

Chapter 5

Squadron Organization

February 2024

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“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 (DSCCom). 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

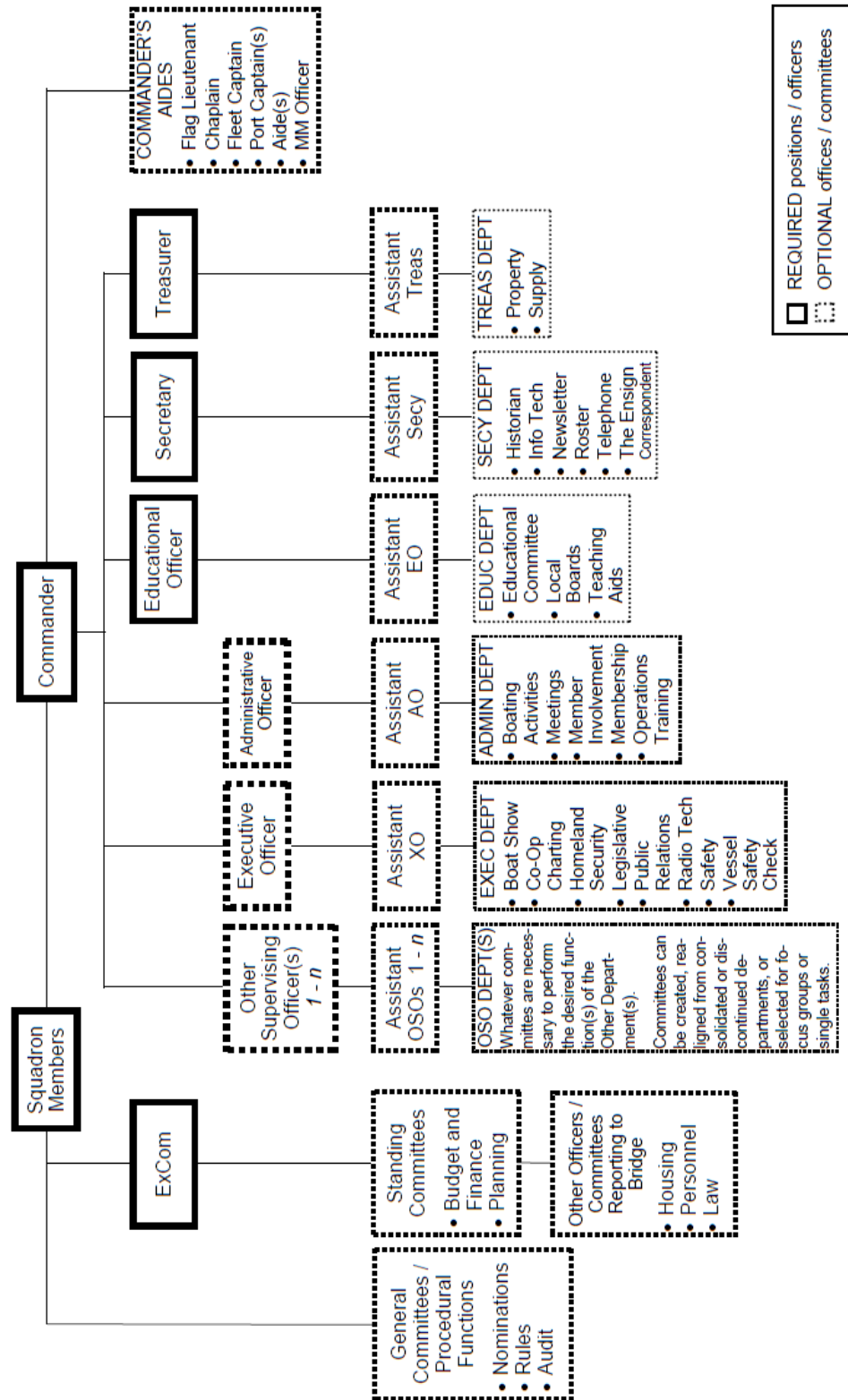
The Supply Officer is in charge of the procurement and sale to qualified members of ensigns, insignia, and other items approved by the United States Power Squadrons. The Supply Officer is responsible to the Treas for all funds received from the sale of supplies. This position is sometimes referred to 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®
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REQUIRED positions / officers
 OPTIONAL offices / committees

