centers on both the jacket and the shirt shoulder tabs.

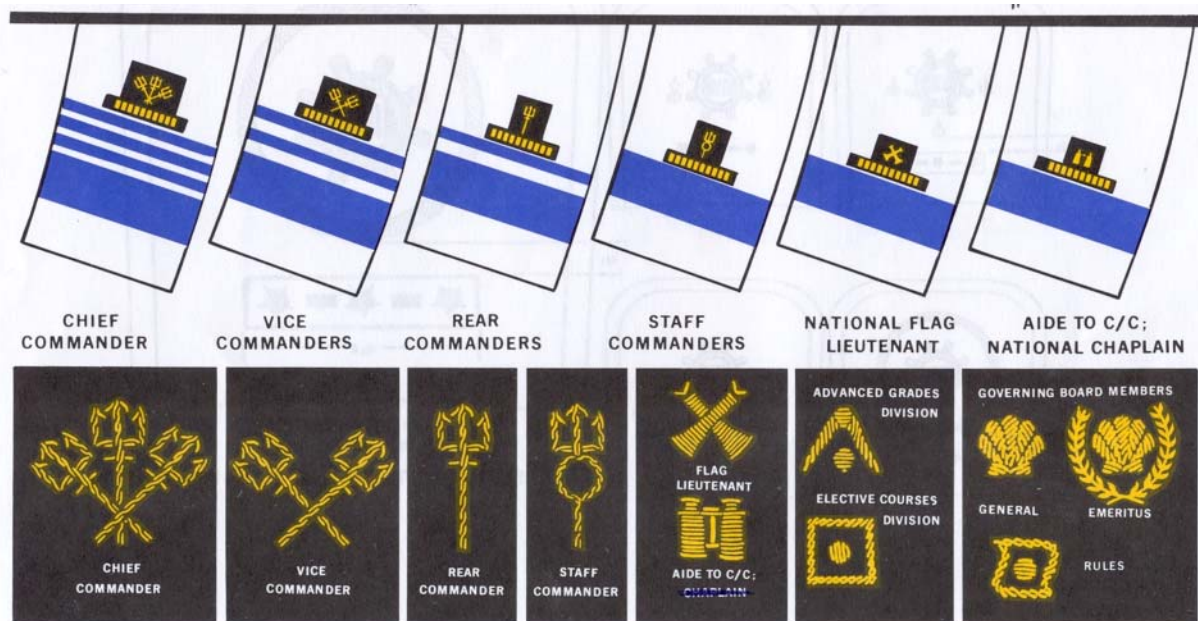
The insigne for the district **flag lieutenant** consists of two red speaking trumpets, each five-eighths (.63) of an inch in length, crossed at a 90°

angle, positioned at equal angles to the vertical, mouthpieces upward; that of the **fleet captain**, a red fouled anchor three-quarters (.25) of an inch in height arranged vertically. **Aides to the district commander** and the **chaplain** wear a red binocular, one half (.5) inch across with eyepieces upward.

Active officers may wear any of the above insignia to which they are entitled on either the jacket, shirt or formal cap. Past district commanders and past district lieutenant commanders who have completed three years in a district lieutenant commander office (and not necessarily consecutively) may wear their insignia in silver. All such insignia are centered on the sleeve or shoulder tab.



## B.86 National insignia



Tridents worn by national officers on the uniform jacket or shirt (shoulder tab) measure one and one-quarter (1.25) inch in length. The **chief commander's** tridents are crossed at 45°, one-quarter (.25) inch from their bottom, with the center trident placed vertically. **Vice commander's** tridents are crossed at 90°, one-quarter (.25) inch from their bottom and at equal angles from the vertical. **Rear commanders** wear a single long-staffed trident positioned vertically. **Staff commanders** wear a single long-staffed trident, on which is superimposed a circle whose diameter is equal to the width of the trident. The staff of the trident is not visible through the circle.

The insigne for the **national flag lieutenant** consists of two gold speaking trumpets, each three quarters (.75) of an inch in length, crossed at a 90° angle, positioned at equal angles to the vertical, mouthpieces upward. **Aides to the national commander** and the **chaplain** may wear a gold binocular, one-half (.5) inch across with eyepieces upward.

Insignia for members of the **advanced grades**

**division** wear a pair of gold dividers with legs five-eighths (.63) of an inch in length, open at an 80° angle hinge point upward and with a one-eighth (.13) inch diameter disc placed centrally between the legs. Members of the **elective courses division** may wear a gold outline square one-half (.5) inch on each side with a one-eighth (.13) inch diameter disc in its center. Members of the **Committee on Rules** may wear a gold scroll in outline with an overall width of five-eighths (.63) of an inch, a height of one-half (.5) inch and having a one-eighth (.13) inch diameter disc in its center. **General members of the Governing Board** may wear a gold scallop shell, one-half (.5) inch wide with base down. **Emeritus members of the Governing Board** may wear the same insignia surrounded by a gold laurel wreath.

Active officers may wear any of the above insignia to which they are entitled on either the jacket, shirt or formal cap. Past national officers may wear the same insignia in silver. All such insignia are positioned, centered on the sleeve or shoulder tab.

**B.87 Men's Uniforms. Men's uniforms are as prescribed below:**

- **Uniform A:**

Regulation black uniform coat and trousers without cuffs; white shirt; black four-in-hand tie or black bow tie if specified in the dress code; black belt (if worn); black socks; black shoes; cap.



- **Uniform B:**

Regulation black uniform coat; long white trousers without cuffs; white shirt; black four-in-hand tie or black bow tie if specified in the dress code; white belt (if worn); white socks; white shoes; cap.



- **Uniform C:**

Regulation long-sleeved white shirt; black four-in-hand tie; long white trousers without cuffs; white belt; white socks; white shoes; cap.



- **Uniform D:**

Regulation short-sleeved, open-neck shirt; long white trousers without cuffs; white belt; white socks; white shoes; cap.



- **Uniform E:**

Regulation short-sleeved, open-neck shirt; white knee-length Bermuda-type shorts; white belt; white ankle-length socks; white shoes; cap.



- **Uniform F:**

Regulation long-sleeved white shirt with black four-in-hand tie; regulation black uniform trousers; black belt; black socks; black shoes; cap.



- **Uniform G:**

Regulation short-sleeved, open-neck white shirt; black trousers without cuffs; black belt; black socks; black shoes, cap.



**B.88 Women's Uniforms: Women's uniforms are as prescribed below:****• Uniform A:**

Regulation black uniform jacket; black skirt or slacks; white shirt; black cross-over tie (or small black bow tie if specified in the dress code); natural hosiery; black shoes; cap; black purse (if carried).

**• Uniform B:**

Regulation black uniform jacket; white skirt or slacks; white shirt; black cross-over tie (or small black bow tie if specified in the dress code); natural hosiery; white shoes; cap; white purse (if carried).

**• Uniform C:**

Regulation long-sleeved white shirt; white skirt or slacks; black cross-over tie; natural hosiery; white shoes; cap; white purse (if carried).

**• Uniform D:**

Regulation short-sleeved open-neck white shirt; white skirt or slacks; white belt; natural hosiery; white shoes; cap; white purse (if carried).

**• Uniform E:**

Regulation short-sleeved, open-neck shirt; white knee-length Bermuda-type trousers; white belt; white socks; white shoes; cap; white purse (if carried).

**• Uniform F:**

Regulation long-sleeved white shirt; black skirt or slacks; black belt; black cross-over tie; natural hosiery; black shoes; cap; black purse (if carried).

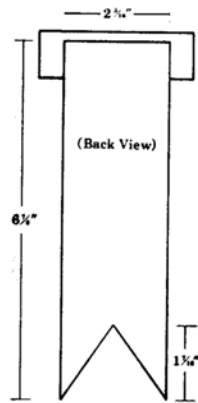
**• Uniform G:**

Regulation short-sleeved, open-neck white shirt; black skirt or slacks; black belt; natural hosiery; black shoes; cap; black purse (if carried).



**B.89 Gloves.** White gloves may be worn by male or female members acting as an official honor guard, color guard or as pallbearers.

**B.90 C/C Aide Ribbon.** When on duty, aides to the chief commander may attach a distinctive blue ribbon to their name tag bearing the designation "C/C Aide."



**B.91 USPS Button.** The regulation USPS button appears as shown. Black buttons, .88 inch in diameter, are worn on the uniform jacket and may be worn on the blazer. The blazer's buttons are



more commonly gilt. Shirt buttons are gilt and measure .63 inch.

**B.92 Blazer Emblem.** Shown is the standard format for a local squadron blazer emblem.



**B.93 Service club sign.** Shown is an example of what a typical service club sign might be.



## Appendix C

### NATIONAL AWARDS

**Presented to legend:***I - Individual member**S - Squadron**D - District**N - National**G - Governing Board***Form of Award legend***C - Certificate**P - Plaque**T - Perpetual trophy or plaque**S - Special**O - other (see footnote)*

Award Name	To	Criteria	When Given	Presented by	Form	Administered by
<b>National Secretary - Communications Committee</b>						
Distinctive Communicator <sup>a</sup>	D S	Publications and websites which most effectively motivate and bind members	Announced at Annual Meeting	D/C and D/Secy at District Conference	C	Communications Committee
<b>National Administrative Officer - Membership Committee</b>						
Raymond Finley Sea Scout Service Award	I	Joint Services to USPS and Sea Scouts, BSA	Annual Meeting	NAO	P, O <sup>b</sup>	Membership Committee
William D. Selden IV Member Involvement Retention Award - MIRA <sup>c</sup>	D S	Best involvement plan producing measurable retention results	Governing Board	Membership Committee	P	Membership Committee
Growth Award	D S	The top squadrons in four divisions having 87% retention rate with increase in membership	Annual Meeting Awards Ceremony	Membership Committee	C	Membership Committee

a) No fixed number of awards

b) Medal Medallion with drape

c) First, Second and Third place squadrons and Top District receive plaques

<b>National Administrative Officer - Squadron Support and Development Committee</b>						
BoatUS Civic Service Award (up to 3)	S	Recognizes squadrons' community visibility and service through a variety of local activities	Annual Meeting	NAO, BoatUS rep and Ch/Squadron Support and Development Committee	C O <sup>a</sup>	Squadron Support and Development Committee and BoatUS Foundation
Operations Training Award (First, Second, Third)	D	Elaborate formula based on: - Number of squadrons presenting OT programs - Number of members in district taking OT program - Number of squadron bridge officers having taken OT program	Annual Meeting	NAO and Ch/Squadron Support and Development Committee	C	Squadron Support and Development Committee
<b>National Educational Officer - Education</b>						
Educational Achievement Award <sup>cd</sup>	I	Successful completion of all advanced academic grade and any six elective courses	Upon Qualification	N/A	O <sup>b</sup> Pe	Headquarters
Educational Proficiency Award <sup>d</sup>	I	Successful completion of Advanced Piloting and any three elective courses	Upon Qualification	N/A	O <sup>d</sup>	Headquarters
Chapman Award (3 awards given)	I	Demonstrated excellence in teaching; selected from District nominees	Annual Meeting	C/C, NEO	P <sup>c</sup> O	Chapman Award Committee

- 
- a) Contemporary glass and marble trophy
  - b) Special Uniform and Blazer Insigne
  - c) Referred to as Senior Navigator
  - d) Special Uniform and Blazer Insigne
  - c) Plaque presented by C/C at Annual Meeting or by DEO at District Conference
  - f) Sextant, or equipment of comparable value, awarded to recipients' squadron

**National Educational Officer - Instructor Development**

Teaching Aids Exhibits Award <sup>a</sup> (First, Second, Third in each category)	D	Judges for overall effectiveness as a teaching aid	Annual Meeting	C/C, NEO	C	Instructor Development Committee
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a) Formerly known as the Ship's Bell Award

<b>National Executive Officer - Cooperative Charting</b>						
Excellence in Nautical Cooperative Charting (First, Second, Third)	D S I	Greatest percent in excess of established group goals	Annual Meeting Awards Ceremony	C/C, NOAA rep, NXO and Ch/Cooperative Charting Committee	C P <sup>a</sup>	NOAA
Nautical Honor Roll	D S I	Attainment of respective established goals	Annual Meeting Awards Ceremony	C/C, NOAA rep, NXO and Ch/Cooperative Charting Committee	C O <sup>b</sup>	NOAA
Top 75 Award	I	Top 75 individuals on the nautical honor roll	Annual Meeting Awards Ceremony	C/C, NOAA rep, NXO and Ch/Cooperative Charting Committee	O <sup>c</sup>	NOAA
Coast Survey Award <sup>d</sup>	I	Consistently among top performers over 5 year period	Annual Meeting	C/C, NOAA rep, NXO and Ch/Cooperative Charting Committee	P O <sup>e</sup>	NOAA
Excellence in Geodetic Recovery Updates (First, Second, Third)	D S I	Greatest percent in excess of established group goals	Annual Meeting Awards Ceremony	C/C, NOAA rep, NXO and Ch/Cooperative Charting Committee	C P <sup>f</sup>	NOAA
Geodetic Honor Roll	D S I	Attainment of respective established goals	Annual Meeting Awards Ceremony	C/C, NOAA rep, NXO and Ch/Cooperative Charting Committee	C O <sup>g</sup>	NOAA
Highest Number of Reports: - Nautical and Adopt-a-chart - Aeronautical - Geodetic - Tidal Currents (4 awards)	I	Greatest number of points in each category	Annual Meetings Awards Ceremony	C/C, NOAA rep, NXO and Ch/Cooperative Charting Committee	P	NOAA

Continued on next page ...



Golden Eagle Award	D <sup>h</sup>	Objective performance of the district and subjective evaluation of individual performance based on a questionnaire and recommendations by D/C and DXO	Annual Meeting Awards Ceremony	C/C, NXO, and Ch/Cooperative Charting Committee	P	Cooperative Charting Committee
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- a) First place in each group receives plaque
  - b) Single best district and squadron certificates are framed
  - c) Embroidered cooperative charting patch on first award; star segments on subsequent awards
  - d) Awarded only when warranted; formerly known as the Admiral's Award
  - e) Jacket and cruise on board NOAA ship
  - f) First place in each group receives plaque
  - g) Single best districts' and squadrons' certificates are framed
  - h) District cooperative charting chair

**National Executive Officer - Public Affairs**

Charles F. Chapman Scrapbook Award (First, Second, Third)	S	Best scrapbook displaying the squadron's external PR activities	Annual Meeting Awards Ceremony	C/C, NXO, Ch/Public Affairs Committee	C O <sup>a</sup>	Public Affairs Committee
Roger Upton Video Award (First, Second, Third)	S	Best video, on a topic promoting USPS civic services, shown to a public audience	Annual Meeting Awards Ceremony	C/C, NXO, Ch/Public Affairs Committee	C	Public Affairs Committee
Carl C. Mahnken Commander's Cup Award (First, Second, Third)	S	Best slide show or computer generated program on a topic promoting USPS civic services shown to a public audience	Annual Meeting Awards Ceremony	C/C, NXO, Ch/Public Affairs Committee	C	Public Affairs Committee
Robert A. Green Public Service Announcement Award (First, Second, Third)	S	Best 30-second radio PSA promoting boating safety	Annual Meeting Awards Ceremony	C/C, NXO, Ch/Public Affairs Committee	C	Public Affairs Committee
Juan Sebastien del Cano Award <sup>b</sup>	I	Recognizes members successfully completing a solo circumnavigation of the globe	Annual Meeting'	C/C, NXO, Ch/Public Affairs Committee	P S <sup>c</sup>	Board of Directors

- 
- a) First place winner receives bowl
  - b) Awarded only when warranted
  - c) Permanent trophy featuring a globe

<b>National Executive Officer - Safety</b>						
Excellence in Boating Safety Education <sup>a</sup>	S or I	Provided a service that significantly impacted the publics awareness of boating safety	Annual Meeting	C/C, NXO, USCG's Chief of Navigation Safety and Waterways Services and Ch/Safety Committee	P <sup>b</sup>	C/C
Chapman Safety Award	D S I	Significant contributions in promoting safe boating through new safety related equipment	Annual Meeting	C/C, NXO and Ch/Safety Committee	P	Safety Committee
Lifesaving Award <sup>c</sup>	I	Uncommon bravery during a squadron or marine activity resulting in the saving of human life	Annual Meeting / Governing Board	C/C, NXO, Ch/Safety Committee	P	Board of Directors
VSC Honor Roll (5)	D S	10% active members are VEs and perform VSCs equal to or exceeding the number of active members	Annual Meeting Awards Ceremony	Safety Committee	C	Safety Committee
Century Pin	I	VEs performing 100 VSCs annually	Annual Meeting Awards Ceremony	Safety Committee	C	Safety Committee
Millennium Pin	I	VEs performing 1,000 VSCs annually	Annual Meeting Awards Ceremony	Safety Committee	C	Safety Committee

a) Awarded only when warranted

b) On recommendation of District Commander

c) Awarded only when warranted

<b>Chief Commander - Services and Longevity</b>						
Meritorious Service Award	I	Retirement of Chief, Vice and Rear Commanders and Ad Hoc Committee chairs	Retirement	C/C	C	N/A
Governing Board Member Emeritus	I	On award of 50th merit mark	Annual Meeting	C/C	O <sup>a</sup>	N/A
Life Membership	I	On award of 25th merit mark and paying dues for 25 years	Annual Meeting / District Conference	C/C or representative	O <sup>b</sup>	N/A
Senior Membership	I	On award of 5th merit mark	Email / Postal Mail	Headquarters	C O <sup>c</sup>	Headquarters
Merit Mark	I	Substantial contribution of personal effort which benefits or promotes the interest of USPS	Email / Postal Mail	C/C	O <sup>d</sup>	Headquarters
Sustaining Membership	I	On lump-sum payment of 20 times current national dues	Receipt of Payment	Headquarters	O <sup>e</sup>	Headquarters
25-year Member	I	On payment of dues for 25th time <sup>f</sup>	Receipt of Payment	Squadron Commander	O <sup>g</sup>	Headquarters
50-year Member	I	On payment of dues for 50th time <sup>h</sup>	Receipt of Payment	Squadron Commander	O <sup>i</sup>	Headquarters

- 
- a) Special uniform insignie; a special lapel-pin tab is presented as evidence of earning 50 merit marks
  - b) Special lapel-pin device
  - c) Special uniform insignie
  - d) Special uniform insignie and lapel pin device
  - e) Acknowledgment and gift; future national dues and some fees are waived
  - f) Sustaining members in good standing are deemed to have paid dues each year of membership
  - g) Special lapel-pin device
  - h) Sustaining members in good standing are deemed to have paid dues each year of membership
  - i) Special lapel-pin device

**Chief Commander - Special Award**

Flame of USPS Award	G	An outside organization supporting objectives of USPS	Governing Board or Annual Meeting	C/C	T	Board of Directors
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**USPS Educational Fund (See USPS Educational Fund on page F-8)**

100% Honor Roll	D S	Meeting or exceeding minimum of \$1 per member per year	District Conference	Educational Fund trustees	C	Educational Fund trustees
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## Appendix D

### OFFICIAL USPS FORMS

*The following list of USPS forms may be ordered by squadrons from headquarters when needed. If a desired form is not on this list, contact headquarters. Other forms, such as dues transmittals, directory forms and forms related to national meetings, will be individualized for squadrons and sent automatically by headquarters at the appropriate time.*

Form #	Form Date	Description	Used by	Remarks
<b>EDUCATIONAL FORMS</b>				
ED-1 <sup>a</sup>	09/06	Local Board appointments	Squadron Commander	To DEO
S.O.F	09/09	Education Dept. Order Form	SEO	
ED-6		Examination results	HQ	HQ to SEO
HQ-9A	02/04	Returned materials for credit	SEO	to HQ
ED-17	06/05	Instructions for conducting exams	HQ	SEO
ED Catalog	11/09	Educational Department Catalog	SEO	
ED-26	08/01	Exam answer sheet	Boating Course Students	
ED-27	02/02	Boating class report	SEO	To HQ and DEO within 10 days
ED-33	02/05	Examination request	SEO	To HQ
ED-34	12/04	Examination report		
ED-46	02/14	Boating course / Seminar Course Registration Form	SEO	Student data for transmission to HQ-800 automated processing and REQUIRED DOCUMENTATION OF APPROVAL FOR CLASS PARTICIPATION BY MINOR-AGED (UNDER 18) STUDENTS

Form #	Form Date	Description	Used by	Remarks
ED 80	10/06	Proposed DEO, ADEO, SEO, ASEO	NomCom	Submit to ANEO/DEO at least 60 days before election
HQ-800 <sup>b</sup>		Boating course information	SEO	To DEO
NPR-101	2000	Report from Boating Class	SPRO	To DPRCom
<b>HISTORIAN FORMS</b>				
H-701	2004	Squadron historian report	Squad historian	To Dist historian
H-720	1991	District historian report	District historian	To Natl historian
<b>MEMBERSHIP FORMS ... All Award Applications Forms available on-line.</b>				
HQ-100	10/2011	National Dues and Fees Schedule	MemCom and STreas	Published Annually
HQ-102	01/95	Personnel change report	Squadron secretary	To HQ
HQ-103	09/2011	Member Reinstatement	MemCom and STreas	To HQ
HQ-104	03/2005	Membership Status Change	MemCom and STreas	To HQ
HQ-110 Replacement	04/2013	Membership Transfer Request	MemCom and SSecy	Online to HQ
MemCom-1	09/2011	Membership application	MemCom and SCom	Online to HQ
MemCom-20	under revision	Membership Requisitions	MemCom	To HQ
<b>MERIT MARK FORMS</b>				
	On-line	Merit Mark Forms	Squadron commander	Complete by 15 November
<b>OPERATIONS TRAINING FORMS</b>				
OT-2	03/95	Request for certificate of completion	Squadron OTCom	To HQ
OT-3	03/95	Request for LDP certificate of completion	LDP instructor	To HQ



Form #	Form Date	Description	Used by	Remarks
<b>PUBLIC RELATIONS FORMS</b>				
NPR-101S	2000	Compilation of data from ED-46B	SPRO	Submit to DPRO
NPR-101D	2000	Compilation of data from NPR-101S	DPRO	Submit to NPRCom statistician
NPR-102	06/03	Cooperative advertising squadron and district reimbursement request	SPRO DPRO	NPRCom
NPR-102S	1997	Cooperative advertising squadron planning	SPRO DPRO	submit to DPRO
NPR-102D <sup>c</sup>	1994	Cooperative advertising district planning	DPRO	submit to NPRCom
NPR-103	04/05	PR materials order form	Commander/PRO /Secretary	
NPR-104 <sup>c</sup>	No data ... on website	Charles F. Chapman rules and entry form (scrapbook competition)	SPRO DPRO	Due 1 March to DPRO Due 1 April to NPRCom
NPR-105 <sup>c</sup>	No data ... on website	Carl C. Mahnken Memorial Cup rules and entry form (slide presentation)	SPRO DPRO	Due 1 March to DPRO Due 1 April to NPRCom
NPR-106 <sup>c</sup>	No data ... on website	Roger Upton rules and entry form (video competition)	SPRO DPRO	Due 1 March to DPRO Due 1 April to NPRCom
<b>MISCELLANEOUS</b>				
OD-1	On-line	District officers' report	District Commander	to HQ
OD-2	On-line	Squadron officers' report	Commander	to HQ
Bud2a	09/09	Reimbursement for travel related expenses	Specific qualifying positions	Assigned budget officer
	On-line	Resume	Member	ComNom <sup>b)</sup>
204	06/02	Vessel Safety Checklist	Member	Vessel Owner

Form #	Form Date	Description	Used by	Remarks
229A	09/08	National committee appointment recommendations	Rear Commander	to HQ, Vice Commander

- a) Headquarters will mail automatically in September. However, additional copies are available on request
- b) Can now be completed on-line
- c) Mailed annually to all squadrons and districts. Additional copies may be requested from headquarters

Below are listed the USPS Copyright Assignment, Photographer License for Photographers and the Model Release w/Parent forms for use by USPS Members.

## Copyright Assignment Agreement

State of North Carolina

This Copyright Assignment Agreement ("Assignment"), made effective as of the date set forth at the end of this document, is agreed to by and between the following parties:  
\_\_\_\_\_, with an address at the following:

and United State Power Squadrons, with an address at the following:

1504 Blue Ridge Road  
Raleigh, NC 27622.

Hereinafter "Assignor" will be used to refer to the following party: \_\_\_\_\_.  
"Assignee" will be used to refer to the following party: United State Power Squadrons.

### ***RECITALS:***

WHEREAS, Assignor has created and/or owns the  
\_\_\_\_\_

WHEREAS, Assignee would like to acquire the rights, title, and/or interest in and to said, as well as any copyrights granted for such work in the United States and any foreign countries;

NOW, therefore, in consideration of the promises and covenants contained herein, as well as other good and valuable consideration (the receipt and sufficiency of which is hereby acknowledged), Assignee and Assignor do hereby agree as follows:

### **Article 1: ASSIGNMENT**

Assignor hereby sells, assigns, transfers, and conveys to Assignee the whole and complete right, title, and interest in and to the and in and to any and all copyrights on the that have been or may be granted in the United States and any foreign countries. This Assignment includes the right, title, and interest in and to any and all derivative works arising from the referred to herein. Assignor reserves a perpetual, royalty-free license to publish, reproduce, distribute or make derivative works of the material identified above.

### **Article 2: COOPERATION**

Assignor agrees to cooperate with Assignee to the fullest extent possible in conveying the right, title and interest in and to the materials identified above. Cooperation referred to herein includes the prompt completion and execution of any papers necessary, including oaths, declarations, specifications or any other papers required to make good the complete

conveyance of the as well as assistance in proceedings taking place before the Copyright Office of the United States or any foreign country.

### **Article 3: RECORDATION**

Assignor authorizes Assignee to cause recordation, and the Register of Copyrights and any other governmental officials to record and register this Assignment.

### **Article 4: SUCCESSORS**

The rights and obligations under this Assignment will inure to the benefit and be binding upon any of Assignee's successors and assignees, as well as Assignor's.

### **Article 5: SIGNATURES, COUNTERPARTS**

This Assignment may be executed in counterparts, all of which shall constitute a single agreement between the parties. If the dates set forth at the end of this document are different, this Assignment is to be considered effective as of the date that both parties have signed the Assignment, which may be the later date. Photostatic, PDF, electronic or facsimile signatures of the original signatures of this Agreement, and photostatic, PDF, electronic or facsimile copies of this Agreement fully executed, shall be deemed originals for all purposes, and the parties hereto and/or beneficiaries hereof waive the "best evidence" rule or any similar law or rule in any proceeding in which this Agreement shall be presented as evidence or for enforcement. The parties each agree on their own behalf that they/ it shall not raise the use of the PDF or the fact that any signature was transmitted or communicated through the use of a PDF format via e-mail as a defense to the due execution and delivery of this Agreement.

### **Article 6: NO CONFLICT**

Assignor warrants and represents that Assignor is not a party to, or will not be a party to, any assignment, agreement or other contract in conflict with this Assignment.

### **Article 7: INDEMNITY**

Assignor warrants and represents that he/she owns and has the right to assign the rights to the material identified above, and that it does not infringe on any existing United States copyright. Assignor agrees to defend, indemnify and hold harmless Assignee from any and all costs, including attorney's fees, claims, suits, loss, damage, or judgments arising out of or resulting from any breach of this representation. Assignee shall have the right, but not the obligation, to control the defense of any such action or proceeding with attorneys of its own selection.

### **Article 8: ENTIRE AGREEMENT**

This Assignment document constitutes the entire agreement between Assignor and Assignee and supersedes any prior or contemporaneous understandings, whether written or oral.

## Article 9: HEADINGS

Headings to this Assignment are for convenience only and shall not be construed to limit or otherwise affect the terms of this Assignment.

## Article 10: JURISDICTION & GOVERNING LAW

This Agreement shall be governed in all respects by the laws of the United States of America and the laws of the state of North Carolina. Assignor and Assignee consent to jurisdiction under the state and federal courts within the state of North Carolina.

**IN WITNESS WHEREOF**, the Assignor and Assignee have executed and delivered this Assignment:

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**United State Power Squadrons**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## State of North Carolina **NOTARIZATION:**

*On the following date: \_\_\_\_\_, before me personally appeared the Assignor of this Assignment, namely, \_\_\_\_\_. I am a Notary Public in and for said the state of North Carolina and \_\_\_\_\_ is personally known to me or proved to me on the basis of satisfactory evidence to be the person(s) whose name is subscribed to the within the assignment and acknowledged that he/she/they executed the same.*

*WITNESS my hand and official seal:*

*Seal:*

*Signature:*

## Photographer License for Photographs

Photographer \_\_\_\_\_  
grants to the United States Power Squadrons (USPS) an unlimited, non-exclusive, right to use the photograph(s) listed below for reproduction, distribution, derivation, and public display in any media form or format. Credit will be given to Photographer. The copyright in the photographs remains the sole and exclusive property of the Photographer.

Photographer will indemnify and defend USPS against all claims, liability, damages, costs and expenses (including attorneys fees) arising out of any use of any images for which no model release was furnished by Photographer.

Photographs:

Photostatic, PDF, electronic or facsimile signatures of the original signatures of this license and photostatic, PDF, electronic or facsimile copies of this license fully executed, shall be deemed originals for all purposes, and the parties hereto and/or beneficiaries hereof waive the "best evidence" rule or any similar law or rule in any proceeding in which this license shall be presented as evidence or for enforcement. Photographer and USPS each agree on their own behalf that they/ it shall not raise the use of the PDF or the fact that any signature was transmitted or communicated through the use of a PDF format via e-mail as a defense to the due execution and delivery of this agreement.

\_\_\_\_\_  
Photographer Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Address

\_\_\_\_\_  
Telephone

\_\_\_\_\_  
Email

## Model Release w/ Parent

For valuable consideration received, I hereby grant to \_\_\_\_\_ (Photographer) the absolute and irrevocable right and unrestricted permission in respect of photographic or electronic portraits or pictures that he/she has taken of me or my possessions or property, or in which I or they may be included with others, to copyright the same, in his/her own name or otherwise; to use, reuse, publish, and republish the same in whole or in part, individually or in any and all media now or hereafter known, and for any purpose whatsoever, for illustration, promotion, art, editorial, advertising, and trade, or any or purpose whatsoever without restriction as to alteration; and to use my name in connection therewith if he/she so chooses.

I hereby release and discharge Photographer from any and all claims and demands arising out of or in connection with the use of the photographs or images, including without limitation any and all claims for libel or invasion of privacy.

This authorization and release shall also inure to the benefit of heirs, legal representatives, licensees, and assigns of Photographer, as well as to persons for whom he/she took the photographs.

I am of full age and have the right to contract in my own name. I have read the foregoing and fully understand the contents of this release. This release shall be binding upon me and my heirs, legal representatives, and assigns.

Photostatic, PDF, electronic or facsimile signatures of the original signatures of this license and photostatic, PDF, electronic or facsimile copies of this license fully executed, shall be deemed originals for all purposes, and the parties hereto and/or beneficiaries hereof waive the "best evidence" rule or any similar law or rule in any proceeding in which this license shall be presented as evidence or for enforcement. The parties each agree on their own behalf that they/it shall not raise the use of the PDF or the fact that any signature was transmitted or communicated through the use of a PDF format via e-mail as a defense to the due execution and delivery of this agreement.

Important: If the Model is under 18 year of age, a parent or legal guardian must also sign parent/guardian:

Model Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Parent/Guardian Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email: \_\_\_\_\_





## Appendix E

### DISCIPLINARY ACTION

*Any member of USPS may be suspended (temporarily deprived of membership privileges) from membership, or may be expelled from membership or otherwise disciplined appropriately for violation of any governing provision of USPS or for conduct found detrimental or prejudicial to USPS.*

**E.1 Violations.** Some violations may be:

- 1) Failure to discharge an obligation to USPS;
- 2) Action contrary to USPS Bylaws;
- 3) Misconduct in office;
- 4) Failure to perform duties of an office, elected or appointed;
- 5) Habitual intemperance;
- 6) Conviction of a felony;
- 7) Failure to follow policies of USPS; and
- 8) Deliberate failure to abide by USPS Pledge.

**E.2 Procedure.** Any member may bring a charge of violation or misconduct against another member. This charge in writing, must be complete, specific and detailed. This charge must be sworn by the complainant (member who files the charge) under penalties of perjury and signed by a notary public.

The charge is filed by certified mail, return receipt requested, with the national secretary within 180 days of the complainant's knowledge of the offense or within 365 days of the date of the offense, provided a respondent (member against whom a charge is filed) allowed membership to lapse by not paying dues during the period and then later reinstated; the deadline for bringing such charge is 90 days after reinstatement.

Headquarters manager will acknowledge the receipt to the complainant, retain the original document and send a copy to the national secretary. After reviewing the charge the national secretary will send a copy to the respondent and the squadron commander. If the respondent is the squadron commander, the copy will be sent to the district commander.

The national secretary will appoint a USPS

officer, neutral to the issues, residing in the respondent's district, but not a member of the respondent's squadron, to serve as an investigator. This officer will conduct an investigation, including interviews with complainant, respondent, witnesses and a review of any records. Reconciliation will be attempted.

Within 30 days of receiving the assignment, the officer will report to the national secretary the results of the investigation and the efforts to resolve the problem. The complainant, respondent and appropriate commander will all receive reports on the investigation.

**E.3 Squadron.** If the complainant or the respondent is an elected squadron officer or a squadron committee member, the charge is heard at the district level; if the complainant or the respondent is an elected district officer, a district committee member, an elected national officer, or a national committee member, the charge is heard at the national level. Charges by or against any unattached member are heard at the national level.

**E.4 National.** If the respondent is the chief commander, the national secretary will request the most immediate past chief commander available to conduct the preliminary investigation. This past chief will attempt a resolution and report to the Board of Directors.

If the respondent is the national secretary, the charge will be filed with the chief commander who will assume duties of the national secretary. The chief may appoint a representative or may conduct the investigation himself, attempt resolution and report to the Board of Directors.

If the investigator's report indicates that the matter has been resolved (charges withdrawn) or if

the national secretary determines from a review of the investigator's report that no facts exist to authorize disciplinary action, the national secretary notifies all interested parties of these findings and seals all records pertaining to the charge, and the case is closed. If the investigator's report indicates that the matter has not been resolved, the national secretary determines, as directed or by other judgment, the USPS level (squadron, district or national) at which the charge is to be heard.

**E.5 Hearings.** Upon receipt of the report of the preliminary investigation, and having determined the need to proceed, the national secretary acts, within 30 days:

- 1) If the charge is to be heard at the squadron level, advises the respondent's squadron commander, including a copy of the investigative report and instructions to notify the members of the squadron's executive committee and to return notice to the national secretary of the date upon which such notification was given;

- 2) If the charge is to be heard at the district level, advises the respondent's district commander, including a copy of the investigative report and instructions to notify the members of the district council and to return notice to the national secretary of the date upon which such notification was given;

- 3) If the charge is to be heard on the national level, advises the members of the Board of Directors and sends each a copy of the charge and the investigation report;

- 4) If the charge is made against a members of a squadron or district other than that of the complainant, provides the appropriate commanders with copies of the charge and the investigative report;

- 5) Forwards a copy of the charge and the report of the preliminary investigation to the respondent, along with a copy of the Disciplinary Action in order to explain all rights and the procedures which will be forwarded. The respondent has the privilege of filing a written answer to the charge within 20 days of receiving notice by sending such answer to each member of the squadron executive committee, district council or Board of Directors (as the case may be) charged with authorizing the appointment of a hearing committee as provided in this article;

- 6) The respondent's failure to file an answer within 20 days constitutes a general denial of all allegations in the charge.

Within 45 days after the expiration of the 20 day period during which the respondent had the right to file an answer, the squadron executive committee, district council or Board of Directors (as the case may be) considers the matter in executive session, at any regular or special meeting. At that meeting, or within 30 days, the committee or council either (1) dismisses the charge on the grounds it is not substantial enough to warrant further action, or (2) authorizes the appointment of a hearing committee.

**E.6 Hearing committee.** The hearing committee includes, where possible, only senior members of USPS and is comprised as follows:

- 1) At the squadron level, the hearing committee consists of five members including the chair (unless respondent or complainant) of the squadron rules committee who will serve as the presiding officer. The other four members include at least two of the squadron's past commanders and one member of the squadron who is without office or committee chair. If no member is available in one or more of the specified categories, the squadron commander makes appropriate appointments;

- 2) At the district level, the hearing committee consists of five members and includes the chair (unless respondent or complainant) of the district rules committee who will serve as the presiding officer. The other four members include at least one of the district's past commanders and one member of the squadron of which the respondent is a member. If no member is available in one or more of the specified categories, the district commander makes appropriate appointments;

- 3) At the national level, the hearing committee consists of five members and includes the chair (unless respondent or complainant in which case the assistant chair) of the Committee on Rules as presiding officer. The other four members include at least one past chief commander, one past district commander and one general member of the Governing Board.

No interested party or witness may be a member of any hearing committee.

Hearing committee appointments are made at the sole discretion of the squadron, district or chief commander respectively, and such appointments are binding upon both the complainant and the respondent. Substitutions may be made by such commander in the event of a conflict of interest, lack of availability, illness or otherwise.

The hearing committee, with no undue delay, conducts an investigation into the charge.

If investigation discloses that the charge is unfounded, it may dismiss the charge without a hearing. Otherwise, it orders a hearing, fixing a time, date and place which is reasonably convenient for all parties and which takes place not earlier than 30 days nor later than 90 days after the respondent and the complainant have been sent notice of the hearing, unless a continuance for good cause is granted.

Notice of the dismissal of the charge or of the order hearing is sent to the respondent and the complainant by the chair of the hearing committee using certified mail, return receipt requested.

At the hearing at the squadron or district level, the squadron law officer or the district law officer represents the respective squadron or district. In the event that the squadron or district involved does not have a law officer or the law officer is complainant or respondent, the squadron or district commander appoints an attorney. At the national level, USPS law officer (unless complainant or respondent in which case the chief commander appoints another attorney) represents USPS.

The respondent is entitled to testify and to employ and be represented by counsel of choice at the hearing. The complainant may also employ counsel of choice and may testify or rest on the complaint as filed. Expense of counsel is borne by those employing same.

Witnesses may be heard. Testimony at hearings at any level is taken under oath or affirmation. At squadron and district level hearings, testimony is recorded at the request of either party, provided said party furnishes and pays for the recording and provides the other party and hearing committee

with a copy of the transcript, in which case the transcript is part of the hearing record filed at USPS headquarters. At national level hearing, testimony is recorded.

The rules of evidence in use in the United States District Court for the district in which such hearing is held apply.

**E.7 Conclusions.** The hearing committee, after reviewing the evidence, may:

- 1) dismiss the charges;
- 2) censure the respondent;
- 3) suspend the respondent for not more than six months;
- 4) remove the respondent from office;
- 5) expel the respondent from squadron membership;
- 6) recommend to the Board of Directors that the respondent be expelled from membership in USPS.

In the case of censure, suspension, removal from office, or expulsion from squadron membership, the respondent has no right of appeal, and the decision of the hearing committee is final, conclusive and binding on all parties. A respondent expelled from a squadron, but not from membership in USPS, becomes an unattached member of USPS and may seek membership in another squadron.

**E.8 Expulsion.** In the event the hearing committee recommends expulsion from USPS, the report to the national secretary required contains a copy of the complete file in the matter including a copy of the transcript of the hearing, if any. If a transcript is not available, the hearing committee prepares, as a part of its findings, a statement of the facts upon which it based its recommendation to expel the respondent from USPS. Upon receipt of the report, the national secretary notifies the Board of Directors of the recommendation and provides a copy of the report to each member. Within 120 days of such notice, the Board of Directors acts upon the recommendation in executive session and notifies the complainant, the respondent, and appropriate commanders of its action. Expulsion from USPS requires a two-thirds vote of the Board of Directors.

**E.9 Resignation.** In the case of expulsion from USPS, the respondent has the right of appeal to the Governing Board by delivery of a written notice of such appeal to the national secretary within 30 days from the date of receipt by the respondent of the notice of expulsion. The appeal is placed on the agenda and in the call for the next Governing Board meeting following at least 45 days after date of receipt by the national secretary of the notice of appeal. Fifteen minutes are allowed to present the respondent's position to the Governing Board. Such presentation may be made by the respondent or a selected representative. A representative of USPS is allowed 10 minutes to present the findings and recommendations of the hearing committee in rebuttal. At the conclusion of both presentations the chair causes a vote to be taken upon the proposition, "Shall the expulsion of (name) be sustained?" The vote is taken by voice to determine a simple majority and the decision, so determined, is final, conclusive and binding upon all parties. If the result of the vote is uncertain, division of the house follows.

If at any time in the proceedings the respondent offers to resign from USPS, such

resignation is immediately accepted and all proceedings are terminated.

**E.10 Written apology.** If at any time in the proceedings prior to the appointment of a hearing committee the respondent makes written apology to the national secretary, such apology is immediately communicated to the commander of the squadron, district or national body involved, and if that body agrees to accept the apology in conclusion of the matter, the disciplinary proceeding is terminated and the complainant, respondent and national secretary is so notified by the commander.

If at any point in the proceedings the complainant withdraws the charge by notice to the national secretary, the disciplinary proceeding terminates and the respondent is so notified by the national secretary.

All action taken by any squadron executive committee, district council, hearing committee or by the Board of Directors is reported in writing to the national secretary within 15 days of action using certified mail, receipt requested.

## **Appendix F**

### **USPS FUNDS**

#### **F.1 USPS Endowment Fund**

##### **BYLAWS**

##### ***United States Power Squadrons Endowment Fund, Inc.***

*(As amended, August 19, 2020)*

##### **ARTICLE I**

##### **NAME AND LOCATION**

**SECTION 1. NAME.** The name of the entity shall be the United States Power Squadrons Endowment Fund, Inc. (the “Fund”).

**SECTION 2. LOCATION.** The Fund shall maintain its principal office at 1504 Blue Ridge Road, City of Raleigh, State of North Carolina, or from time to time at such other places as the Board of Trustees may determine to be in the best interests of the Fund.

**SECTION 3. GOVERNING LAW.** The Fund shall be organized under Sections 55A-1-10, et seq, and Section 36E-1, et seq, of the North Carolina Code of Laws (the North Carolina Nonprofit Corporation Act and the North Carolina Uniform Prudent Management of Institutional Funds Act), and relevant North Carolina law.

**SECTION 4. REGISTERED AGENT.** The Fund shall maintain a registered agent in the State of North Carolina as required by North Carolina law, and other states as may be required by applicable law. Such registered agent(s) may be changed from time to time as provided by law.

**SECTION 5. TERM.** The term of the corporation shall be perpetual.

##### **ARTICLE II**

##### **PURPOSES**

**SECTION 1. GENERAL.** The United States Power Squadrons Endowment Fund is organized under Sections 509(a)(3) and 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law) (the “Code”) exclusively for the support of the United States Power Squadrons, Inc., a North Carolina corporation organized under Section 501(c)(3) of the Code.

**SECTION 2. SPECIFIC.** More specifically, the Fund is organized to:

A. Be the recipient, custodian and disbursing agent of funds or other contributions received for the purposes described above;

B. Receive, and maintain, and care for property to be used for the purposes of the Fund; and

C. Conduct such other related activities as the Board of Trustees shall determine to be in the

interest of the Fund and in furtherance of its purposes.

### **ARTICLE III**

#### **BOARD OF TRUSTEES**

**SECTION 1. ORGANIZATION.** The Trustees of this Fund (the “Board” or “Trustees”) shall consist of at least five, but not more than seven members.

A. The first Trustees shall consist of the United States Power Squadrons Board of Directors.

B. At the next Annual Meeting following the incorporation of the Fund, the immediate Past Chief Commander, the National Secretary, and the National Treasurer of USPS shall roll off the Board of Trustees and be replaced by Trustees nominated by the USPS Committee on Nominations and elected by the USPS Governing Board. At the second Annual Meeting following the incorporation of the Fund, the Executive Officer and the National Educational Officer shall roll off the Board of Trustees and be replaced by Trustees nominated by the USPS Committee on Nominations and elected by the USPS Governing Board. At the third Annual Meeting following the incorporation of the Fund, the National Administrative Officer, and Chief Commander of USPS shall roll off the Board of Trustees and be replaced by Trustees nominated by the USPS Committee on Nominations and elected by the USPS Governing Board.

C. The most immediate Past Chief Commander of the United States Power Squadrons (USPS) willing and able shall be appointed and serve on the Board of Trustees for a single two-year term immediately following his/her service as USPS Chief Commander. In the event of the inability, for any reason, of the immediate Past Chief Commander of USPS to serve as a member of the Board of Trustees of this Fund, a successor shall be designated by the Board of Directors of the United States Power Squadrons to serve as a member of the Board of Trustees, until such time as the immediate Past Chief Commander is able or available to return to his/her position as Trustee.

D. Trustees, other than the immediate Past Commander of USPS, shall serve for three year terms or until their successors are elected.

E. Trustees or Trustees elected or appointed to succeed those whose terms are expiring or whose departure from the Board of Trustees creates a mid-term vacancy, shall be elected by a majority vote of the Governing Board of the United States Power Squadrons upon nomination by the USPS Committee on Nominations. The term of office of any newly elected

Trustee shall commence immediately upon adjournment of the meeting of the Governing Board at which they were elected.

F. No Trustee shall serve more than two elected terms.

G. The Trustees may be reimbursed their expenses, if any, for attendance at each meeting of the Board of Trustees.

H. At no time may a majority of the Board of Trustees be a “substantial contributor” as defined by Section 507(d)(2) of the Code.

**SECTION 2. REMOVAL OF TRUSTEES.** Should protracted illness or other cause prevent any Trustee from performing the duties of his/her office and participating in the deliberations and actions, or

should any Trustee fail to attend three consecutive regular meetings of the Trustees, the remaining Trustees may, by a majority vote of the Trustees present and voting, declare a vacancy. Any Trustee may be removed for cause by a majority vote of the remaining Trustees. The provisions of this section shall not apply to the immediate Past Chief Commander or his successor. Any Trustee may also be removed by vote of the Governing Board of the United States Power Squadrons.

**SECTION 3. GENERAL POWERS.** All activities of this Fund including the control of its funds, enumerated funds, and property, shall be supervised by the Trustees. The Trustees shall have full discretion, subject to the provisions of these Bylaws, to elect such officers and to employ such managers or agents as it may deem necessary; to determine from time to time the nature of the projects to be undertaken or financed; and to determine the use and application of the income and principal of all funds and property received in carrying out the purposes and activities of the Fund.

**SECTION 4. SPECIAL POWERS.** More specifically, but not in limitation of the general powers and authority stated above, the Trustees shall be empowered to:

- A. Select, employ, remove or suspend individuals and to determine their duties and compensation.
- B. Delegate to any committee, officer, agent, or manager any portion of its duties, powers and authority except as limited by these Bylaws.
- C. Authorize any one or more officers or agents to sign, execute, and acknowledge, in the name of the Fund, bills, notes, lines of credit, margin accounts, receipts, acceptances, endorsements, checks, drafts, contracts and documents for the payment of money and for the performance of other acts.
- D. Authorize one or more of its Trustees, officers, or agents to invest and reinvest the funds and property of the Fund in various accounts and properties for the benefit of the Fund, including but not limited to, certificates of deposit, money market funds, bank funds, securities of all types, bonds, and real estate.
- E. Authorize any one of its Trustees, officers, or agents to enter into service contracts, investment or brokerage contracts, or other contracts for personal services for the benefit of the Fund.
- F. To make, publish, amend and enforce any and all rules and regulations not inconsistent with these Bylaws that it shall deem advisable for furthering the purposes and objectives of the Fund.
- G. To do any and all such other acts or things not specifically required by these Bylaws to be done by others, as it shall deem necessary or advisable in the conduct of the affairs or for the protection of the interests of the Fund.

**SECTION 5. MEETINGS.** The Trustees shall meet annually at a time and place designated by the Trustees. Not less than 30 days notice of the time and place designated for the annual meeting shall be given to each Trustee.

A. Special meetings of the Trustees may be called at any time by the Chair, or upon written request of at least four Trustees. Such call shall state the purpose of the meeting and the time and place where such meeting is to be held. Notice of special meetings shall be given to each Trustee by verified electronic communications, telephone or in writing at least 10 days in advance of the meeting date. Business transacted at any special meeting shall be confined to the purpose stated in the notice of the meeting and such matters as are necessary or incidental thereto.

B. All elections for officers of the Fund shall be at either a regular or special meeting of the Trustees.

C. Unless otherwise provided by the Articles of Incorporation or Bylaws, any action required by these Bylaws to be taken at a meeting of the Trustees or of any committee, may be taken without a meeting if a consent in writing setting forth the action so taken, shall be signed by all of the Trustees, or all of the members of the committee, as the case may be. Such consent shall have the same effect as a unanimous vote. Meetings may be held by electronic, telephone or video conference call where participants may participate in real time.

**SECTION 6. VOTING.** The Trustees shall develop a policy for voting and retain a record of all corporate votes. Four Trustees shall constitute a quorum and all action at any duly called annual or special meeting, where a quorum is present, may be taken by a majority vote of the Trustees present and voting. Only Trustees may vote on any issue before the Fund, but debate shall not be limited to Trustees. Such vote may be in person or electronically by verified and recorded means.

## **ARTICLE IV**

### **OFFICERS**

**SECTION 1. ORGANIZATION.** The Trustees shall elect a Chair, Vice Chair, Secretary, Treasurer and other officers of the Fund as deemed necessary. Officers other than the Chair and Vice Chair need not be members of the Board of Trustees. The Secretary and Treasurer shall serve as non-voting officers and should be the USPS National Secretary and Treasurer, respectively. All officers shall serve at the pleasure of the Board of Trustees and shall be subject to removal by the Board at any time with or without cause.

**SECTION 2. CHAIR.** The Chair shall be the chief executive officer of the Fund and shall have general supervision over the affairs of the Fund. The Chair shall preside at all Board of Trustees meetings, have the authority to sign checks, contracts and other instruments necessary in conducting the affairs of the Fund, and have such other duties and powers granted by these Bylaws or by the Trustees.

**SECTION 3. VICE CHAIR.** In case of the absence or incapacity of the Chair, the Vice Chair shall assume all the duties and exercise all the powers of the Chair, and such other duties and responsibilities as may be designated by the Trustees.

**SECTION 4. SECRETARY.** The Secretary shall have the custody of all the Fund's books, records and seal, shall issue notices of all meetings and keep the records thereof, and shall undertake any other duties designated by the Trustees.

**SECTION 5. TREASURER.** The Treasurer shall have the custody of things of value of the Fund. He/she shall develop a budget for the Trustees approval and shall keep regular books of account of the receipts and disbursements of the Fund and its subordinate funds, and shall deposit and disburse the assets of the Fund at the direction of the Trustees, and shall perform any other duties and responsibilities as may be designated by the Trustees.

## **ARTICLE V**

### **COMMITTEES**



**SECTION 1. EXECUTIVE COMMITTEE.** The Trustees shall serve as the Executive Committee of the Fund.

**SECTION 2. STANDING COMMITTEES.** The Trustees may create Standing Committees or Special Committees as it deems necessary for conducting the business of the Fund. Each would consist of not less than two Trustees and other such persons as the Board deems appropriate.

**SECTION 3. INVESTMENT COMMITTEE.** The USPS Finance Committee shall serve as the Investment Committee. The Investment Committee will propose an Investment Policy for the Trustees to adopt, and will monitor the funds on behalf of the Trustees.

**SECTION 4. COMMITTEE EXPENSES.** Members of Standing or Special Committees may be allowed expenses for attending meetings. No Trustee may receive compensation for their attendance or service other than the reimbursement of expenses.

## **ARTICLE VI**

### **FUNDS**

**SECTION 1.** The assets of the Fund shall be derived from special contributions, other monies or other property received by the Fund.

**SECTION 2.** All assets received by the Fund from any source shall be held, used and expended as the Trustees deem necessary, in accordance with the purposes of the Fund, the expressed, written wishes of the donor, or for a specified purpose. When necessary, the Board may establish a fund pursuant to Article VII of these Bylaws to accomplish these goals.

**SECTION 3.** The Trustees may, in their discretion, accept gifts, donations, devises and bequests of money, property, securities, or other assets for the general purposes of the Fund or for specific purposes of a character within the general purposes of the Fund and may permit any such gift, donation, device or bequest to bear such name or designation as the person making such contribution shall direct or require. The Trustees may enter into such contracts or agreements as they may deem advisable for the acceptance and use of money, property, or other assets. The Trustees may also enter into contracts or agreements limiting the use of gifts or donations or the amount of any gift or donation that may be used within a certain time or to use only the interest, income or other specified amounts from gifts or donations and all such contracts shall be faithfully performed by the Fund. Notwithstanding the foregoing, the Fund will at all times retain the full control, ownership and discretion regarding the investment and use of donated funds.

**SECTION 4.** No part of the net earnings of the Fund shall inure to the benefit of, or be distributable to, Trustees, officers or other private persons, except that the Fund shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article II of these Bylaws. No substantial part of the activities of the Fund shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Fund shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these Bylaws, the Fund shall not carry on, in a substantial manner, any other activities not permitted to be carried on by (a) an organization exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code of 1986, or by (b) an organization that receives contributions deductible under section 170 of the Internal Revenue Code of 1986.

**SECTION 5.** Upon dissolution of the Fund, the Trustees shall, after paying or making provision for the payment of all liabilities of the Fund, dispose of all of the assets of the Fund exclusively for the purposes of the Fund to the United States Power Squadrons, Inc., a 501(c)(3) organization. Should USPS be unable or unwilling to accept the funds, then the funds shall go such organization or organizations which have similar missions and goals as USPS and are organized and operated exclusively for charitable, educational religious, or scientific purposes as shall at the time qualify as an exempt organization under section 501(c)(3) of the Internal Revenue Code of 1986 (or corresponding provision of any future United States Internal Revenue Law), as the Trustees shall determine. Any of such assets not so disposed of shall be disposed of by a competent court of the locality in which the principal office of the Fund is then located, exclusively for such purposes or to such organizations, as said court shall determine, which are organized and operated exclusively for such purposes.

## **ARTICLE VII**

### **SPECIFIC FUNDS**

**SECTION 1. TYPES OF FUNDS.** The Trustees shall establish certain specific funds to meet its chartered goals. These funds shall be Permanently Restricted, Temporally Restricted, Designated and Unrestricted in their nature.

**SECTION 2. PERMANENTLY RESTRICTED FUNDS.** Permanently Restricted Funds shall be restricted to the extent that their principal may not be disbursed except under extraordinary circumstances. Except as provided herein, the principal of these funds may not be expended except by a unanimous vote of the Trustees.

**SECTION 3. TEMPORARILY RESTRICTED FUNDS.** Temporarily Restricted Funds shall be funds consisting of earnings accrued over time which are available for designation for distribution by operation of these Bylaws or donor intent.

**SECTION 4. DESIGNATED FUNDS.** Designated Funds shall be established for specific purposes and available for current distribution based on operation of these Bylaws or donor intent. Once designated funds have been allocated for a specific purpose they become unrestricted funds and may be disbursed per their donative intent. They may be for general United States Power Squadrons purposes, or to support specific programs or projects. The Trustees may establish minimum funding levels for the establishment of designated funds and establish rules and policies for the solicitation and disbursement of these funds.

**SECTION 5. UNRESTRICTED FUNDS.** Unrestricted Funds shall be available for any use that the Trustees deem necessary. Their principal and income may be expended as the Trustees deem appropriate.

**SECTION 6. BOARD DESIGNATED FUND.** The Trustees shall establish a Restricted Fund (“Board Designated Fund”) from the former USPS Endowment Fund, whose assets shall be designated for disbursement by the USPS Board. Five percent (5%) of the value of the Board Designated Fund, as determined annually on 30 November of the preceding fiscal year, shall become temporarily restricted and transferred to the United States Power Squadrons Board of Directors. These BOD designated funds shall become unrestricted as they are allocated for use by the USPS Board.

**SECTION 7. GENERAL FUND.** The Board of Trustees shall establish a General Fund (“General Fund”) from the former “USPS Investment Fund”. This Fund shall pay out five percent (5%)

annually in quarterly installments in arrears. These funds are to be made available to USPS for its operations through the regular USPS budgeting process. This fund shall annually pay out 5% of the beginning balance of the fund each fiscal year in quarterly installments in arrears.

**SECTION 8.** The Trustees may assess against the value of all funds to pay administrative expenses, including accounting, fund management and development expenses.

## **ARTICLE VIII**

### **GENERAL PROVISIONS**

**SECTION 1.** Written notices of any kind required by these Bylaws of meetings, votes or other Fund business, shall be delivered in person, by verified electronic communications, or by postal service to the current Trustees within the time limitations specified in these Bylaws. Posting in the United States mails to the last known address shall be deemed proper delivery.

**SECTION 2.** Whenever any notice is required to be given under the provisions of the statutes or the Articles of Incorporation or of these Bylaws, a waiver thereof in writing signed by the person entitled to said notice, whether before or after the time stated therein, shall be deemed equivalent to proper notice.

**SECTION 3.** In case of a dispute as to the construction of these Bylaws, any interested party may refer the matter to the Trustees of this Fund and its decision as to the proper construction thereof shall be final and conclusive.

**SECTION 4.** All checks or demands for money and notes of the Fund, and all Fund documents shall be signed by such officer or officers of the Fund or such other person or persons as the Trustees may from time to time designate.

**SECTION 5.** The seal of the Fund shall contain the words “USPS Endowment Fund”, or such other design as the Trustees may adopt; and such seal shall be the seal of the Fund. In lieu thereof, however, the signature of officers authorized by the Trustees on any Fund document shall constitute a seal. In any event, no deed or instrument of the Fund, otherwise duly authorized, shall be held or deemed invalid or insufficiently executed for want of a seal.

## **ARTICLE IX**

### **INDEMNIFICATION**

The Fund shall indemnify any Trustee or officer, or former Trustee or officer of the Fund against all expenses actually and reasonably incurred by him or her in connection with the defense of any action, suit, or proceeding, civil or criminal, in which he or she is made a party by reason of being or having been a director or officer, except in relation to matters as to which he or she is adjudged in such action, suit or proceeding to be liable for negligence or misconduct in the performance of duty. Such indemnification shall not be exclusive of any other indemnification provided for in the Articles of Incorporation or any Bylaw, by resolution or otherwise. The Fund shall be authorized to purchase insurance or other similar device for the purpose of such indemnification.

## **ARTICLE X**

### **FISCAL MANAGEMENT**

**SECTION 1. FISCAL YEAR.** The fiscal year of the Fund shall be 1 December to 30 November of each year, or other such year as shall be adopted by the Trustees.

**SECTION 2. BOOKS AND ACCOUNTS.** The Fund shall keep correct and complete books and records of accounts and shall keep minutes of the proceedings of the Trustees and any committee having any of the authority of the Trustees. All such books and records shall be kept at the principal office of the Fund unless the Trustees, by resolution, determines otherwise, subject to any requirements of law. All books and records of the Fund may be inspected by any Trustee or their agent or attorney for any proper purpose at any reasonable time. Books are to be kept on a cash basis.

**SECTION 3. AUDITING AND REPORTS.** An annual report of the affairs of the Fund for the previous fiscal year shall be submitted to the Trustees at each annual meeting, and filed with the secretary of the Fund. The books and records of the Fund shall be reviewed by an independent certified public accountant at the expense of the Fund annually and at such times as may be designated by the vote of a majority of the Trustees. The Trustees may also designate a committee of its members to audit the books and records of the Fund at such times as it shall determine by a majority vote of its members.

**SECTION 4. CHECKS AND ENDORSEMENT.** All checks and drafts upon the funds or credit of the Fund in any of its depositories shall be signed by such officer(s) or agent(s) as shall from time to time be determined by resolution of the Trustees. All checks, notes, bills receivable, trade acceptances, drafts, and other evidences of indebtedness payable to the Fund shall, for the purpose of deposit, discount or collection, be endorsed by such officer(s) or agent(s) of the Fund or in such manner as shall from time to time be determined by resolution of the Trustees. The Trustees may provide for the use of facsimile signatures under specified conditions for any of the foregoing purposes.

**SECTION 5. FIDELITY BONDS.** The Trustees may require that officers and/or employees of the Fund having custody or control of corporate funds furnish adequate fidelity bonds. The premium on such bonds may be paid by the Fund.

**SECTION 6. PROHIBITION AGAINST LOANS.** The Fund shall not make loans to any Trustee, officer or director of the Fund.

## **ARTICLE XI**

### **AMENDMENTS**

**SECTION 1.** These Bylaws may be amended by a majority vote of the Trustees present either in person, by proxy or by communication directed to the Secretary of the Fund and received by him or her prior to the date of such meeting.

**SECTION 2.** A copy of any proposed amendments shall be sent to all Trustees with notice of the meeting as specified in these Bylaws.

ADOPTED this day, 19 August 2020

Signatures are on file with the Vice Chair of the Endowment Fund.

## F.2 USPS Educational Fund

*USPS Educational Fund is a legal trust, operated by six (6) trustees elected by USPS Governing Board. It is a separate entity, apart from USPS, governed by its own board of trustees. The Internal Revenue Service has determined it to be a “qualified organization” under section 501(C) (3) of the Internal Revenue Code. All contributions to the fund are fully deductible from income, gift and estate taxes. The purpose of the Fund is to promote the development and the furtherance of educational programs and techniques in boating, seamanship, navigation, engine maintenance, marine electronic equipment, sailing, weather, boating safety and other marine activities by issuing grants.*

### Trustees

The trustees must be current members of USPS. They may serve two consecutive terms of three years. However, those elected to fill the term of a trustee who resigned may, at the end of that term, be elected to serve two consecutive terms. All trustees serve without compensation or travel expenses. However, the trustees may employ an administrative assistant who handles the day to day activities. They also employ Johnson Investment Counsel to administer the investments of the principal fund. McMahon & Vigeant PC is the accountant for IRS issues. Also each squadron and district has a fund representative who provides information on the fund and encourages contributions at the local level.

### Procedures

All donations received are recorded in the Log of Gifts and Memorials, and unless the donor specifies otherwise the money is placed in the principal account and will not be spent. The fund welcomes gifts and memorials from USPS members, friends, corporations and other foundations. It is a beneficiary of many wills and has received bequests in all amounts. All such bequests, legacies, transfers and gifts are fully deductible for estate and gift tax purposes.

Squadrons making a separate contribution of one dollar or more per member during a year receive a Certificate of Merit and a place on the year's honor roll. The honor roll is published after 30 November and certificates are distributed electronically to Squadron and District Commanders. All gifts are acknowledged to the donor and an appropriate announcement is sent to any person specified by the donor. Capital gains obtained from investments are reinvested in the principal fund to

recover any losses due to inflation and will continue to be until they exceed such losses.

### Grants

Interest and dividends obtained by the investment of the contributions are distributed by a process of grants. To request a grant, a completed and signed USPS Educational Fund Grant Request form must be submitted to the chair of the trustees. After discussion, a vote is taken. If four or more trustees approve, the chair signs the grant, a grant number is assigned and the treasurer makes the monies available.

Some grants may be awarded outside USPS. When this happens, upon approval, the treasurer sends the recipient a check for the full amount, asks for a full accounting when the work is completed and a refund of funds not spent.

For USPS grants, the treasurer informs USPS headquarters of the grant number, its expiration date and the amount of the grant. Headquarters bills the treasurer as the work progresses and a final bill on the expiration date, or when the work is completed, whichever occurs first.

The grantee must send to the chair a written report of the progress of the project on 15 December, 15 April and 15 August and a final detailed report the expenditure of the funds when the project is completed. All unused granted funds must be returned to the treasurer by the completion date unless an extension is requested and granted prior to the completion date. All funds granted but not used for a project must be returned to the fund.

NOTE: The trustees have no responsibility or liability with regard to any project for which a grant is authorized.



## Appendix G

# USPS Policies

### October 2023

G.1	Investment Policy .....	1
G.2	USPS Statement of Policy on Teaching Boating Safety Courses.....	2
G.3	On-the-Water Policy .....	3
G.4	USPS Position on Boating Education and Operator Licensing.....	5
G.5	Reimbursement of Travel and Related Expenses Policy .....	5
G.6	USPS Revised Policy involving Squadron Auxiliaries .....	9
G.7	Electronic Data Policy .....	10
G.8	USPS Liaison Policy/Procedure .....	12
G.9	Lobbying .....	13
G.10	USPS Whistleblower Policy .....	14
G.11	USPS Conflict of Interest Policy .....	15
G.12	Grants and External Funding Procedures.....	17
G.13	Protection of Vessel Safety Check (VSC) Vessel and Owner Data Protection .....	18
G.14	Administration of Memoranda of Understanding .....	19
G.15	Communications Policy .....	20

## G.1 Investment Policy

The funds of USPS are divided into two general categories consisting of “Operating” and “USPS Investment” funds. The size of the operating fund shall be set annually by the Treasurer so as to sustain the day-to-day operations of USPS. The funds should be readily available to headquarters in the form of checking accounts and short term CDs.

The finance committee shall determine suitable investments for reserve funds so as to obtain a rate of return consistent with security of the funds. These recommendations shall be given to the Treasurer.

The reserve funds and their management are the direct concern of the finance committee. These funds are further divided into three categories based on the degree of investment safety:

- 1) **Insured deposits** - low risk insured investments such as savings accounts, certificates of deposit, and bank money market funds;
- 2) **U. S. Treasury Notes and U. S. Treasury bonds** which are guaranteed by the U. S. Government;

The finance committee should be aware of the current trends in interest rates in order to recommend a maximum yield for each type of investment. Trends and predicted trends should be carefully reviewed to determine the best maturity periods of the investments.

- 3) **Stock or equity investments** - these high risk investments are best handled by full time managers who are responsive to the day-to-day fluctuations in the securities markets. Currently, these investments are in the form of mutual funds which have full time managers. Another approved method of participating in the equity markets is through a managed portfolio. Selected funds should be switchable from one investment type to another without significant fees and by telephone notification. Normally, the Finance Committee Chairperson would advise the headquarters manager or deputy manager to make the switch, but in case of an emergency, the assistant chair of the finance committee or the Treasurer may advise headquarters to make the switch.

Allocation of assets should have the Finance Committee approval. The allocation of investments may be changed from time to time. A minimum standard of asset allocation should be:

- 1) Insured deposits and fixed income at least 20%; and
- 2) Equity investments of not more than 80%.

## G.2 USPS Statement of Policy on Teaching Boating Safety Courses

**United States Power Squadrons' responsibilities include:**

- 1) Scheduling and administering boating safety courses through USPS administrative structure;
- 2) Continuing to conduct and administer the boating safety courses in accordance with NASBLA guidelines and course requirements;
- 3) Providing the state a listing of *America's Boating Course* graduates (with the approval of the graduates) utilizing state provided forms within two weeks of course completion;
- 4) Utilizing state pamphlet(s) covering state boating laws in the conduct of *America's Boating Course*;
- 5) Requesting participation of state boating law agency personnel in the conduct of the classes covering state boating regulations and laws;
- 6) Providing the state information as to the date, time and location of boating safety courses, and the name and telephone number of a contact person;
- 7) Providing each student successfully completing *America's Boating Course* with a USPS Certificate of Completion;
- 8) Refraining from having USPS members collect or handling any state monies other than local taxes;
- 9) Refraining from associating any state fee other than local taxes in any manner with the fees charged for textbooks, materials, and other course supplies and those charged to defray any custodial or classroom usage fees;



- 10) Providing a principal USPS point of contact to work directly with the state boating law administrator, or designated representative, in the execution of the program.

#### The State's responsibilities:

- 1) Recognize successful completion of *America's Boating Course* as meeting state boating education requirements;
- 2) Provide up to 10 examination questions on state specific laws and regulations;
- 3) Provide state pamphlets and other materials for each student attending *America's Boating Course*;
- 4) Provide state forms for use in reporting *America's Boating Course* graduates to the state;
- 5) Issue a state boating safety certificate to each person who successfully completes *America's Boating Course* and requests state certification;
- 6) Provide a listing of state boating law agency personnel available to make presentations at boating safety courses;
- 7) Provide initial orientation workshops to all USPS instructors covering state and local boating laws and regulations;
- 8) Provide for USPS instructors periodic updates concerning changes in state boating laws and regulations;
- 9) Maintain a database of state certified students, including those reported by USPS as graduating from *America's Boating Course*;
- 10) Provide a duplicate state boating safety course completion certificate for all students listed in the state database in the event of a lost certificate;
- 11) If a fee is required by the state, the state shall provide a state approved form that a graduate can utilize in requesting state certification.

## G.3 On-the-Water Policy

The new "watercraft" endorsement, by the insurance carrier (Commercial General Liability Policy) enables squadrons to have on-the-water training. This expanded coverage includes **regularly scheduled squadron sponsored activities**, including on-the-water activities such as teaching, cooperative charting events, predicted log events, squadron and district cruises and rendezvous, boating safety demonstrations and publicity events, local harbor, festivals, and other civic and/or social events that further boating safety education. Since new policies of insurance are issued each year, there is no guarantee that this coverage will be continued. Every member of USPS who is in charge of an on-the-water activity should verify that the activity in question will be covered before proceeding with the activity. This should be done through the national treasurer.

While insurance protection usually extends to national, district, and squadron units and USPS members involved, there will always be two primary exceptions to this coverage. These are:

- 1) USPS insurer will not defend nor protect the vessel owner from any liability claims arising as a result of an injury during the on-the-water event;
- 2) USPS insurer will not defend nor protect anyone, not even the squadron, district, or national organization, from any liability claims arising as a result of any injury occurring during the on-the-water event if any compensation of any type is given to the owner of the vessel. For this reason, the following policies are to be followed:
  - a) **Squadron member-owned vessel.** A squadron or district may wish to require member owners to provide proof of insurance. It is recommended that the member vessel owner provide proof of insurance to the sponsoring squadron or district prior to the on-the-water activity. The member owner must not accept any form of compensation, reimbursement of any expense, including fuel, or any gratuity for the use of the member's boat for the activity;
  - b) **Chartered or rented vessels.** In the event a vessel will be chartered or rented from a commercial operator by a squadron or district, the squadron or district involved must enter into a written charter agreement in a form approved by the national law officer. This agreement must require that the commercial operator has in effect liability insurance with minimum coverage of \$5,000,000 per occurrence and \$1,000,000 per person. A standard form of a charter agreement is on file at national head- quarters for use by squadrons and districts.

**Educational or Instructional Activities** with members or non-members:

- 1) When a member is involved in a USPS district, squadron, or auxiliary sponsored educational or instructional on-the-water event, only the boat owner shall operate the vessel. If the boat owner becomes incapacitated for any reason the activity shall be terminated and the vessel returned to the nearest safe harbor;
- 2) Only USPS member boats may be used for such activities, unless the vessel is a commercial vessel under an appropriate lease or charter agreement with minimum commercial general liability insurance coverage of \$1,000,000 per occurrence and \$1,000,000 per person provided by the commercial vessel, naming USPS, its districts, squadrons, and auxiliaries as additional named insureds;
- 3) No beer, wine, or liquor shall be provided, offered, furnished, and/or sold to any person on any such educational or instructional activity prior to or during such on-the-water activity;
- 4) No predicted log contests, speed contests, or any other contests shall be combined with or run in conjunction with an educational and or instructional cruise;
- 5) The member's vessel or any commercial vessel used for an instructional and or educational on-the-water training event shall comply with all state and federal boating safety requirements and all vessel weight and capacity requirements as set forth by the vessel manufacturer shall be complied with at all times;
- 6) No such event shall be undertaken outside of the waters of the United States or those of a state; and

- 7) The boat owner/operator and the instructor shall be different persons. That is to say the operator shall not participate in any instruction but shall keep his/her attention focused solely on boat operation.

## **G.4 USPS Position on Boating Education and Operator Licensing**

USPS, the largest private boating organization, continues to believe that voluntary boating education is the best and most efficient method of promoting boating safety. The current USPS Boating Course (approved by NASBLA) or its equivalent should be considered the minimum standard. USPS will continue to vigorously promote, advertise, and teach the Boating Course to the public and will continue to encourage all governmental organizations and agencies to accept this educational standard. USPS will continue to cooperate with all governmental and safety organizations to promote boating education and safety.

- 1) The members of United States Power Squadrons believe the best way to achieve boating safety is through boater education;
- 2) USPS members support state mandatory boating education for young boaters and personal watercraft operators;
- 3) USPS members believe that any state licensing of recreational boat operators should be based upon strong educational requirements;
- 4) USPS members believe that all boating safety courses should be NASBLA approved and include proctored examinations; and
- 5) USPS members will continue to provide educational support in all states.

## **G.5 Reimbursement of Travel and Related Expenses Policy**

**Revised and Effective 1 October 2022**

### **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 Departmental Committees or Programs or Voting Representatives

Assistants to the NEO and Secretary

Merit Mark Area Monitors

National Chaplains  
National Parliamentarian

**B**

Board of Directors

**C**

National Photographer  
National Medical Officer  
Aides Assigned to National Executive Officer, National Educational Officer, National Administrative Officer, National Secretary and National Treasurer

**D**

Governing Board Emeritus Members - Members receiving their 50<sup>th</sup> Merit Mark at a National Meeting.

**E**

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

**F**

National Flag Lieutenant  
Members of Committee on Nominations

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Refer to the Reimbursement Policy for all Reimbursement Codes and to subsequent pages that give additional policy for a specific position, as identified by the Reimbursement Letter Code.

All eligible attendees filing for travel expense reimbursement to/from an Annual Meeting or Governing Board must have paid the activity registration fee to qualify for reimbursement.

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. 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**

*National Meetings – It is the broad intent of USPS policy to limit total travel costs to the lesser of the actual costs incurred or \$200. Total travel costs include:*

*Intercity travel, by air, automobile, bus, vessel or other mode  
Travel to and from home to airport  
Airport parking*

*Travel to and from airport to meeting site**On-site parking at meeting location*

The maximum reimbursement for travel related expenses to attend the Annual and Governing Board meetings shall not exceed \$200.00 per meeting. **Two eligible members traveling together may both claim the travel allowance provided the total requested reimbursement does not exceed the maximum of \$200 each.** Limitations for certain types of travel related expenses are set forth below, but **the grand total of such expenses cannot exceed \$200.00.**

Inter-city Transportation - Annual and Governing Board meeting inter-city reimbursement for airfare, train fare, auto mileage, personal plane mileage/hangar space, and personal vessel mileage/slip fee is included in the \$200 limitation stated above.

Air/Rail/Bus - **Airfare will not be reimbursed if airline travel miles were used. USPS can/does recognize that miles do equate to a dollar amount and that amount can be considered a donation to USPS/ABClub by checking the donation box. The donation can also be filed with the member's taxes and if needed, a written acknowledgment can be provided.** Lowest advance purchase (35 days prior to travel) of 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 Chief Commander.

Auto - \$0.35 cents per mile plus tolls between member's closest home and meeting site. The mileage reimbursement should not exceed the \$200 limitation stated above. If one or more members who are qualified for reimbursement share the same auto, only the owner is eligible for reimbursement. Parking at the meeting site will be reimbursed at the self-parking rate and is limited to the number of days the member is allowed lodging reimbursement.

Personal Plane/Vessel - \$0.35 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 \$200 stated above.

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

Local Transportation - Personal cars can be used from home to airport where the cost is less than other options. Reimbursement will be at \$0.35 per mile, plus tolls and long term parking fee for one day plus the authorized reimbursement nights. Airport shuttle or hotel courtesy cars should be used if available at the meeting site. Taxis can be used if shuttles or courtesy cars are not available. Expense reimbursement will be at the lowest cost available at each individual meeting.

Lodging and Meals - **No reimbursement can/will be made to individuals who use hotel reward points for their stay or stay at a non-authorized alternate hotel for Annual Meeting or Governing Board. USPS/ABClub does not receive credit for those nights and missing our contractual room nights results in a financial penalty to our club. An exception to the Alternate hotel is only if we exceed the contractual room counts and the hotel has no more available rooms and National Meetings Committee designates a secondary hotel for the AM/GB.** No reimbursement will be made for cost of meals en route or for personal charges; that is, laundry, telephone, and hotel services. No reimbursement will be made for lodging en route to or from a meeting. If two members who are qualified for reimbursement share the same room at either the Annual Meeting or the Governing Board Meeting, both members are entitled to the current room allowance as long as the sum of both allowances does not

exceed the cost of the room. If the daily room cost is less than the sum of the two per diem allowances, then the reimbursement to each member is 50% of the daily room cost.

Submission of Requests for Reimbursement Requests for reimbursement must be on form BUD-2A and forwarded to the appropriate budget officer for approval within 30 days of travel. The BUD-2A must be accompanied by original receipts or electronic copies of original receipts. Travel agency statements are not acceptable. Any unusual travel arrangements or routing should be explained and attached to the BUD-2A form.

Tipping - Tipping is not reimbursable.

### **Reimbursement Policy for Specific Codes**

#### **Code A**

Transportation - Travel to the Annual Meeting and Governing Board Meeting will be reimbursed up to the maximum of \$200 per meeting.

Lodging and Meals - The USPS Board of Directors sets the number of reimbursable days for a national meeting. Two days are allowed for the Annual Meeting and two days for the Governing Board Meeting. A reimbursement of \$50 per day will be allowed for the hotel room when staying at the USPS-designated hotel.

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

#### **Code B**

Transportation - Travel to the Annual Meeting and Governing Board Meeting will be reimbursed up to the maximum of \$200 per meeting. Reimbursement may be made for USPS Board members attending national meeting of outside organization's meetings or other functions authorized by the Chief Commander.

Lodging and Meals - Hotel room expense will be reimbursed at BOD meetings not held at the Governing Board or Annual Meeting. Meals will be reimbursed only for meetings held at locations other than the national meetings.

#### **Code C**

Transportation - Travel to the Annual Meeting and Governing Board Meeting will be reimbursed up to the maximum of \$200 per meeting.

Lodging and Meals - A \$50 per day room allowance for a maximum of four days for both the Annual Meeting and Governing Board Meeting.

#### **Code D**

Transportation - Up to \$200.

Lodging and Meals - Up to two night's hotel accommodations at the USPS rate when staying at the host hotel.

#### **Code E**

Transportation - C/C Rep to a District Conference: The officer will be reimbursed for the meeting assigned. Meetings outside of USPS could be for the officer only at the discretion of the Chief Commander.

Lodging and Meals - Hotel room will be reimbursed for the host hotel. Meal expense is not reimbursed for the Chief Commander's representatives at District conferences.

#### **Code F**

Transportation - Travel to the Annual Meeting and Governing Board Meeting will be reimbursed up to the maximum of \$200 per meeting.

Lodging and Meals - A \$50 per day room allowance for a maximum of six days for both the Annual Meeting and Governing Board Meeting.

## **G.6 USPS Revised Policy involving Squadron Auxiliaries**

**Approved by the Board of Directors 9 December 1987**

The increasing costs of insurance and the new tax bill have caused careful reexamination of many USPS activities. Insurance premiums are based, in great part, on two major considerations: the number of members covered and the activities expected and covered. The new tax bill specifies what deductions taxpayers may take for contributions to and on behalf of 501(c)(3) organizations.

Questions as to whether or not auxiliaries are covered by USPS' blanket insurance policy, and if work for an auxiliary entitles one to take a tax deduction have been raised. To properly assess the risks inherent in including auxiliary activities in the insurance coverage, the number and location of the auxiliaries, the number of members of the auxiliaries and the activities usually undertaken by those auxiliaries must be known. The phrase "engaged in authorized USPS activities" cannot be relied on in an attempt to provide insurance coverage for the auxiliaries without knowing what is involved, nor can there be a review of each auxiliary activity one-by-one. In order to extend 501(c)(3) "tax deduction" privileges to auxiliary members, a list of auxiliaries must be submitted to the Internal Revenue Service annually.

Because of a lack of information, the question of insurance coverage for squadron auxiliaries was reassessed in 2004.

Except as modified by the following, the statements and procedures regarding auxiliaries set forth in section the *Operations Manual* are hereby reaffirmed.

Any squadron which has or desires to have an auxiliary should submit the following to the squadron activities committee in order for the auxiliary to be a recognized auxiliary:

- 1) A copy of the application to the squadron executive committee to form or authorize an auxiliary, and the approval by the squadron executive committee of such application;
- 2) An agreement by the squadron that its recognition and sponsorship of the auxiliary will be revoked if the auxiliary engages in any program or activity or adopts any bylaw or policy which is contrary to the policies and best interests of USPS;



- 3) A copy of the bylaws or proposed bylaws of the auxiliary containing a statement that the auxiliary recognizes the authority of USPS to revoke recognition of the auxiliary if the auxiliary engages in any program or activity in which a squadron may not engage or the auxiliary engages in any program or policy which is contrary to the policies and best interests of USPS. *Model Bylaws for Auxiliaries of Squadrons of United States Power Squadrons* is available from the Squadron Activities Committee;
- 4) A list of the general activities engaged in by the auxiliary or participated in by auxiliary members as a group, which list shall be up-dated and filed with the squadron activities committee annually.

Upon receipt of the foregoing, the Squadron Activities Committee will review the submission and, if all is found to be in order, so advise the squadron and add the name of the auxiliary to the list to be submitted to the IRS. For those squadrons which have had an auxiliary for a long time, copies of the pre-existing documentation may be submitted.

Questions such as “Should an auxiliary apply for tax exemption?”, “Should an auxiliary incorporate?” and “Should an auxiliary have its own insurance?” cannot be answered on a general, nationwide basis. Each auxiliary should investigate the many ramifications of such questions under the laws of its state and make its own decisions. The squadron law officer may be of some assistance in evaluating the criteria concerning this decision. It is the current position of the national law officer that auxiliaries should neither incorporate nor apply for tax exemption on their own.

Auxiliaries may not do anything which a squadron may not do directly, and while auxiliary members may participate in activities outside the scope of USPS, that is, teaching in schools and teaching other than USPS educational courses if such subjects have been reviewed by USPS Educational Department and approved by the Board of Directors, they may participate in any other activities only as individuals, not as an organized auxiliary activity, just as squadron members may participate in other activities as individuals but not as members of a squadron. Auxiliary members should not represent themselves as being experts or experienced simply because of their auxiliary membership, or wear any auxiliary uniform, blazer, or other distinctive clothing while participating in unauthorized outside activities which might give the impression they were engaging in such activities as members of the auxiliary.

## G.7 Electronic Data Policy

USPS policy on electronic data needs to balance existing policies developed for paper records and the realities of instantaneous world-wide data sharing. There are seven pieces in this puzzle:

- 1) Continue to respect member privacy and extend the same courtesy to non-members;
- 2) Not seek financial gains from USPS membership, nor allow others to do so;
- 3) Seek to educate the boating public and invite them to join the ranks;
- 4) Access to wealth of training materials is generally reserved for members;
- 5) There are practical limits of computer technology; any system can be infected;
- 6) Authorized USPS officers need access to information to do their jobs;
- 7) USPS officers have a wide range of computer skills, and sometimes no computer skills at all.



These principles call for different procedures, depending on the data involved and the needs of typical users for that type of information.

### USPS Website

**Non-members:** USPS will collect non-identifying information to improve public use of the website. USPS will collect email addresses of non- members in order to reply by email, but only for that purpose. Non-members should be able to obtain information about USPS, its squadrons, its classes, and other public service activities.

**Members:** Members should have access to a broad range of information about USPS at the national, district, and squadron levels. Access to the members' areas will be restricted to members of USPS and CPS through the use of membership numbers. Members may include their email addresses and other information in an on-line directory if they wish, but this information will not be collected routinely.

**Financial:** Members may choose to order products or renew membership on-line using a credit card. Secure data transmission methods will be used for these transactions. Credit card information will be sent directly to headquarters for billing the credit card. No other access will be permitted.

### Membership Records

Access must be restricted to USPS members and HQ staff. Users must identify themselves on entering this section. The identification will be used to select the set of records that can be accessed by that user: members may only review their own data. Squadron officers may see the data for their own squadron members and place orders against and use member record data in connection with the composition and activities of their respective national committee, or the duties and responsibilities of their respective national office. Headquarters will continue to support local units and national committee members without computer access.

The ability to change records must be controlled:

- Members should be able to change their personal contact information such as address and phone number;
- Squadron secretaries / squadron membership records chairs should be able to change member contact information for their squadron members, and may update information developed at the squadron level, such as current rank/office held;
- Information that is significant at the national level:
  - a) Merit marks and the related member designations (senior, life, G/B emeritus);
  - b) Educational course completions;
  - c) Membership category (new members, changes of membership status, sustaining members) will be entered by headquarters staff ONLY. Headquarters will also enter renewals, squadron transfers, and other changes submitted from squadrons without computer access.

### Public disclosure of member information

Squadrons, district and auxiliary websites and other publications should be sensitive to the privacy expectations of members. Member addresses, email addresses and telephone numbers should not be published in any medium, printed or electronic, without the prior consent of the affected member.

### Duties for members having access to membership information

Members ending a term of office are expected to turn all records over to their successors. This includes membership records in both paper and electronic form. Members having control of membership lists (paper or electronic) are expected to observe the “no commercial use” policy expressed in USPS Bylaws or *Operations Manual*. All USPS members should be alert to attempts to exploit these lists for commercial use.

### **Continuing awareness of electronic security**

The Information Technology Committee will continue to seek appropriate and reasonable methods both to safeguard member privacy and enable easy member usage of USPS electronic data.

## **G.8 USPS Liaison Policy/Procedure**

**Approved by the Board of Directors 5 April 2014**

**Preamble:** USPS is vitally interested in maintaining good relations with public officials and outside organizations concerned with recreational boater education, safety on the water, homeland security, vessel safety checks, updating of navigational charts, use of water resources, law enforcement, et cetera.

Such organizations include, but are not limited to, those responsible for promulgating, enforcing, and teaching rules and regulations relating to recreational boating activities at national, state, and local levels.

Continued good relationships with these individuals and organizations aid in solving communication problems and promote continuation or creation of mutually beneficial programs. While liaison activities may facilitate lobbying, Liaison Officers are NOT at liberty to lobby or to interpret USPS policy positions.

**Policy Statements:** Liaison activities are directed by the Public Affairs Committee (PA-Com). Liaison officers are responsible for maintaining contacts, on an individual and ongoing basis, with key personnel of governmental and civic organizations concerned with issues affecting recreational boaters. Liaison activity does NOT include stating or advocating a USPS position on matters pertaining to existing or proposed legislation.

Each District Liaison Officer (DLO) is appointed by the District Commander, serves as chair of the District Liaison Committee, reports to the District Executive Officer, and is the communication link between PA-Com and Squadron Liaison Officers [Refer to 4.21 on page 4-6].

Each Squadron Liaison Officer (SLO) is appointed by the Squadron Commander, serving as committee chair (if applicable) in the squadron executive department, and as an ex-officio member of the District Liaison Committee.

Guidelines for District and Squadron Liaison Officers provide important detailed information regarding all aspects of liaison activities. Please see PA-Com website at the address located in the Site Index on the USPS website.

## G.9 Lobbying

**Approved by the Board of Directors 4 December 2009**

Squadron, district, and national officers continue to be authorized and encouraged to actively lobby government officials and legislators to inform them of USPS policies that support safe boating through education and to support and encourage government action and legislation consistent with those policies and principles and to discourage action and legislation contrary to USPS policies.

The lobbying function serves an important purpose in disseminating United States Power Squadrons (USPS) safe boating messages to the public and providing a vehicle to support recreational boating safety measures at federal, state, and local government levels. Through the lobbying process, USPS members advise government officials on matters involving recreational boating activities to influence legislation which advances the safety and education mission of USPS.

It is essential that there be a thoughtful, organized, and coordinated effort to maximize the effectiveness of our lobbying. To the extent possible and as time allows, efforts should be coordinated with the Squadron, District, and National Legislative representative. To be effective, USPS lobbying policy statements are authorized by the Board of Directors as the highest level of USPS management and published to be generally consistent across the organization.

The Board of Directors has approved policy statements on the following important issues and will continue to update the policy statements as appropriate. The following policy statements are available on the PA-Com website at the address located in the Site Index on the USPS website.

- Life Jacket Position Statement
- Ballast Water Issue
- Boater Education and Licensing

Members are encouraged to advocate and present USPS position statements to local and state government entities and to identify them as having the support of USPS and its membership. The Public Affairs Committee (PA-Com) role is to identify and help prioritize issues of interest to USPS and to assist the Board of Directors in development of policy to influence the direction of legislation pertaining to these issues.

Squadrons and members are expected to provide local and individual positions on their behalf (but not on behalf of USPS) related to issues not covered by Board of Director approved policy statements.

Additionally, USPS members are encouraged to serve on Area Maritime Security and other boating-related committees at local, state, and national levels with guidance and approval of PA-Com. The Public Affairs Committee shall at all times be responsible to the Board of Directors and will keep the Board advised as to the status of active issues on a periodic basis.

### **Procedures for Addressing State Legislative Issues:**

- Members, Squadrons and Districts are encouraged to coordinate with PA-Com representatives on issues relating to USPS Policy. The immediate point of contact is the State Legislative Representative; and
- The PA-Com does not have to approve everything that might be considered lobbying or lobbying related. If there is a clear USPS Position Statement, USPS members should use common sense as

to approach; however, State Legislative Representatives and Team Leaders are to be kept informed of any lobbying activity.

**Guidelines for Requesting New or Revised Position/Policy Statements:**

- A concise statement of the policy recommended for adoption;
- Statement explaining the need for the lobbying policy as it relates to boating safety, boater education, or other activities of USPS and the urgency for adopting the policy;
- Supporting documentation explaining the need for the proposed policy; and
- The above information should be presented to the Public Affairs Committee Chairman (PA- Com) for submission to the Board of Directors.

**Policy Advice and Interpretation**

PA-Com members are available for advice and consultation about policy statements and presentations of information related to the USPS Position and encourage questions and comments to support the lobbying effort.

Nothing in this description is to be construed as a prohibition of an individual member testifying as an individual on his/her own behalf and not representing USPS.

## **G.10 USPS Whistleblower Policy**

It is the determination of the Board of Directors, United States Power Squadrons that the Whistleblower Policy be made a part of the USPS *Operations Manual* and each member of the present Board of Directors shall execute the original document. Subsequent members of the Board of Directors shall be presumed to have agreed to such policy upon election as a Member of the Board of Directors.

**Notice of such Policy**

By Order of the Board of Directors, distribution of the policy shall initially be given as follows:

- 1) All Committee Chairpersons reporting to the Governing Board and Headquarters personnel, by notice and posting by Headquarters;
- 2) All Committee Chairpersons reporting to each Vice Commander, by the Vice Commander;
- 3) Each Committee Chairperson is expected to notify each committee members of the adoption of such policy and when same may be found and reviewed; and
- 4) Members of the United States Power Squadrons shall be notified of the adoption and place of publication of the policy by an article in The Ensign and Compass.

Subsequent members of Committees shall be presumed to have agreed to such policy upon election, nomination, or appointment to such positions. Such policy shall be applicable to all members of the United States Power Squadrons.

**Policy**

This policy is intended to encourage Board members, staff (paid and volunteer), and others to report suspected or actual occurrence(s) of illegal, unethical, or inappropriate events (behaviors or practices) without retribution.

- 1) The Whistleblower should promptly report the suspected or actual event to his/her supervisor;
- 2) If the Whistleblower would be uncomfortable or otherwise reluctant to report to his/her supervisor, then the Whistleblower could report the event to the next highest or another level of management, including to an appropriate Board or committee member;
- 3) The Whistleblower can report the event with his/her identity or anonymously;
- 4) The Whistleblower shall receive no retaliation or retribution for a report that was provided in good faith - that was not done primarily with malice to damage another or the organization;
- 5) A Whistleblower who makes a report that is not done in good faith is subject to discipline, including termination of the Board or employee relationship, or other legal means to protect the reputation of the organization and members of its Board and staff;
- 6) Anyone who retaliates against the Whistleblower (who reported an event in good faith) will be subject to discipline, including termination of Board or employee status;
- 7) Crimes against person or property, such as assault, rape, burglary, et cetera, should immediately be reported to local law enforcement personnel;
- 8) Supervisors, managers, and/or Board members who receive the reports must promptly act to investigate and /or resolve the issue;
- 9) The Whistleblower shall receive a report within five business days of the initial report, regarding the investigation, disposition or resolution of the issue;
- 10) If the investigation of a report, that was done in good faith and investigated by internal personnel, is not to the Whistleblower's satisfaction, then he/she has the right to report the event to the appropriate legal or investigative agency; and
- 11) The identity of the Whistleblower, if known, shall remain confidential to those persons directly involved in applying this policy, unless the issue requires investigation by law enforcement, in which case members of the organization are subject to subpoena.

## **G.11 USPS Conflict of Interest Policy**

### **Article I - Purpose**

The purpose of this conflict of interest policy is to protect the interests of the United States Power Squadrons (USPS or the Organization) as a charitable, tax-exempt organization when it contemplates entering into a transaction or arrangement that might benefit the private interest of a director or chairperson of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not to replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

### **Article II - Interested Person**

- 1) Any member of the USPS Board of Directors or chairperson of National Committee is an interested person.
- 2) An interested person has a financial interest if such person, directly or indirectly, through business, investment, or family has:
  - a) an ownership or investment interest in any entity with which the Organization has a transaction or arrangement;
  - b) a compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement; or

- c) a potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.
- 3) A financial interest is not necessarily a conflict of interest. A person who has a financial interest has a conflict of interest only if the Board of Directors decides that a conflict of interest exists.

### **Article III - Procedures**

- 1) **Duty to Disclose ...** An interested person must disclose in writing or by email the existence of any potentially conflicting financial interest and shall be given the opportunity to disclose all material facts to the Board of Directors and chairperson of a National Committee considering the proposed transaction or arrangement.
- 2) **Determining Whether a Conflict of Interest Exists ...** After disclosure of the financial interest and all material facts, and after any Board of Directors discussion with the interested person, the interested person shall leave the meeting while the determination of a conflict of interest is further discussed and voted upon by the directors or remaining directors.
- 3) **Procedures for Addressing a Conflict of Interest ...** The chairperson of the Board of Directors may, if appropriate, but is not required to appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
  - a) After exercising due diligence, the Board of Directors shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
  - b) If a more advantageous transaction or arrangement is not reasonably available under circumstances that do not produce a conflict of interest, the Board of Directors shall determine by majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest and whether or not to enter into the same.
- 4) **Violations of the Conflict of Interest Policy**
  - a) If the Board of Directors has reasonable cause to believe an interested person has failed to disclose actual or possible conflict of interest, it shall inform such person of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose; and
  - b) If, after hearing the member's response and making further investigation as warranted by the circumstances, the Board of Directors determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and/or corrective action.

### **Article IV - Record of Proceedings**

The published minutes of the Board of Directors shall contain:

- a) The names of persons who have disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board of Directors' decision as to whether a conflict of interest in fact existed; and
- b) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

### **Article V – Compensation**

A member of the Board of Directors or National Committee chairperson who receives compensation, directly or indirectly, from USPS for services is precluded from voting on matters pertaining to that member's compensation.

The definition of compensation for the purposes of this policy shall not include direct or indirect reimbursement for or payment of travel, lodging, and other meeting expenses incurred in the conduct of USPS business that have been included in the annual budget or have been authorized in advance by recorded vote of the USPS Board of Directors.

### **Article VI - Annual Statements**

Each member of the USPS Board of Directors committee chairpersons shall annually sign a statement that affirms such person:

- a) has received a copy of the conflict of interest policy;
- b) has read and understands the policy;
- c) agrees to comply with the policy;
- d) agrees to implement the policy on his committees; and
- e) understands that USPS is charitable in nature and must engage primarily in activities that accomplish one or more of its tax-exempt purposes previously declared to the Internal Revenue Service in order to maintain its present tax exempt status.

### **Article VII - Periodic Reviews**

To ensure the Organization operates in a manner consistent with its declared charitable purposes and does not engage in activities that could jeopardize its tax-exempt and charitable status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include partnerships, joint ventures, and arrangements with outside organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes, and do not result in incremental, impermissible private benefit or in an excess benefit transaction.

When conducting periodic reviews the Organization may, but need not, use outside advisors. The use of which shall not relieve the Board of Directors of its responsibility for ensuring periodic reviews are conducted.

## **G.12 Grants and External Funding Procedures**

The Grants and External Funding Team of the Public Affairs Committee (PA-Com) publishes the following procedures effective 1 December 2010:

- 1) The Grants and External Funding (GEF) Team will become knowledgeable of all USPS Programs and Services so that funding opportunities can be identified and matched.
- 2) Grant Applications may be prepared by the GEF Team or may be prepared by the respective Committee, program, or service and must follow the guidelines and format of the announcement to include budget summaries and USPS indirect costs.



- 3) The GEF Team will perform the initial review of completed grant proposals to ensure compliance with the grant announcement and consistency with USPS mission and any applicable MOU or partner relationship.
- 4) The Public Affairs Committee (PA-Com) Chair will conduct the final review of each grant proposal prior to submission to the Board of Directors (BOD).
- 5) In rare instances where more than one committee has prepared a grant proposal in response to the same grant announcement, the PA-Com Chair will recommend to the BOD and they will decide between competing departments or programs which proposal should be submitted. Consolidation may be an option.
- 6) USPS Headquarters Manager will submit final proposals to funding sources on or before deadlines.
- 7) Prior to accepting an awarded grant, the appropriate level grants administrator or program director will identify all administrative and reporting requirements attendant to that grant including reports required by the PA-Com and develop a compliance and performance schedule. Such reports will be provided to the GEF Team Chair, the Department V/C, the Treasurer, and the Law Officer for practical fiscal and legal compliance and capability review. Upon completion of this review the BOD may approve and direct the PA-Com to provide endorsement and forwarding to the funding source. Copies should be made available to the requesting committee or department and the PA-Com Assistant Chair.
- 8) Questions regarding grant opportunities and other grant matters will be addressed to the GEF Chair; legal questions will be referred to USPS Law Officer.

## G.13 Protection of Vessel Safety Check (VSC) Vessel and Owner Data Protection

The objective of this policy is to ensure the protection of the identity of any specific vessel and/or vessel owner during the process of VSC data collection and reporting. The VSC process begins with the Vessel Examiner (VE) filling out a United States Coast Guard Auxiliary supplied VSC form (ANSC 7012) with the vessel and owner operator information. Next, data are collected on this form primarily for the purpose of advising the owner/operator of their compliance with laws and regulations and other suggestions for safe boating. Certain data from these forms are recorded in the USPS VSC data base for the purposes of:

- Crediting Vessel examiners with their VSC work;
- Producing annual awards for Vessel Examiners, Squadrons, and Districts;
- Evaluation to identify possible areas for new or additional focus of national boating safety education to help reduce boating accident and fatality rates; and
- Certain compliance data may be shared with approved national boating safety organizations in cooperation with the United States Coast Guard.

**In no case is vessel identification or owner/operator identification to be shared with other agencies.**

The vessel hull identification number (HIN) is initially and temporarily recorded to facilitate checking for errors and duplications as part of the input process. However, the HIN will not be stored in the permanent VSC data archive and is never to be shared with any other agency or organization.



## G.14 Administration of Memoranda of Understanding

**Approved by the Board of Directors on 6 August 2013**

For the purposes of this policy, Memorandums of Understanding (hereinafter MOUs) shall include all written agreements between the United States Power Squadrons (hereinafter USPS) and its partners or third parties, with the predominant theme of boater safety and/or boater education, including non-binding letters of intent and Memoranda of Agreement (MOAs.) The administration of these agreements includes initial drafting, monitoring, review, execution, redrafting as necessary, and internet access to members. This policy does not cover logistic and services agreements necessary for the administration of the national headquarters. The primary administrator of all MOUs covered herein is the Public Affairs Committee (hereinafter PA-Com) of USPS. This committee responsibility resides with the Staff Commander (Stf/C) assigned to the MOU coordinator function.

**Initiation of a new MOU dealing with Public Education and/or Safety.** An MOU with another organization may be initiated in several ways. It is always preferable to present an initial document to the prospective partner rather than to receive a document.

- 1) USPS personnel who desire to complete an agreement are to submit a synopsis or narrative of the desired relationship to the PA-Com pursuant to a checklist of required information which shall be found on the PA-Com's website. An alternative method could be used if the desired relationship is virtually identical to a formal relationship already in place with another organization by editing a copy of the existing MOU and submitting it to the PA-Com. If a prospective partner initiates a draft of an agreement, it should be forwarded immediately to the PA-Com for review and processing.
- 2) Upon receipt of any initiation request, the PA-Com accomplishes its due diligence which includes, but is not limited to:
  - a) Obtaining proper preliminary approvals from the Board of Directors (BOD);
  - b) Legal review by the USPS Law Committee; and
  - c) Any necessary endorsements.
- 3) Once the due diligence process is completed, the PA-Com will produce original executable copies of the new MOU and submit them to the office of the Chief Commander to arrange for execution at the next Governing Board or Annual Meeting.

**Monitoring Existing MOUs.** Responsibilities for the monitoring of current MOUs is assigned to USPS personnel designated by the heads of the departments that have the most interest in the particular MOUs.

- 1) The first and largest group of MOUs are the MOUs which USPS has with the States of the Union (presently numbering 41). The National Education Officer is to appoint one or more monitors for this group.
  - a) The monitors for this group are titled Education Department Liaisons;
  - b) These monitors are to work closely with the PA-Com State Legislative Representatives to identify changes in State laws that may affect the MOUs;
  - c) The remaining MOUs (approximately 30 and rising), are divided into groups of ten or less based on subject matter and other relevant criteria.

- d) Monitors are associate members of the PA-Com and are to keep the committee apprised of the status of their assigned MOUs. PA-Com welcomes their attendance at PA-Com meetings at both national conventions.
- e) If monitors perceive any problem or anomaly with any of the provisions in one of their assigned MOUs, they are to immediately bring it to the PA-Com's attention for possible revision or termination if warranted.
- f) The PA-Com maintains and monitors a tickler file of all expiration and deadline provisions in all MOUs to ensure that they are not missed at the user level.
- g) PA-Com also maintains downloadable files of all current MOUs on its pages of the USPS website.

Original executed MOUs are filed at the USPS headquarters and maintained by headquarters staff.

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<sup>1</sup> The PA-Com chair will construct the initial groupings and suggest which department head should appoint the monitors for each group. PA-Com's only interest is to make sure an interested party accomplishes the monitoring of business transacted pursuant to the MOU involved. The groupings will initially only be suggestions and any uncontested objections will be implemented.

## G.15 Communications Policy

**Approved by the Board of Directors on 16 October 2023**

United States Power Squadrons, America's Boating Club, is a volunteer organization with a long and proud history of member involvement and leadership at the squadron, district, and national levels. Our unique structure - with local squadrons forming our foundation - has allowed us to educate, build community support, and become the leading authority on safe boating in the United States and its territories.

As we work together to retain our dedicated group of volunteers, grow our membership, and serve potential new members, it's important that we communicate with friendliness, kindness, consideration, and courtesy whether we're interacting with fellow members, professional staff, partners, vendors, community organizations, or potential members. The future of our organization depends on the strength of our relationships.

Every communication, regardless of the medium, should be undertaken with a desire to help others and make our national, local, and district organizations as successful and effective as possible. Doing so will gain the respect of our fellow members and the public while demonstrating the congenial fellowship at the heart of our organization. When we communicate from the shared perspective of what is best for the entire organization, we foster a self-sustaining spirit of collaboration.

As we work together to make our waters safer for everyone and ensure the long-term success of our organization, any differences of opinion should be handled privately and discreetly. Communicating clearly and respectfully with those involved can help us quickly resolve differences and find common ground.

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When delivering constructive criticism, we can foster a spirit of cooperation and mutual respect by focusing on the issues at hand and avoiding personal attacks.

We are stronger together. Therefore, it's up to every individual to foster an understanding of individual differences and avoid disparaging remarks about religion, sexual preferences, ethnicity, cultural standards, and appearance. By doing so, we help create a safe environment where our differences make United States Power Squadrons, America's Boating Club, a stronger, more vibrant, and more successful organization.



## Appendix H

### USPS MANUALS AND PUBLICATIONS<sup>1</sup>

#### Learning Guides

- Boat Insurance
- Compass Adjusting
- Global Positioning Systems
- GMDSS and Marine Radio
- How to Fly Flags
- Knots, Bends and Hitches
- Knot Tying
- Marine Amateur Radio
- Navigational Astronomy
- Plotting and Labeling Standards
- Predicted Log Guide
- Radar
- Sailings
- Sight Reduction Methods
- Skipper Saver
- USPS Nautical Glossary
- Watersports

Boating Safety for Kids Manual and Video

Brand Standards Manual ... on-line

Commander's Guide ... CD

Cooperative Charting Manual ... on-line

Cruise - Rendezvous Planning Guide ... on-line

Directory of National, District and Squadron  
Officers ... CD

District Job Descriptions

District Conference Planning Guide

Editors' Handbook

How to Develop a New Chartered Squadron using  
the Provisional Squadron Approach

Leadership Development Program

Liaison Officers' Manual ... on-line

Marketing USPS (A Marketing Manual for  
Squadrons) ... on-line

Membership Manual ... on-line

Model Bylaws for Auxiliaries ... on-line

Model Bylaws for Districts ... on-line

Model Bylaws for Squadrons ... on-line

Model Bylaws for Provisional Squadrons ... on-  
line

New Member Orientation Manual ... on-line

#### Newsletters

- Editors
- Safety
- Currents (education)

Operations Training Program ... on-line

Operations Training Program Presenter's Guide ...  
on-line

Port Captains Roster and Guide ... on-line

PROLog ... on-line

Secretary's Manual ... on-line

Ship's Store Catalogs ... on-line

Squadron Job Descriptions

Teaching Aids Manual ... on-line

Treasurers' Manual ... on-line

USPS Bylaws ... on-line

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<sup>1</sup>) Educational manuals not included



## Appendix I

### SPECIAL YEARS AND DUE DATES

PROGRAM YEARS			
Membership Year		First Day of Month Joined to Last Day of Prior Month (aka, Member’s Anniversary)	
Cooperative Charting Year		01 Apr to 31 Mar	
Distinctive Communicator Award Year		Calendar Year	
Merit Mark Year		Calendar Year	
Educational Fund Year		01 Dec to 30 Nov	
Educational Year		01 Jul to 30 Jun	
DUE DATES			
Item	From	To	Date Due
Dues Data	Squadron treasurer	Headquarters	Feb
Educational Officers and Chairs	Squadron Educational Officer	District Educational Officer	60 days before election
Membership Dues	Headquarters	Members	31 May
Unrenewed Members	Squadron Commander	Personal Contact Committee	01 Jun
Statistics each member	Squadron Treasurer	Squadron Secretary	
Status of 990 Forms	Squadron Treasurer	District Treasurer	15 Jul
Status of 990 Forms	District Treasurer	National Treasurer	15 Jul
Final Assessments	Squadron Treasurer	District Treasurer	01 May
Merit Mark Recommendations	Squadron and District Commanders	Area Monitors	15 Nov
Merit Mark Recommendations	Rear Commander	Vice Commander	15 Nov
Supplemental MM Recommendations	Squadron and District Commanders	Area Monitors	31 Dec
G/B General Members	District Commander	ComNom	Prior to G/B Meeting
Officers’ Names and Addresses	Squadron and District Commanders	Headquarters	01 Feb

<b>DUE DATES</b>			
<b>Item</b>	<b>From</b>	<b>To</b>	<b>Date Due</b>
Spring District Conference Date	District Commander	National Executive Officer	01 Nov
Fall District Conference Date	District Commander	National Executive Officer	5 months in advance
Entries for PR Contests (Scrapbook, Slides and Video)	Squadron PRO	District PRO	01 Apr
Entries for PR Contests	District PRO	National PRCOM	01 May
USPS/MB&S Entry for Chapman Award	Squadron and District Safety Officer	National Safety Committee Chair	31 Jul
Dates of Changes of Watch	Squadron Commander	District Executive Officer	per District Bylaws or Annual Calendar
Entry for Chapman Award (Excellence in teaching)	Squadron Commander/Squadron Educational Officer	District Chapman Award Committee	Date needed by DEO
Entry for Chapman Award	District Educational Officer	National Chapman Award Committee	1 Sep
Member Involvement Retention Committee Award (MIRA)	Squadron Member Involvement Chair	National MIRA Chair	15 May
USPS Youth Poster Contest	District Member Involvement Chair	National Contest Chair	01 January
BoatU.S. Distinguished Civic Service Award	Squadron and District Member	R/C Membership	15 October
Finley Sea Scout Service Award	Squadron Commander or Individual	R/C Membership	01 October
Growth Award	HQ Year End Report	R/C Membership	01 January
Very Important Member (VIM)	Squadron Membership Chair	Squadron Commander	Ongoing



## **Appendix J**

### **MISCELLANEOUS DATA**

#### **J.1 - THE AMERICANS WITH DISABILITIES ACT**

USPS, its districts and squadrons are subject to the *Americans With Disabilities Act* (ADA). Local educational officers and commanders need to be acutely aware of the ADA and sensitive to the plight of those intended to be protected. As good citizens, we should make every reasonable effort to accommodate the special needs of our public boating students and members who have disabilities.

When faced with requests or the obvious need for special services or facilities, squadrons and districts should make a good faith attempt to assist and/or accommodate the disabled individual(s). Squadrons and districts should likewise extend all reasonable cooperation and flexibility. Assistance in meeting special needs may often be obtained through contact with local and state governmental, charitable, and private resources/services.

The ADA recognizes that providing a specific accommodation could impose an undue burden on the organization concerned. In such cases, the ADA allows the group to offer alternatives or refuse the request entirely. As an example, the high

cost of providing a professional signer for hearing impaired students for a public boating course could create an undue burden on a small squadron with limited funds. That squadron might offer alternatives that impose a more reasonable burden, such as one-on-one tutoring or the use of volunteer (unpaid) signers.

Even though “undue burden” is a proper basis for declining a request for a specific accommodation, determining whether the burden is unreasonable will always depend on the unique facts and circumstances existing. Additionally, the burden of proof would be placed on the defending organization if challenged. Many problems and challenges including spot test probes by advocate groups can be avoided or simply resolved by an organization's display of a cooperative and sensitive attitude and spirit rather than invoking a quick reliance on the letter of the law. Prior to the issuance of any statement of refusal of any request for accommodation, the SEO and Commander must involve and seek guidance from the local district or squadron law officer, or in the absence thereof, the national law officer.

#### **J.2 - UNITED STATES POWER SQUADRONS AND SEA TOW INTERNATIONAL**

The United States Power Squadrons and Sea Tow International have an established a cooperative program to work together to promote boating safety and education among recreational boaters. Highlights of this program include:

- 1) SEA TOW licensed operators now distribute USPS supplied boating course information to those they service on the water and display USPS Safe Boating Through Education decals;
- 2) SEA TOW offers graduates of the USPS's public boating course a free two month membership;

- 3) SEA TOW provides space in its member magazine for publishing suitable USPS written articles on safe boating practices;

- 4) SEA TOW is working at USPS district and squadron level to provide resources to help:

- a) Support activities which promote boating education and safety;
- b) Develop and provide on-the-water training;
- c) Provide expertise regarding on-the-water emergency services.

SEA TOW now presents USPS members with a special membership offer. First time members

will receive \$10 off the regular yearly rate and for every new or renewed membership will donate \$5 to USPS.

### J.3 - VESSEL SAFETY CHECK PROGRAM (VSCP)

After a long study by the U.S. Coast Guard and the Auxiliary and with the help from NASBLA, it was determined that a re-engineering of the Courtesy Marine Examination (CME) program was necessary. Because of the significant benefits to recreational boaters, a program expansion and a name change to Vessel Safety Check (VSC) was implemented. The U.S. Coast Guard and USCGAux are interested in expanding the coverage of the VSCP by increasing the number of members trained to provide Vessel Safety Checks. The goal is to increase the number of vessel exams performed nationally.

USPS is the first organization to join the USCGAux in the expansion of the new VSCP with the signing of a Memorandum of Agreement in January 2000. USPS leadership is committed to making the VSC Program work. Training materials, including a new manual and pocket-sized job-aid and new forms, have been developed.

A joint venture requires a TEAM spirit. USPS and USCGAux have always been partners in the safe boating educational arena. The opportunity now exists for a much closer relationship with local flotillas. Opportunities exist to develop joint vessel safety stations, training of each other's members to become qualified VEs and open communications.

USPS needs active participation in the new adventure. The guidelines and requirements follow:

- 1) All active members of USPS, 18 years of age or older, are eligible to participate in the VSC program;
- 2) Training of USPS may commence using existing CGAux manual COMDTINST M16796.2E. It is important to be aware that the VSC differs from the CME regarding the safety equipment required for issuance of a decal. The VSC is totally aligned with compliance to federal and state equipment requirements;

- 3) After the appropriate classroom training, a proctored open-book examination must be passed with 90% of the answers correct;

- 4) Students passing the written test must successfully perform a total of 5 vessel safety checks under supervision of a currently certified vessel examiner. When these safety checks are successfully completed the student can now become qualified in the program. Currently certified examiners holding joint membership in both organizations are automatically certified as USPS vessel examiners. Credit for the VSCs accomplished for initial qualification is granted to the supervising vessel examiner;

- 5) After being qualified, vessel examiners must complete a total of 5 VSC's in a calendar year to maintain their certification in the program. Annual workshop, updating the vessel examiners on critical VSC issues and new state requirements are strongly recommended;

- 6) Initial training and qualifications may be executed in a number of ways depending on local circumstances;

- 7) Joint training and qualifications between squadron and flotillas or divisions as a means to promote a team approach toward Vessel Safety Checks is a preferred method of operating;

- 8) Squadrons may also utilize USPS members who are currently certified as auxiliary vessel examiners;

- 9) Regional training schools where currently certified vessel examiners are not readily available to support a local squadron will be established;

- 10) It is mandatory to use **form 204** Vessel Check when doing the vessel safety check.

USPS members in this program will be recognized by the official uniform: the red golf shirt with pocket, USPS logo and words "United States Power Squadrons" and "Vessel Examiner", short/long khaki pants, appropriate shoes and baseball cap with VSC logo.

## Appendix K

### CANADIAN POWER AND SAIL SQUADRONS

(The information contained in this appendix was obtained from both the CPS Operational Manual and the CPS National Secretary)

[K.1] Birth of CPS

[K.2] Differences

[K.3] Cross-membership

[K.4] Training relationship

[K.6] CPS and USPS compared

**K.1 Birth of CPS.** Canadian Power Squadrons began in 1938 when three members of the Windsor Yacht Club, having heard about USPS, crossed into Detroit, Michigan, and under the direction of Detroit Power Squadron, which supplied both instruction and material, took, and passed, USPS Elementary Piloting course. Soon, along with other boaters, these persons formed the first squadron in Canada, known as Windsor Power Squadron, which was then joined by groups in Sarnia and London, Ontario. On 14 October 1941, representatives of these three groups met in Chatham, Ontario, and formed Canadian Power Squadrons, modeled after USPS. In 1951, the first squadron in Quebec became a reality, then in 1954 came the first squadron of CPS on the west coast. In 1985 the membership approved a change of the name of CPS to Canadian Power and Sail Squadrons so as to more accurately reflect its function and membership.

**K.2 Differences.** Although USPS generously assisted at the birth of CPS, CPS and USPS are not precisely identical, nor is USPS the parent of CPS; essentially, they are sister organizations with the same aim: to encourage safe boating through education. While USPS has approximately 10,000 more members than CPS, CPS has a much greater percentage of its national population as members. As in most families, the sisters work closely together while, at the same time, developing as individuals; while there are noticeable family resemblances, there are also differences that make each readily identifiable. The table at the end of this section sets forth the most obvious areas for comparison. There are other minor differences which do not require explanation. It is obvious that these differences are not significant, and deal more with style than substance.

**K.3 Cross membership.** The close relationship between the two organizations has resulted in many persons holding membership in both; being an active member in good standing in USPS and having successfully completed the Boating Course or ABC is grounds for membership in CPS. If a person does not hold dual membership, services rendered to one of the organizations will be recognized as service to the other for the purpose of earning a merit mark. There is a respect and close, warm friendship between both organizations.

**K.4 Training relationship.** CPS and USPS have an agreement regarding their respective training courses. Course materials and examinations for any of the CPS courses will be furnished to active members of USPS at the same charge as for CPS members. An active member of USPS may take advanced grades or elective courses with a CPS squadron upon proof of qualification. A similar arrangement will be made for CPS members residing in the United States who wish to take advanced grades or elective courses with a squadron of USPS.

If a USPS member wishes to enroll in a CPS advanced grade or elective course, the procedure shall be as follows:

A) The candidate shall present satisfactory evidence to the CPS squadron of his USPS membership and grade, such as a membership card for the current year and a membership certificate;

B) The candidate will be charged the same fees for course material and examinations as a CPS member;

C) The candidate's USPS membership number, squadron and USPS shall be noted on the examination request form (CPS2) when ordering the examination;

D) Upon notification of successful completion of an examination by CPS HQ to USPS HQ a validating sticker for the candidate's USPS membership certificate will be mailed directly to the candidate from USPS headquarters.

If a CPS member wishes to enroll in a USPS advanced grade or elective course, the procedural steps are similar to those outlined above.

**K.5** In 2007, the CPS Governing Board adopted several changes to its uniform, rank structure, titles and its method of pledging new members. The CPS dress code was effective October 27, 2007. The essence of those changes are reflected below.

#### **K.6 CPS and USPS Compared**

**Table 1:**

	<b>CPS</b>	<b>USPS</b>
<b>A. Structures</b>	Canadian law requires that all printed materials be available in both English and French	
1. Operating Committee ... Board of Directors	Termed the Operating Committee in CPS; consists of the national bridge plus immediate P/C/C; (CH/Nominations); Law Officer; and CH/Committee on Rules	Termed the Board of Directors in USPS; consists of the national bridge plus immediate P/C/C willing and able to serve
2. Governing Board	37 members: Operating Com plus the district commanders plus 10 general directors	Over 900 members: C/C, V/Cs, all R/Cs, D/Cs, district educational officers, members of national general committees (rules and nominations), squadron commanders, P/C/Cs, P/V/Cs who have served 2 elected terms as such, Governing Board members emeritus (50 merit marks) plus general members elected on ratio of 1 for every 600 members
3. District	Known by the name of the general area served	Known by number
4. Squadron	Essentially the same	Essentially the same

**Table 1:**

<b>B. Officers</b>		
1. National	<p>Chief commander Executive officer National training officer Administrative officer Secretary Treasurer</p> <p>Certain designated positions plus chairs of committees at national level</p> <p>Any person serving on a committee at national level not a permanent rank position (re: regalia)</p>	<p>Chief commander Vice commanders</p> <ul style="list-style-type: none"> <li>• Executive officer</li> <li>• Educational officer</li> <li>• Administrative officer</li> <li>• Secretary</li> <li>• Treasurer</li> </ul> <p>Rear commanders</p> <ul style="list-style-type: none"> <li>• certain designated positions plus chairs of committees at national level</li> </ul> <p>Staff commanders</p> <ul style="list-style-type: none"> <li>• assistant to chairs of a committee at national level a permanent rank position (re: regalia)</li> </ul>
2. District	<p><b>Elected Officers</b></p> <p>District Commander District Executive Officer District Training Officer District Administrative Officer District Public Relations Officer District Membership Officer District Secretary District Treasurer District MAREP Officer</p> <p><b>Appointed Officers ... Can be elected</b></p> <p>District Assistant Training Officers District Boat Pro Officer District VHF Officer (may be combined with below) District Communications Officer District Historian Youth Officer District council composed of the member Squadron Commanders</p>	<p>District commander District lieutenant commanders</p> <ul style="list-style-type: none"> <li>• District executive officer</li> <li>• District educational officer</li> <li>• District administrative officer</li> <li>• District treasurer</li> <li>• District secretary</li> </ul> <p>District first lieutenants</p> <ul style="list-style-type: none"> <li>• District assistant educational officer</li> <li>• District assistant administrative officer</li> <li>• District assistant treasurer</li> <li>• District assistant secretary</li> </ul> <p>District lieutenants</p> <ul style="list-style-type: none"> <li>• Historian, supply officer, property officer and committee chairs</li> </ul>

**Table 1:**

3. Squadron	<p>           Commander            Executive Officer            Training Officer            Administrative Officer            Secretary            Treasurer            Membership            P. R. Officer            Squadron Newsletter editor            Squadron Social Officer            Squadron Regalia Officer         </p> <p>Remaining appointees same as district</p>	<p>           Commander            Lieutenant commanders           <ul style="list-style-type: none"> <li>• Executive officer</li> <li>• Educational officer</li> <li>• Administrative officer</li> <li>• Treasurer</li> <li>• Secretary</li> </ul>           First Lieutenants           <ul style="list-style-type: none"> <li>• same as district</li> </ul>           Lieutenants           <ul style="list-style-type: none"> <li>• same as district</li> </ul> </p>
4. Permanent rank officers (rank preceded by “P” after retirement from office)	<p>           Chief commander            District commander            Squadron commander         </p> <p>The only rank used is Commander; other officers are titled by their job; that is, squadron secretary, et cetera.</p>	<p>           Chief commander            Vice commander            Rear commander            Staff commander            District commander            District lieutenant commander            Squadron commander            Squadron lieutenant commander            National flag lieutenant         </p> <p>Provided that district and squadron lieutenant commanders have served at least 3 years at the rank</p>
<b>C. Flags, uniforms, and regalia</b>		
1. Flags	Flown similar to yacht club burgee only	May be flown similar to yacht club burgee; in U.S. waters may be flown as substitute for national flag
2. Life member flag	Same as CPS flag except maple leaf surrounded by gold border	No equivalent
3. Officer flags	<p>Color of field denotes level of office</p> <ul style="list-style-type: none"> <li>• blue - national</li> <li>• red - district</li> <li>• white - squadron swallow tail design for past officers</li> </ul> <p>While CPS no longer uses certain ranks to address members, the use of existing flags and insignia to present positions remains unchanged</p>	<p>Color of field denotes rank</p> <ul style="list-style-type: none"> <li>• blue—commander</li> <li>• red—vice or lieutenant commander</li> <li>• white—rear commander, staff commander or district and squadron first lieutenant</li> </ul> <p>swallow tail design for some junior officers (white field) as well as for past permanent rank officers</p>

**Table 1:**

4. Merit marks and MM device(s)	Merit marks worn on the left sleeve of the blazer senior member device plus 10 and 15 merit mark devices and life member device	Merit marks worn on uniform only (not blazer) and on left sleeve of regulation USPS long-sleeved shirt senior member device and life member device only, life member device being the senior member device within a wreath of palm leaves
5. Educational proficiency	<ul style="list-style-type: none"> <li>• Bar for Seaman</li> <li>• Star for Advanced Pilot</li> <li>• Bar-star-bar for Advanced Pilot and Seaman</li> <li>• Star-bar-star for Junior Navigator</li> <li>• Star-bar-star-bar-star for Navigator</li> </ul>	AP, JN or N with bar beneath; requires AP or higher plus at least three elective courses
6. Full certificate (“Educational Achievement”)	As N device, but maple leaves substituted for stars; requires all advanced grades plus certain elective courses plus senior member	N device enclosed by a rectangular border; requires all advanced grades and elective courses .. spoken as “senior navigator” and written as SN
7. Rank insignia	<p>Active and past officers may wear in conjunction with lapel pin a rank tab (applies to Chief Commander, Past Vice Commanders, Past Rear Commanders, District Commanders, Past District Lieutenant Commanders and Squadron Commanders</p> <p>retired rank indicated by “R” above insignia</p>	<p>Worn on cap, uniform, blazer pocket and on shoulder boards of regulation USPS shirts</p> <p>Retired rank indicated by silver instead of gold insignia</p> <p>Junior officer insignia in red</p>
8. Uniform	Blazer ensemble is the dress code to be worn by all National Officers when requested by the Chief Commander, but optional to all members who may wear a business suit or equivalent for formal venues. A new casual outfit consisting of a CPS shirt with the CPS logo to be worn with slacks or skirt is also optional for all members.	Black with blue sleeve braid (originally same as CPS)
9. Sustaining member tie/scarf	Tie and scarf no longer available in CPS	Pale yellow tie with stylized USPS lettering

**Table 1:**

<b>D. Membership</b>		
Types of membership	<p>Regular member</p> <ul style="list-style-type: none"> <li>complete application for membership, approved by squadron executive board</li> </ul>	<p>Active member</p> <ul style="list-style-type: none"> <li>complete application for membership, approved by squadron executive committee</li> </ul>
	<i>see family member below</i>	<p>Additional active member</p> <ul style="list-style-type: none"> <li>½ national dues, active member not necessarily related to but at same address as active member</li> </ul>
	<p>Family member</p> <ul style="list-style-type: none"> <li>½ all dues, regular member who is spouse or dependent of a regular member and at same address</li> </ul> <p>not equivalent to USPS family member</p>	<p>Family membership was discontinued and changed to active member as of the GB of 09/04/10</p>
	<p>Junior member</p> <ul style="list-style-type: none"> <li>is under 18 years of age</li> </ul>	<p>Apprentice</p> <ul style="list-style-type: none"> <li>essentially same as CPS between the ages of 12 and 18</li> </ul>
	<p>Life member</p> <ul style="list-style-type: none"> <li>past chief commander or 20 merit marks</li> </ul>	<p>Life member</p> <ul style="list-style-type: none"> <li>past chief commander or 25 merit marks</li> </ul>
	<p>Associate member</p> <ul style="list-style-type: none"> <li>available to those attaining a passing grade in CPS PCOC examination or other examinations as approved by the Operating Committee.</li> <li>has all the rights of a regular member except the right to fly the flag</li> </ul>	<p>Associate member</p> <ul style="list-style-type: none"> <li>active member of USPS or additional active member of family member of CPS who takes a form of social membership in a USPS squadron</li> <li>not a voting member of this second squadron, not truly a form of membership</li> </ul>
	<p>Corporate member</p> <ul style="list-style-type: none"> <li>Operating Com may designate a firm, organization or corporation as a corporate member.</li> <li>Must give a donation to CPS as determined by the GB</li> <li>Has none of the rights of a CPS member</li> </ul>	<p>Corporate member</p> <ul style="list-style-type: none"> <li>Corporate members shall be entities having an interest in boating safety or recreational boating; shall pay such dues and entrance fees as may be set by the Governing Board; may not vote, hold office, participate in local activities or enroll for members courses; may wear the member's pin; and may be admitted by majority vote</li> </ul>



**Table 1:**

	Sustaining member <ul style="list-style-type: none"> <li>• No longer available in CPS</li> </ul>	Sustaining member <ul style="list-style-type: none"> <li>• Available by payment of 20 times yearly dues at time of application.</li> </ul>
	Honouary member <ul style="list-style-type: none"> <li>• Governing Board or a Squadron may appoint an honouary membership to a person as an individual or representative of a corporation that confers a significant benefit or renders extraordinary service to CPS or to the squadron</li> <li>• not entitled to vote, may attend meetings and enter into discussion, and not required to pay any annual dues to CPS, a district or squadron</li> </ul>	
Becoming a member	Membership open to all	By application and approved by squadron executive committee
<b>E. Terminology equivalents</b>		
1. Departments/com- mittees	Training	Education
	Maritime radio	Radio technical
	Marine reporting (MAREP)	Cooperative charting
	No equivalent committee	Teaching aids
	Membership committee	Membership committee
2. Courses/programs	Instructor Development	Instructor Development
	Officer Training Program including Squadrons at Risk Program	Operations training
	Sailing	Sail
	Boat and Engine maintenance	Engine maintenance
3. Other	National committee	General committee

**Table 1:**

<b>F. Customs, etiquette and general</b>		
<b>1. Commencement of meetings</b>	National annual meetings begin with the singing of the National Anthem	usually commences with Pledge of Allegiance and playing of national anthem
<b>2. Saluting the flag</b>	Stand at attention	Salute only if formal cap worn, otherwise by holding right hand over left breast ("breast salute")
<b>3. Name plate</b>	Squadron and office indicated	Generally, only name and squadron indicated
<b>4. Identification of district</b>	By name	By number
<b>5. National documents (in order)</b>	Bylaws Governing Board regulations District regulations Squadron regulations Policies	USPS Bylaws District bylaws Squadron bylaws
<b>6. Originating document (squadron)</b>	Warrant	Charter
<b>7. Rank differences</b>	Documented in B-4	Staff commander - Stf/C Past commander - P/C
<b>8. Grades</b>	AP - advanced pilot, without Boat Handling	AP - advanced pilot
	<u>AP</u> - advanced pilot with Boat Handling	No equivalent
<b>9. National magazine</b>	The <i>Port Hole/Le Hublot</i> ... published as part of a nationally circulated magazine four times per year	<i>The Ensign</i>
<b>10. Squadrons</b>	Not a legal entity separate and apart from CPS	May incorporate as a non-profit organization under the laws of the state in which it has its main activities
<b>11. Tax deductions</b>	No tax deductions to members except for receipted charitable donations in cash	Members participating in functions in an official capacity may deduct certain expenses as charitable contributions, as well as direct contributions of cash or property

**Numerics**

001 3-2

memos 14-2  
outside USPS 14-2  
paragraphing 14-2

**A**

abbreviations 14-4  
    common USPS 14-13  
    state, province and territory 14-12  
acronyms 14-4  
address of national officers 14-5  
aide  
    protocol 12-3  
    ribbon B-26  
America's Boating Club Conferences 11-6  
Annual Squadron Meeting 11-12  
Annual Meetings 11-3  
awards  
    membership committee  
        Finley Sea Scout Service I-2

**B**

blazer B-16  
    emblem B-26  
    insignia B-17  
Board of Directors (BOD) 11-7  
brand standards H-1  
burgee 12-5  
    anniversary 12-6

**C**

calling cards 14-3  
cap  
    devices B-18  
    wearing of 12-17  
Change of Watch 11-18  
colors  
    advancing 12-16  
    retiring 12-16  
Committee Meetings 11-15  
copyright 14-7  
Copyright Assignment D-5  
corporate seal, use of 14-7  
correspondence  
    information copies 14-2  
    letterhead 14-2  
    letters  
        format 14-1  
        use & construction 14-1

**D**

Determination of quorum 11-2  
directory, proprietary nature of 14-2  
Distinguished Past Chief Commander 14-4  
Distinguished Past Commander 14-4  
Distinguished Past District Commander 14-4  
district  
    flag 12-6  
District Bridge Meetings 11-12  
District Conference Meetings 11-7  
District Council Meetings 11-9  
District Meetings 11-7  
District Voting Procedures 11-10

**E**

Educational fund F-9  
Eight Bells Memorial 11-30  
etiquette on board 12-18  
Expressing grade and skill level 14-5

**F**

flag code 12-3  
    points of honor 12-4  
flags  
    advancing and retiring the colors 12-16  
    anniversary 12-6  
    association 12-11  
    courtesy 12-10  
    cruise pennant 12-10  
    dipping the ensign 12-13  
    displaying indoors 12-15  
    district flag 12-6  
    diver down 12-11  
    diving 12-11  
    dressing ship 12-13  
    flying ashore 12-14  
    gag 12-12  
    guest 12-12  
    half-masting 12-13  
    head table 12-16  
    man overboard 12-12  
    multiple hoisting 12-13  
    officer  
        district

aides to the district commander 12-9	forms
chaplain 12-9	204 D-3
commander 12-8	229A D-4
first lieutenant 12-8	Bud2a D-3
flag lieutenant 12-8	ED 80 D-2
lieutenant 12-8	ED Catalog D-1
lieutenant commander 12-8	ED-1 D-1
national	ED-17 D-1
aides to the chief commander 12-9	ED-26 D-1
chaplain 12-9	ED-27 D-1
chief commander 12-9	ED-33 D-1
flag lieutenant 12-9	ED-34 D-1
rear commander 12-9	ED-46 D-1
staff commander 12-9	ED-6 D-1
vice commander 12-9	H-701 D-2
squadron	H-720 D-2
aides to the commander 12-8	HQ-100 D-2
commander 12-8	HQ-102 D-2
first lieutenant 12-8	HQ-103 D-2
flag lieutenant 12-8	HQ-104 D-2
fleet captain 12-8	HQ-110 Replacement D-2
lieutenant 12-8	HQ-800 D-2
lieutenant commander 12-8	HQ-9A D-1
port captain 12-8	MemCom-1 D-2
officer-in-charge pennant 12-10	MemCom-20 D-2
order of making colors 12-14	NPR-101 D-2
owner absent 12-12	NPR-101D D-3
past officer 12-9	NPR-101S D-3
precedence 12-14	NPR-102 D-3
private signals 12-10	NPR-102D D-3
quarantine 12-12	NPR-102S D-3
regatta committee 12-11	NPR-103 D-3
rostrum 12-16	NPR-104 D-3
shipboard display (guide) 12-19	NPR-105 D-3
size 12-14	NPR-106 D-3
skier 12-11	OD-1 D-3
speed trial 12-11	OD-2 D-3
squadron burgee 12-5	OT-2 D-2
tender 12-12	OT-3 D-2
U.S. Coast Guard Auxiliary 12-11	S.O.F D-1
U.S. ensign 12-4	forms of address 12-3
U.S. yacht ensign 12-4	Founders' Day 11-23
Union Jack 12-10	
USPS ceremonial pennant 12-5	
USPS ensign 12-4	
displaying in mourning 12-17	
on commercial property 12-17	
when flown 12-12	
formations 12-3	

## G

Governing Board 11-3  
 Governing Board Actions 11-5  
 Governing Board Quorum 11-5  
 grade 14-5

**H**

head table 12-2  
HQ-102 D-2

**I**

insignia  
    grade B-18  
    life member B-19  
    merit marks B-19  
    national B-23  
    senior member B-19  
    squadron B-20

**J**

jacket B-15  
    pocket B-15  
    sleeve B-15

**L**

letterhead 14-2  
    address 14-6  
    design of 14-6  
    district 14-6  
    flags on 14-6  
    phone number 14-6  
    squadron 14-6  
letters  
    format 14-1  
    use and construction 14-1  
logos, restriction on use 14-7

**M**

memos 14-2  
men's uniforms B-24  
Military Honors 11-29  
Model Release w/ Parent D-9

**N**

Name Tags B-19  
national  
    insignia B-23  
National Elections 11-6  
National Meetings 11-3  
National Nominations 11-6  
national officers, address of 14-5  
National sleeve insignia B-9

**O**

officers  
    national, address of 14-5  
    order of precedence 12-1  
    senior 12-2  
    tridents  
        district B-14  
        national B-14  
        squadron B-14  
    unofficial visiting 12-3  
Official 3-2  
Order of business 11-2  
order of precedence 12-1  
ownership rights 14-7

**P**

Photographer License D-8  
Pledge of Allegiance 11-2  
points of display 12-4  
Power Squadrons Ensign 11-29  
Prayers and Religious Services 11-24  
printed matter 14-6  
    placement of USPS ensign 14-7  
protocol aide 12-3

**R**

registered trademarks 14-8  
Regular Squadron Meetings 11-12  
Regular Squadron Meetings. 11-12  
responsibilities of skipper 12-18  
rights of ownership 14-7  
roster  
    proprietary nature of 14-2  
Rules of Order 11-2

**S**

saluting 12-17  
seal, use of corporate seal 14-7  
Seating of Officers 11-2  
senior officers 12-2  
service club sign B-26  
shipboard display guide 12-19  
shirt B-16  
    pocket B-16  
skill level 14-5  
skipper, responsibilities of 12-18  
squadron

burgee 12-5  
 insignia B-20  
 Squadron Annual Meeting 11-12  
 Squadron Executive Committee Meetings 11-13  
 Squadron Meetings 11-12  
 style sheet 14-3  
     abbreviations 14-4  
     acronyms 14-4  
     capitalization 14-4  
     chair or chairman 14-5  
     dates 14-3  
     districts 14-4  
     past officer 14-4  
     periods in USPS 14-4  
     plurality of USPS 14-4  
     squadron names 14-4  
     state names 14-3  
     time 14-3  
     titles 14-5

## T

titles, civilian & military 14-5  
 trademarks 14-7  
     guidelines for use of 14-8  
     preservation 14-8  
     registered 14-8  
     use of 14-8  
 trident  
     district B-14  
     national B-14  
     squadron B-14

## U

U.S. ensign 12-4  
 U.S. yacht ensign 12-4  
 uniform  
     aide ribbon B-26  
     blazer B-16  
         emblem B-26  
         insignia B-17  
     button B-26  
     cap  
         devices B-18  
     decorum 12-17

insignia  
     grade B-18  
     life member B-19  
     merit marks B-19  
     national B-23  
     senior member B-19  
     squadron B-20  
 jacket B-15  
     pocket B-15  
     sleeve B-15  
 men B-24  
 pocket  
     jacket B-15  
     shirt B-16  
 shirt B-16  
     pocket B-16  
     sleeve B-15  
     women B-25

Uniforms 11-3

Union Jack 12-10

USPS

    ceremonial pennant 12-5  
     common abbreviations 14-13  
     corporate seal 14-7  
     logos, restriction on use 14-7  
     omitting periods in 14-4  
     ownership rights of 14-7  
     plurality 14-4  
 USPS ensign 12-4  
     displaying in mourning 12-17  
     on commercial property 12-17  
     placement on printed matter 14-7

## V

Virtual Meetings 11-15  
 Voter Qualification 11-4  
 Voting Procedures 11-5

## W

women's uniforms B-25  
 writing  
     letters 14-1  
     memos 14-2