Operations Manual

United States Power Squadrons®

dedicated to making boating safer and more fun

2021

OPERATIONS MANUAL

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2021

PREFACE

This version of the *Operations Manual* supersedes all previous editions. It contains detailed guidelines and information for all members of USPS. 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, Chapter 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.

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Words and expressions in the *Operations Manual* that connote gender are to be construed as applying equally to both sexes unless the text implies otherwise. As appropriate, references to manual contents are indicated as [Refer to 2.7 on page 2-3] or references to that effect.

National department heads and committee chairs are encouraged to forward updated information to the OMCom 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.

†[1]	**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. Horenburger, JN**	Huguenot	1928
†	**J. Edwin Lawton, N**	Potomac River	1929
†	**Frederic W. Keator, N**	New Haven	1930
†	**Frederick L. Reid**	Mid-Hudson,[2] Stamford	1931
†	**Benjamin S. Coe, N**	Stamford,[3] 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,[2] Miami	1944-1945
†	**Charles F. Chapman**	Huguenot	1946-1947
†	**F. Ritter Shumway, AP**	Rochester	1948-1949
†	**A. N. Clifton, N**	Springfield	1950-1951
†	**Herbert R. Prior, N**	North River,[2] 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
†	**Walter J. Sutcliffe, N**	Northern New Jersey	1964-1965
†	**Hugh Hutchings, N**	Sequoia	1966-1967
†	**Emery E. Ellis, JN**	Ashtabula	1968-1969
†	**George R. Hodell, N**	Houston	1970-1971
†	**Walter R. Cosdon, JN**	Los Angeles	1972-1973

1. Indicates deceased
2. Squadron affiliation when Chief Commander
3. Squadron name change

†[1]	**William C. Lucey, N**	Evanston	1974-1975
†	**Robert L. Woods, N**	New Britain	1976-1977
†	**Harold E. Spoelstra, N**	Portland	1978-1979
†	**James H. Pou Bailey, N**	Raleigh	1980-1981
†	**Raymond A. Finley, Jr., N**	Lackawanna	1982-1983
†	**Bruce M. Steere, N**	Dallas	1984-1985
†	**Richard W. Miner, N**	Mt. Clemens,[2] Birmingham	1986-1987
†	**William D. Selden IV, N**	Richmond	1988-1989
†	**James T. Stewart, N**	Skokie Valley	1990-1991
	Gillette E. Gordon, III, N	Diablo	1992-1993
	Joseph L. Kennedy, N	St. Petersburg,[2]	1994-1995
	L. M. Barnes, III, N	Rocky Mount	1996-1997
†	**Arthur H. Farr, N**	Rocky River,[2] North Coast Ohio	1998-1999
	Lance J. Jensen, SN	Bellevue	2000-2001
	Theodore H. Smith, SN	Grosse Pointe	2002-2003
	G. Leslie Johnson, SN	Diablo	2004-2005
	Ernest G. Marshburn, SN	Tar River	2006-2007
	Creighton Maynard, SN	Fort Worth	2008-2009
	Frank Dvorak, SN	Bellevue	2010-2011
	John T. Alter, SN	Raleigh	2012-2013
	Robert Baldridge, SN	Baton Rouge	2014-2015
	Louie Ojeda, SN	Ponce	2016-2017
	Gary P. Cheney, SN	Erie	2018-2019
	Mary Paige Abbott, SN	Sanibel Captiva	2020- .....

1. Indicates deceased
2. Squadron affiliation when Chief Commander

UPDATE LOGS

Update Log for 2020

The 2020 release of the Operations Manual (OM) contains all known updates as of 01/01/2020.

Since this is a comprehensive update and all noted changes have been made, all change bars in the Operations Manual have been removed. Any future changes subsequent to this annual release are noted and indicated by the use of a change bar in the respective location in the document. An example of a change bar is shown to the left of this paragraph.

March ... minor updates to Chapter One.

June ... the National Meetings Committee was moved from the National Executive Officer to the National Administrative Officer in Chapter Three. The National Organization Chart was updated.

July ... The the entire National Awards section as defined in Appendix C has been completely researched and republished. Any known discrepancies have been corrected. Any errors or updates should be forwarded to the Committee for review and correction if necessary.

July ... Appendix G-6, Reimbursement of Travel and Related Expenses Policy, has been updated effective 01 July 2020. Significant changes to the policy have been made. Please review if you travel for USPS.

August ... Chapter 7 was incorporated into Chapter 5 and updated; Chapter 7 was marked "Reserved for Future Use." No change bars were used to indicate changes.

August ... Chapter 17 was incorporated into Chapter 15 and updated; Chapter 17 was marked "Reserved for Future Use." No change bars were used to indicate changes.

September ... Appendix F.1, Endowment Fund Bylaws was updated.

October ... Very extensive updates were made to Appendix G.6, Reimbursement of Travel and Related Expenses Policy

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Update Log for 2019

The 2019 release of the Operations Manual (OM) contains all known updates as of 01/01/19.

Since this is a comprehensive update and all noted changes have been made, all change bars in the Operations Manual have been removed. Any future changes subsequent to this release will be noted and indicated by the use of a change bar in the respective location in the document. An example of a change bar is shown to the left of this paragraph.

January 2019 ... Chapters 0, 3, 6, 15, 23 and appendix K were updated changing the Seamanship course name to Boat Handling. Sections 4.42 and 7.18 were updated.

February 2019 ... All references to the Membership Services Committee were changed to Member Services Committee as approved by the Board of Directors this month.

April 2019 ... Major changes to Chapter 00 were made: The Table of URLs, What is USPS, Mission Statement and The New USPS were removed. Others were repositioned. The text only Secretary's, Treasurer's, Membership and Squadron Development Manuals were removed from the Operations Manual but left as stand-alone manuals and down loadable from the USPS website.

June 2019 ... Chapter 13, Uniforms, was combined with Appendix B, Tailor's Guide. Chapter 13 was marked Reserved for Future Use. Section 11.46, Dress Code, of Meetings and Ceremonies, was updated.

July 2019 ... Chapter 1, USPS History was completely revamped and the chapter name changed to "Organizational History." Chapters 0 and 1 were designated 2019.1.

November 2019 ... Appendix G-6 was updated giving National Medical Officer a different Reimbursement Code.

November 2019 ... Section 2.1 was updated to indicate the difference between a Governing Board and an America's Boating Club Conference as follows:

2.1) The **Governing Board.** During the Annual Meeting of the Governing Board conducted in Orlando 2019, the Governing Board (GB) voted to allow just one Governing Board meeting which will be the Annual Meeting of the Governing Board coupled with an America's Boating Club Conference XXX (where XXX is the physical location of the conference) during the Spring of each year. Based on a decision by the Board of Directors, there could be an America's Boating Club conference scheduled in the fall. If scheduled, the conference would be designated America's Boating Club Conference XXX (where XXX is the physical location of the conference) so as to distinguish it from a meeting of the Governing Board. This chapter serves to describe the character and content of the Governing Board and not necessarily the Conference.

December 2019 ... Section 14.22, Expressing Grade and Skill Level, was updated to detail the suffixation of Boat Operator Certification on-the-water completion to a members grade. Many references throughout the manual referencing grade were updated to detail this change.

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Chapter 1
ORGANIZATIONAL HISTORY

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 by means of 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 photostory, "*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 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 prior to 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 organi-

zation'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
- 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 intent of the proposed amendment was 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 charac-

ter. 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 virtue of 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 that a new pennant of 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 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, through 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 time 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 that 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 inasmuch as 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 handlettered 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.

If 1939 was a milestone in history, it was also a year of tragedy. Once again, the world 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 in order 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, 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 member 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 included 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 each 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 sail 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 500th year commemoration of the death of Prince Henry the Navigator. In 1965, P/R/C James D. Paris, SN, then commander of Dis-

trict 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.

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, 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 were 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 timeframe 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 organi-

zation, 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.

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” for recognizing 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. In order 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 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 during 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 bylaw 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. 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 the course of that year, the ensigns also flew aboard the Challenger spacecraft and the USS Kanawha. Those ceremonial ensigns visited Turkey, traveled through Switzerland, 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 entry of electronic merit mark and historian report submission, educational department updates and officer slate (OD-1 and OD-2) submissions. This action saved storage space, 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 in order to streamline the process for changing and updating existing bylaws.

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 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 in an effort 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 intro-

ducing 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 May of that year, 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. At the Governing Board in September 2004, the Governing Board approved motions to amend the by-laws section 3.8.1 to allow family members, Women's Certificate holders and apprentice members to serve on appointed committees.

During 2006, several more organizational changes occurred in order to streamline operations and to 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.

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.

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 is no plan to change the name of

the legal entity The 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. Interesting enough, the May 2003 Governing Board approved "America's Boating Club" as a tag-line to 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, You Tube. The organization produced several mobile applications also. 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 to the public and membership including America's Boating Course, Boat Operator Certification for advanced on the water training, and over 30 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 efforts of the United States Power Squadrons, America's Boating Club continue, becoming readily accessible to the public and its membership. As with all civic organizations, it has experienced challenges and made changes to meet those challenges. Members have always been, and continue to be, the backbone of the organization's future

UNITED STATES POWER SQUADRONS AND THE AMERICAN PRESIDENT

From the earliest days of the United States Power Squadrons as attested in our history in USPS History in Chapter One, the Squadrons have been a civic service oriented organization dedicated to Safe Boating through Education. Many American Presidents have recognized us for this effort over the years. We begin our narrative with Franklin D. Roosevelt accepting an honorary membership in 1939. Pictured with FDR is Charles F. Chapman, one of the founding fathers of USPS.

As World War I threatened to engage our 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 USPS 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. Similar schools were organized by local squadrons in Boston, Detroit, Newburg, New Haven and Washington, D.C. Over five thousand men who attended these classes entered the armed services, and based in significant part on the quality of their USPS training, many were appointed officers. Squadron members themselves enlisted in the navy and many, because of their outstanding nautical education and background, soon earned commissions. A number of members were appointed by the Secretary of Commerce as “Navigation Inspectors” with duties on the water similar to those performed by the Coast Guard Auxiliary during World War II.

President Nixon also recognized USPS. During his term, the presidential yacht was named "Sequoia." President Nixon presented USPS with a presidential flag that flew on that yacht.

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,

Richard Nixon

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

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.

President Bill Clinton thanks us in 1999 for our cooperation to realize a common goal on our 85th anniversary.

THE WHITE HOUSE

WASHINGTON

April 26, 1999

Warm greetings to everyone celebrating the 85th anniversary of United States Power Squadrons.

Since the founding of your organization, your members have joined together in a spirit of cooperation to realize a common vision. You can take great pride in your success, and I commend you for your unwavering commitment to mutual goals and to one another. By reaffirming your bonds and building on the trust you have developed, you are ensuring your organization's continued vitality in the years to come.

Congratulations on reaching this milestone anniversary, and best wishes for a wonderful celebration.

Bill Clinton

President G. W. Bush sends his greetings on United States Power Squadrons Day and his appreciation of what we do for America.

THE WHITE HOUSE

WASHINGTON

May 4, 2006

I send greetings to those gathered for U.S. Power Squadrons Day.

Recreational boating has grown into one of our Nation's most popular pastimes, and as the summer approaches, millions of Americans will enjoy our country's beautiful waters. Since 1914, United States Power Squadrons has worked to make recreational boating safer for our citizens through its safety courses and other educational programs. The USPS also partners with the Coast Guard to offer vessel safety checks to individual boaters. By working collaboratively, USPS is helping reduce the number of boating accidents, incidents, and fatalities in our country and enabling more Americans to enjoy the great outdoors.

I appreciate the efforts of USPS and all those committed to advancing the safety of our citizens. Your hard work and commitment to excellence strengthen our Nation.

Laura and I send our best wishes.

Power Squadron Spit

Forty years ago, 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 on 13 April 1971, 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 affixed forty years ago to the Cape Lookout lighthouse, then owned and operated by the U.S. Coast Guard. Since then, the plaque has made many travels, finally finding its new home in rededication ceremonies by the Fort Macon Sail and Power Squadron at the U. S. National Park Service, Cape Lookout National Seashore Headquarters on Harkers Island in 2006.

The plaque 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.

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 plaque from the Cape Lookout lighthouse 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.

On 15 May 2004, members of the USPS again visited the Cape 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.

This rededication was headed by D/27 Commander Stephen Puckett. D/C 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. V/C Marshburn thanked Representative Preston and Superintendent Vogel for taking time from their busy schedules to attend this commemorative event. 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.

On 30 March 2006, members of the Fort

Macon Sail and Power Squadron presented the plaque to the Acting Superintendent, Cherry Payne of the National Park Service, Cape Lookout National Seashore, at the Headquarters on Harkers Island. Acting Superintendent Payne promised to place the original plaque in the Light Keeper's Quarters when its renovation as a museum is finished.

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.

As promised, the plaque is installed in the Lighthouse Keeper's Quarters Museum at Cape Lookout National Seashore. This will be the site of the 40th anniversary celebration of the naming of Power Squadron Spit on 10 September 2011 at 1400. USPS 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.

Chapter 2
THE GOVERNING BOARD, AMERICA'S BOATING CLUB CONFERENCE AND ANNUAL MEETING

[2.1] Governing Board
[2.3] Voting procedure
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[2.5] Role of general members
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[2.16] Dissolution of assets

2.1 The **Governing Board.** During the Annual Meeting of the Governing Board conducted in Orlando 2019, the Governing Board (GB) voted to allow just one Governing Board meeting which will be the Annual Meeting of the Governing Board coupled with an America's Boating Club Conference XXX (where XXX is the physical location of the conference) during the Spring of each year. Based on a decision by the Board of Directors, there could be an America's Boating Club conference scheduled in the fall. If scheduled, the conference would be designated America's Boating Club Conference XXX (where XXX is the physical location of the conference) so as to distinguish it from a meeting of the Governing Board. This chapter serves to describe the character and content of the Governing Board and not necessarily the Conference.

2.2 The Governing Board (GB) serves the members (shareholders) of USPS. As provided in the bylaws, it reviews the policies and management of USPS, and approves changes to the dues and bylaws. The GB is composed of three classes of members:

1) Those who acquire membership by virtue of office held (i.e. members *ex officio*);
2) Those who are elected as individuals;
3) 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 national general committees, squadron commanders, past chief commanders and past vice commanders who have served a minimum of two full elected terms as such. Elected individuals are referred to collectively as "general members".

No member is eligible for election to office by the Governing Board unless nominated (1) by the Committee on Nominations or (2) by petition signed by at least 25 members of the Governing Board and filed with the national secretary at least 20 days prior to the meeting of the Governing Board at which the election is to take place.

Other than chairs and assistants, members of Governing Board standing committees are appointed by the Governing Board upon recommendation of the chairs of the respective committees and upon approval of the chief commander. Other than chairs and assistants, members of departmental committees are appointed by the chief commander on behalf of the Governing Board upon recommendation of the chairs of the respective committees as well as the head of the department in which the committee functions.

Notices of all meetings of the Governing Board, including a report of nominees, if any, by the Committee on Nominations, are mailed by the national secretary to each member of the Governing Board at least 30 days before each meeting. An announcement by the chief commander is sufficient notice for a special meeting for purposes of organization, election or

appointment of officers, approval of committee members and chairs and implementation of policies or resolutions adopted by the preceding special meeting.

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 minutes upon written request. Others may subscribe individually . These minutes are also available on the USPS website and may be downloaded [Refer to 3.59 on page 3-27].

2.3 Voting procedures at all Governing Board meetings (annual, regular and special) are described in detail in USPS Bylaws. To vote, all members of the Governing Board or authorized alternates and delegates must be registered and in attendance at the time the vote is taken. The secretary is responsible for registration of voters. The Committee on Rules advises the chair on parliamentary matters and passes on the credentials of delegates and proxies. At all Governing Board meetings one hundred fifty members constitute a quorum.

2.4 Voting at all Governing Board meetings is by its members plus delegates from the squadrons in the ratio of one delegate for each one hundred (100) active members, or fraction thereof, as of 75 days before the meeting. These delegates are appointed by the squadron. The squadron commander must certify the names of squadron delegates for such meeting. No alternates are authorized for such squadron delegates and no member of the Governing Board may be a delegate.

With the call to each meeting, the national secretary provides to each squadron commander appropriate forms for certifying each squadron delegate. Each squadron commander should provide this to each delegate who will exchange it for voting credentials. The national secretary appoints delegates to represent unattached members at USPS annual and special meetings.

If the squadron commander cannot attend a national meeting, his vote may be cast by an authorized alternate who is either (1) any other member of the squadron or (2) 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 the meeting, the national secretary provides to each squadron commander an appropriate form for authorizing an alternate voter; the commander should provide the authorization form to the designee who exchanges it for voting credentials.

If a district commander is absent from a national meeting, his vote may be cast by the executive officer of that district or, if neither is present, the administrative officer may vote in the commander's stead. Voting will be by voice vote or the chair may call for a division of the house or any registered voter may request a division of the house (with a majority vote of those present) and voting then will be by display of cards issued to each registered voter. The chief commander appoints tellers in advance of any division of the house vote.

2.5 General members are elected at the annual meeting in the ratio of one for every six hundred (600) active members of USPS as of the preceding 1 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 governing board 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 national secretary 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 USPS, 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 will require their vote at

the official session. They discuss and originate other matters affecting USPS.

2.6 Actions of the Governing Board. The Governing Board does the following:

1) Establishes specific department committees as necessary to carry out responsibilities assigned to the various departments;

2) Makes and amends bylaws and rules for its own governance;

3) Enforces authority given to it to advance the best interests of USPS, its district and its squadrons including disciplinary actions and/or penalties;

4) Holds regular and special meetings at the time and places of USPS annual meetings;

5) Establishes committees of the Governing Board and of the departments and makes appointments and establishes offices and designates rank for the holders;

6) Waives conferences, constitutes and reconstitutes districts;

7) Elects to office, other than those electable at annual meeting, chairs and assistants of committees of the Governing Board and of departments;

8) Admits persons to membership in USPS or delegates that authority;

9) Fixes requirements for transfer of members and resignations of members;

10)

11) Publishes an official USPS magazine, a manual for guidance of officers and others and other publications;

12) Fixes all national dues and fees;

13) Authorizes certificates or other recognition to members who have passed prescribed examinations in special courses;

14) Reviews the record of the chief commander and, if deserved, grants a merit mark;

15) Receives resolutions from district conferences, properly submitted in accordance with Bylaws, as motions duly made and seconded. Such motions shall be referred, with the advice of the national executive officer, to a department, committee or officer of USPS for study and report at the next Governing Board Meeting held not less than sixty days in the future;

16) Rescinds actions adopted by the Board of Directors given provisions as specified in the Bylaws; and

17) Selects at its annual meeting an outside auditor licensed to practice public accountancy in North Carolina.

2.7 The **Board of Directors** is comprised of the National Bridge and the most recent past chief commander willing and able to serve, such directors to be elected by the Governing Board at its annual meeting. The Board of Directors shall:

1) Regulate the management and policies of USPS, its districts and its squadrons;

2) Be vested with and have custody of all real and personal property and other assets of USPS;

3) Make and execute contracts and make expenditures provided the liability of USPS thereunder does not exceed reasonably anticipated uncommitted funds;

4) Adopt an annual budget, authorize budget reductions and transfers between budget accounts, and approve supplemental appropriations of not more than $10,000 after receiving a report from the Finance Committee;

5) Control the educational policies and practices of USPS as administered through the Educational Department and its officers, including the award of grades and other recognitions of proficiency;

6) Revoke, withdraw or suspend squadron charters;

7) Conduct the business of USPS *except that the Board of Directors shall not:* (1) change the composition of the Governing Board or the Board of Directors; or (2) amend these bylaws;

8) Make temporary appointments to fill vacancies in national elected offices created since the last meeting of the Governing Board. Such appointments shall be for a term that expires at the meeting of the Governing Board next following the Board of Directors meeting at which such appointments are made; and

9) Directs and oversees the operations of USPS headquarters.

The proceedings of the Board of Directors are recorded by the national secretary. 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 shall make known to the members present at such Governing Board meeting any matters of importance that have been

voted upon at said meeting of the Board of Directors unless the minutes of the meeting of the Board of Directors are already in the hands of the Governing Board members.

2.8 Operating Committee. The Operating Committee was composed of the chief commander, the immediate-past chief commander, the vice commanders, the chair of the Committee on Rules, the chair of the Committee on Nominations, the chair of the Planning Committee, the chair of the Finance Committee, the chair of the Marketing Committee and the Law Officer. By action of the Governing Board conducted in Kansas City on 12 September 2009 and effective 06 February 2010, the Operating Committee was dissolved. All functions and responsibilities were transferred to the Board of Directors.

2.9 The **annual meeting** of the Governing Board is held early each year; a Governing Board is held midway between annual meetings. All meetings of the Governing Board are held at times and places designated by the Governing Board.

2.10 Special meetings of USPS may be called at any time or place by the chief commander, by the Governing Board, or by active members. Notice of annual and special meetings is mailed to each member of the Governing Board no later than 60 days in advance. Any list of nominations by petition received by the national secretary is mailed to each member of the Governing Board at least 15 days before date of the meeting. Squadron commanders should notify their delegates.

2.11 The **order of business** at all meetings of USPS is specified in USPS Bylaws. The order may be changed by the members or, if there is no objection by the assembly, by the presiding officer.

Each vice commander makes a departmental report at each national meeting.

At all national meetings *Roberts Rules of Order Newly Revised* governs in all cases in which they are applicable and not inconsistent with USPS Bylaws or adopted special rules of order. Questions of interpretation are answered by the chair of the Committee on Rules or his designee.

2.12 The voting members of the Governing Board, including annual, regular and special meetings, are the members of the Governing Board and delegates representing the membership These delegates may be instructed by their squadrons as to what position to take on a matter before the Governing Board. Certain actions may be taken only at the annual meeting or a special meeting called for a specific purpose. Among them are the following:

A) The bylaws of USPS may be amended by a two-thirds vote of those present and voting at any annual or special meeting of USPS or at any meeting of the Governing Board, provided suitable notice is given;

B) The national bridge, the chair and members of the Committee on Rules, the chair and three-year members of the Committee on Nominations and general members of the Governing Board are elected at the annual meeting;

C) 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 USPS; and

D) Traditionally, special honors are presented at the annual meeting by the chief commander.

2.13 National Meetings Calendar. The National Executive 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 annual and Governing Board meetings.

The National Meetings Committee, under the direction of the national executive 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.

2.14 National Meetings. 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 given 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 shall be 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.

The local committee shall not have a bank account for the meeting. Upon approval by the NMC Chairman, all invoices will be paid by the NMC treasurer. The local district may be responsible for any expenditure commitments made without approval of the NMC Chairman.

2.15 Corporate Seal. The corporate seal (pictured right) of USPS 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).

2.16 Dissolution of assets. In the event of dissolution or other termination of USPS, all of its assets are to be assigned by the Governing Board 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 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.

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NATIONAL ORGANIZATION

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

Be advised that the Annual Meeting of the Governing Board which met in Orlando, Florida, on 25 February 2017, made substantial changes to the Department and Committee structure of the National Organization. We have attempted to make this section reflect those changes as noted in the Organization Chart that appears at the end of this chapter. If any discrepancies are noted, please notify the Operations Manual Committee so they can be corrected.

3.1 Classification of officers. USPS has three classifications of officers: national, district and squadron. National officers include the chief commander, all national departmental officers, the chairs and members of the general and standing committees, the law officer(s), the chaplain(s), the flag lieutenant and aides to the chief commander. District commanders are national officers and at the same time they, together with officers elected by a district or appointed by a district commander, are district officers. Officers elected by a squadron or appointed by a squadron commander are squadron officers.

No person is qualified for nomination, election or acceptance of an office unless he is an active member in good standing at that time.

3.2 Types of officers. There are two types of officers, those elected by the membership and those appointed by authorized officers on the national, district and squadron level.

3.3 Definition of flag office. *Flag office* means any office which, by virtue of the rank associated, entitles the office holder to fly a specific rectangular flag: chief commander, vice-commander, rear commander, staff commander, district commander, district lieutenant commander, district first lieutenant, commander, lieutenant commander and first lieutenant. *Flag officer* means the holder of a flag office.

3.4 Flag officers. The chief commander, vice-commanders, rear commanders, district commanders, and staff commanders are the national "flag officers." The chairs of national committees and assistant department heads serve with the rank of rear commander. This includes the budget director, assistant national educational officer, assistant secretary and assistant treasurer. The assistants to chairs of national committees, including assistant historian, assistant law officer, and assistant budget officer serve with the rank of staff commander.

There are two assistant national educational officers; an assistant secretary and assistant treasurer. These officers assist their principals as required and in the principals' absence act in their stead.

In the event the chief commander, the national executive officer or the national administrative officer is determined, by self-declaration or by a two-thirds vote of the Board of Directors, to be incapable of performing the duties of office because of illness or otherwise, the Board of Directors assigns the duties and powers of such office to the most recent past chief commander agreeable to serve. Such assumption of duties by a past chief commander shall last only until the earliest of (1) the next annual meeting of USPS, (2) the officer rescinds the self-declaration of incapacity; (3) the Board of Directors rescinds its declaration of incapacity; or (4) the next Governing Board meeting at least 50 days after the declaration of incapacity at which meeting the Board of Directors recommends to the Governing Board whether the period of incapacity should be extended or the office declared vacant.

If the Board of Directors recommends that the office be declared vacant and the Governing Board, by a two-thirds vote, concurs, an election is held to fill such vacancy. Candidates for such office are nominated by the Committee on Nominations or by petition signed by at least 50 members of the Governing Board and filed with the national secretary

prior to the calling of the election as an agenda item at such Governing Board meeting.

The district commander and district lieutenant commanders are district “flag officers”. Assistant educational officers, assistant administrative officers, assistant secretaries and assistant treasurers are district first lieutenants while committee chairs are district lieutenants.

The squadron commander and squadron lieutenant commanders serve as the squadron bridge. The squadron assistant educational officers, assistant administrative officers, assistant secretaries and assistant treasurers are first lieutenants. The squadron committee chairs are lieutenants.

3.5 Bridge officers. *Bridge officer* means the commander, executive officer, educational officer, administrative officer, secretary and treasurer on the national, district or squadron level.

3.6 Elected officers. All elected officers, all elected chairs and all elected committee members must be active members in good standing.

3.7 Appointed officers. All appointed officers and all appointed committee chairs must be active members, woman’s certificate holders or apprentice members. Every appointee shall hold 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.

3.8 Exceptions. Except for members of committees with staggered terms or as otherwise provided in bylaws, all officers, committee members and appointees shall (1) be elected or appointed annually, (2) serve for one year or until their successors are elected or appointed, of if applicable, installed, and (3) begin their terms of office at the time at which they are elected or appointed, or if applicable, installed.

Except as otherwise provided in applicable bylaws, no member shall be nominated for or hold more than one flag office at any single level of USPS 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.

3.9 USPS departments. Operations of the organization are distributed over **five departments**: executive, educational, administrative, secretary's and treasurer's. At the national level each is headed by a **vice-commander** under the chief commander; at district level each department is under a district lieutenant commander serving a district commander, while in the squadron the department heads are lieutenant commanders under the squadron commander.

The national bridge consists of the chief commander and the five vice-commanders, the district bridge is comprised of the district commander and five district lieutenant commanders while the squadron bridge consists of the squadron commander and five lieutenant commanders.

The line of executive authority descends through the national executive department to the district commanders and through the district executive officer to the squadron commanders. The line of educational authority descends through the national educational department to the district and squadron educational officers and to the local boards. The authority of the administrative department descends from the administrative officer to the officers and committees of that department. The authority of the secretary's department descends from the secretary to the officers and committees of that department. The authority of the treasurer's department descends through the treasurer to the officers and committees of that department.

Chief Commander

3.10 Chief Commander. The chief commander is the ranking officer of USPS. The chief commander presides at regular and special meetings of the membership, the Board of Directors and the Governing Board. The chief commander is an *ex officio* member of all USPS departments and committees except the Auditing Committee, the Committee on Nominations and the Committee on Rules.

He appoints and assigns duties to such aides as are deemed necessary and is commander of the fleet. The chief also awards USPS merit marks to active members who, during the current year, have made substantial contributions of personal effort benefiting or promoting USPS.

3.11 Appointed officers. The commander appoints other officers, each with specific duties: a chaplain, flag lieutenant and aides. The national chaplain, in addition to pronouncing the invocation and benediction at meetings, is available for advice and counsel to all district and squadron chaplains who may wish suggestions as to ceremonies, prayers, and appropriate activities in their respective spheres [Refer to 11.55 on page 11-14].

The flag lieutenant may travel with, or for, the commander and assists in handling such details as will expedite the duties of the commander.

3.12 Aides perform a multitude of special assignments as directed by the respective commander, such as arranging for receptions, meetings, entertainment of distinguished guests and visitors, coordinating inter-departmental affairs, conducting surveys and collecting information, et cetera. The chief commander may assign aides to vice-commanders to further coordinate inter-departmental relationships and to expedite internal operations.

National Executive Officer

3.13 The Executive Department is under the direction of the executive officer, who holds the rank of vice-commander. He is responsible for general supervision of the executive department as directed by the chief commander or the Governing Board, of districts and of activities which bring USPS in contact with the general public. He assists the chief commander and is an *ex officio* member of all committees of the executive department. In the temporary absence or incapacity of the chief commander, he performs the duties and exercises the powers of the chief commander. Activities assigned to the executive department are:

- District Commanders
- Cooperative Charting
- Environmental
- Marketing
- National Meetings
- Public Affairs (new committee)
- Safety

The chairs and assistants of these committees serve with the rank of rear commander and staff commander, respectively.

3.14 District commanders report directly to the national executive officer, who is responsible for the general supervision and coordination of district activities. The executive officer should be kept informed of developments in the districts which have national import and should be consulted by district commanders on all important administrative problems, particularly those which involve relations with other districts or with outside agencies. The executive officer 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 national executive officer reviews minutes of district conferences and brings to the attention of the Governing Board any resolutions or recommendations on which action by that body is required.

3.15 The **Cooperative Charting Committee** (CoChCom) is charged with the responsibility of organizing and guiding USPS's public service participation in the Cooperative Charting Program, a joint activity between USPS and the National Oceanic and Atmospheric Administration (NOAA), U. S. Department of Commerce.

The intent of this program is to provide NOAA with data obtained by trained volunteer observers for use in the production of accurate, up-to-date nautical and aeronautical charts and related products. This service is performed by USPS in accordance with a renewable written agreement between USPS and NOAA.

Under the agreement, the National Ocean Service (NOS), NOAA provides current editions of charts, program-related NOAA publications and other related materials necessary for the conduct of the program. NOS also evaluates reports, awards credits for reports and publishes monthly credit reports reflecting program activity; provides related forms to USPS headquarters for subsequent distribution to USPS members; participates in the development and publishing of training materials and manuals; and prepares and/or contributes to the preparation of related articles.

The agreement stipulates that USPS is to maintain the coordinating mechanisms and procedures required for the conduct of its part of the program and that it will stock and distribute program-related forms and other material. USPS volunteers are to provide corrections, changes and recommendations for the revision and/or improvement of nautical and aeronautical charts and related publications; furnish the same type of information affecting maps, charts, and related publications produced by other federal agencies.

3.16 Adopt-a-chart program is receiving high praise and enthusiasm. The process of updating information on NOS nautical charts has moved ahead quickly in the past several years. With raster electronic charts and vector electronic charts, the goal has become weekly updates. Up to the present time, USPS effort has not been directed to ongoing, complete and systematic updating of fixed chart

areas. Such an approach is needed to bring and keep many chart areas up-to-date, especially those of interest to recreational boating.

Under the Adopt-a-Chart program, USPS squadrons, as an organization (not as individuals), make long term commitments (in years) to perform and report continuous, complete and systematic evaluations of all charted information (in comparison with actual observations) and new features pertinent to navigation on specific chart(s) or parts of charts. In other words, year after year, each squadron performs "fine tooth comb" examinations and reports on familiar chart areas.

When a squadron makes an application for participation in the Adopt-a-Chart program, it proposes the charts, chart or part of a chart it wishes to adopt. This request is made in writing to the R/C of the national Cooperative Charting Committee, and NOS reviews such proposal and makes the chart assignments.

Public acknowledgment of a squadron's efforts is printed on the chart:

Acknowledgment: ***The National Ocean Service acknowledges the exceptional cooperation received from members of the Blue Water Power Squadron, District #, United States Power Squadrons, in continually providing essential information for revising this chart.***

The work in Adopt-a-Chart program is primarily on the water, requiring the use of boats. However, on-land work is also required in coordination with on-the-water work. A written request from the squadron commander for a squadron to participate in the Adopt-a-Chart program is submitted to the district cooperative charting chair who will submit it to the chair of the national Cooperative Charting Committee. The request contains:

- A statement to the effect that the squadron's executive committee has reviewed the request, voted on it and approved it.
- The number(s) of the NOS nautical charts, chart or part of a chart that the squadron wants to adopt. Where part of a chart is involved, a copy of the chart with the desired area outlined is attached to the application.
- An estimate of the number of squadron members (regardless of specific individuals), who will be involved in the program over a long period of time.
- An estimate of the number of boats that will be involved in the program over a period of time.
- Name, address, phone number and email address of the person to whom Adopt-a-Chart materials are to be sent.

3.17 NOS Awards. National Ocean Service recognizes the achievements of USPS members, squadrons and districts participating in the program through annual awards, honor roll certificates and embroidered patches. National awards are made on the basis of the percent of performance above honor roll requirements, which are established each year. The top national awards are the **coast survey award** (formerly the **admiral's award**), number one **individual**, number one **squadron**, and number one **district**. Other annual national awards are number one **individual - nautical,** number one **individual - aeronautical**. The 75 top individuals nationally receive an embroidered patch the first time they attain that achievement and a star for each additional instance. Honor roll certificates are presented to all individuals, squadrons and districts who meet honor roll requirements.

The **Golden Eagle award** is presented annually by USPS to the district cooperative charting chair who has been most outstanding during the year in preparing his district for participation in the program.

3.18 Environmental Committee. The objectives of the USPS Environmental Committee include:

- Facilitating the education of members and boating students on aquatic environmental issues.
- Promoting beneficial aquatic environmental stewardship efforts by squadrons.
- Facilitating and publicizing squadron efforts and projects within USPS.
- Publicizing both squadron and national efforts and projects externally.

The committee works in concert with the Edu-

cation Department to ensure that adequate, up to date information, based on good science, is included in all USPS educational materials. In addition, collaborative efforts include the creation of new material addressing environmental concerns in the boating environment. The committee also circulates current information on issues and initiatives, including funding opportunities, through USPS publications, mailing lists, local/district/national event displays and the website. Resource information for educational material provided by non-USPS environmental outreach programs is also provided.

Many squadrons already have specific projects and participate in local environmental initiatives. The committee has the responsibility of informally documenting these efforts and publicizing them throughout USPS. This effort serves several purposes:

- Individual squadrons get recognition for their efforts.
- Squadrons not currently active in environmental issues can build on these efforts and ideas.
- 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 USPS environmental efforts externally, the Environmental Committee facilitates membership and marketing campaigns, funding opportunities and additional partnering opportunities.

3.19 The **National Marketing Committee** (MARCOM) helps the United States Power Squadrons® market the organization, the squadrons, and its programs to the public. The Committee role is to establish effective strategies, techniques, tools, and branding policies for all marketing and promotion activities throughout the organization. The Committee helps squadrons promote their activities and recruit members with written guidance, consultation and recommended marketing materials.

3.20 Public Affairs. (Formerly Public Relations Committee) The Public Affairs Committee (PACom) was created by the action of the Annual Meeting of the Governing Board meeting conducted in Orlando, Florida, on 25 February 2017. It is a combination of the Public Relations Committee, the Government and Partner Relations Committee and the Program Partner Relations committees. Each of those committees was removed from its previous department if necessary and relocated to the Executive Department.

During an organizational and migratory process, each of the three committees will function as a stand-alone committee under the direction of a Staff Commander. After some time, each committee will merge its function into a whole rather than function as an autonomous body.

The Public Affairs Committee conducts three contests to recognize outstanding squadrons in their pursuit of public relations efforts.

- The Charles F. Chapman Award (squadron scrapbook competition).
- The Carl C. Mahnken Commander's Cup Award (slide show, computer, *PowerPoint* and other presentation media).
- The Roger Upton Award (squadron video competition). Judging starts at the district level; first place winners from each district will advance to competition at the national level. There, they will be judged according to the guidelines established by the NMPRCom.

Entries for each contest are submitted to the district PRO for judging by **1 March** of each year. District winners are then sent to the appropriate NMPRCom representative for judging by **1 April** of each year and the top national winner in each contest is honored at a Governing Board meeting. Complete information on requirements and entry forms for these contests may be obtained from the D/PRO, on the NMPRCom web page or by calling headquarters.

Charles F. Chapman Award encourages

squadrons to develop a scrapbook throughout the year and share it with all USPS in district and national competitions. The scrapbook should describe and illustrate the program with evidence of public relations activity. This graphic "evidence" can include items such as newspaper and magazine clippings, photographs, advertisements, press releases and printed visual material such as flyers and posters. The scrapbook serves as a record of achievement as well as a guide for future activity.

Carl C. Mahnken Commander's Cup Award recognizes excellence among presentations that are developed and presented using slides (35mm live shots or computer-generated) accompanied by audio narration or those presentations that use slides produced and presented via computer using PowerPoint presentation software.

Sharing these informative presentations with the community through visits to clubs, meetings and civic groups is important to the vitality and longevity of USPS.

Roger Upton Award recognizes excellence among those presentations that are developed using videotape. This includes both a videotape program presented to an audience or broadcast via cable or network television and public service announcements (PSA) broadcast on network and/or cable television. These presentations are designed to be shown at meetings or public forums and usually contain detailed information about a subject and seek to explain concepts and ideas using a variety of images.

3.21 Government and Partner Relations Committee. The Government and Partner Relations Committee was moved to the Public Affairs Committee by the action of the Annual Meeting of the Governing Board meeting conducted in Orlando, Florida, on 25 February 2017. The tasks of the committee will eventually be absorbed by that committee and function as a whole rather than an autonomous body. Until this transition is complete, the committee will monitor and evaluate both proposed and enacted legislation affecting the boating community. Its primary duty is to bring legislative developments promptly to the attention of the Chief Commander, the Governing Board and the general membership.

NGPRCom consists of six teams: Administration, Grants/External Funding, Homeland Security, Lobbying, Partners/Liaison and State Legislative. In addition to its national assignments, the committee aids districts and squadrons on legislative and liaison matters. Both district and squadron legislative and liaison officers report to their respective executive officers. While districts and squadrons handle legislative and allied matters of a strictly local nature, the districts' legislative officers serve as liaison between the national committee and the squadrons' legislative officers.

Only the National Government and Partner Relations Committee may grant permission for members to contact government officials on legislative matters in the name of United States Power Squadrons.

The National Program Partner Relations Committee was moved to the Public Affairs Committee on 25 February 2017 at the Annual Meeting of the Governing Board held in Orlando, Florida. The tasks of the committee will eventually be absorbed by that committee and function as a unit rather than an autonomous body. It is a committee consisting of a Chair and three Staff Commanders that serve as a liaison with non-government entities who have either a written or verbal agreement with USPS as a partner. It plays a very important role in the marketing efforts of USPS helping us expand our visibility and presence to the boating community at large.

3.22 The **Safety Committee**'s Mission Statement is: 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 its mission aggressively through the Vessel Safety Check (VSC) program and cooperation with government

and industry partners in promoting safety related initiatives. The committee maintains a website as well as communicates through USPS and public media. Committee awards recognizing contributions to boating and personal safety and VSC performance are presented at the USPS Annual Meeting.

3.23 United States Power Squadrons' Safety Award

Information and Application. The United States Power Squadrons, an organization of more than approximately 38,000 members with a rich and proud heritage of service to boaters, is committed to the continued development and growth of boating education and safety. This commitment includes the recognition of individuals whose heroic deeds preserve and protect our maritime environment. Their courage is the legacy of our century and a beacon that will lead the way for future generations of dedicated citizen boaters.

Background: The "USPS Safety Award", created in March 2002, is presented to USPS members. It recognizes acts of courage, heroism, and devotion involving the preservation of our maritime environment including property, the environment, or the rescue of people or animals. It is primarily intended to give special recognition to those whose deeds would not otherwise qualify them for the USPS Lifesaving Award.

Award Program Objectives:

- Recognizes USPS members who engage in water safety related events that involve direct actions resulting in saving a human life.
- Promotes the sharing of boating or water safety stories.
- Provides a systematic, disciplined approach to documenting, conducting assessments, analysis and prevention training as necessary to prevent a recurrence of situations that would otherwise lead to property or environmental damage.

Recipient/Conditions Eligibility Criteria:

- Nominations for this award must be submitted by a United States Power Squadrons member.
- The incident in which the lifesaving occurred must be water/safety and/or boating safety related.
- The individual recommended for this award must have performed the act(s) outside of the regular scope of his or her job or assigned duties.
- The person making the recommendation must have personal knowledge of the event and/or a personal connection with the individual recommended.

Guidelines - Any recommendation shall include the following:

- The name, address, telephone number and email address of the person or group submitting the recommendation.
- The name, address, position/title and telephone number of the individual being recommended for the USPS Safety Award.
- A detailed description of the circumstances leading up to the event, including a description of the prevailing conditions causing imminent danger to individuals, property, or the environment.
- A detailed description of what actions were taken by the person or persons recommended for award to effect the rescue and what dangers to his own welfare or to the safety of his boat and/or crew were encountered while engaged in the action, including but not limited to the actions taken which directly or indirectly resulted in the rescue of individuals or the preservation of property or the environment.
- Documentation in the form of newspaper articles, news or home video, testimonials or other evidence validating the boating safety event and the actions of the nominee(s).

If the award is approved, the recipient must be willing to sign a release authorizing the award description or reason for the award to be published in the USPS national magazine, *The Ensign* and/or on the USPS national website. All recommendations shall become the sole property of USPS.

Submission and Award Process:

- Recommendations should be submitted to USPS HQ, 1504 Blue Ridge Road, Raleigh, NC 27607.

- Received recommendations will be reviewed by the USPS Chief Commander and approved by the USPS Board of Directors.
- Following approval of the award by the USPS Board of Directors, the recipient shall be notified of the award and may determine at which meeting of the USPS Governing Board the award shall be presented and received.
- The award shall be evidenced by a certificate describing the actions taken by the recipient upon which the award is based.

3.24 United States Power Squadrons Lifesaving Award

Overview: United States Power Squadrons is an organization of approximately 38,000 members with a rich and proud heritage of service to boaters and a commitment to boating education and boating safety. We honor unqualified dedication to the preservation of life. That courage is the legacy of our country and a guiding and protecting beacon for future generations of dedicated individuals.

Background: The USPS Lifesaving Award is administered by the USPS Boating Activities and Safe Boating Committee. This award is to recognize heroism and devotion above and beyond the call of duty involving individuals who engage in life-saving events.

Award Program Objectives:

- To recognize individuals who engage in activities directly resulting in the saving of human life.
- To promote the publication of life saving stories/events.
- To recognize specialized training, i.e. CPR, First Aid, Rescue, et cetera, which assists in the prevention of personal injury, loss of property and/or damage to the environment or the recurrence thereof.

Recipient/Conditions Eligibility Criteria:

- Nominations for this award must be submitted by a United States Power Squadrons member.
- The incident in which the lifesaving occurred must be water safety and/or boating safety related.
- A member of USPS may be nominated for the award regardless of where the activity occurred.
- The individual recommended for this award must have performed the act(s) outside of the regular scope of his or her job or assigned duties.
- The person making the recommendation must have personal knowledge of the event and/or a personal connection with the individual recommended.

Guidelines - Any recommendation must include the following:

- The name, address, telephone number and email address of the person or group submitting the recommendation.
- The name, address, position/title and telephone number of the individual being recommended for the USPS Lifesaving Award.
- A detailed description of the circumstances leading up to the event, including a description of the prevailing conditions causing imminent danger to someone's life.
- A detailed description of what action(s) were taken by the person or persons recommended for the award to effect the rescue and what dangers to his own welfare or to the safety of his boat and/or crew were encountered while engaged in the rescue, including but not limited to the actions taken which directly or indirectly resulted in the saving of life.
- Documentation in the form of newspaper articles, news or home video, testimonials or other evidence validating the boating safety event and the actions of the nominee(s).

If the award is approved, the recipient must be willing to sign a release authorizing the award description or reason for the award to be published in the USPS national magazine, *The Ensign* and/or on the USPS national website. All recommendations shall become the sole property of USPS.

Submission and Award Process:

- Recommendations should be submitted to USPS Headquarters, 1504 Blue Ridge Road, Raleigh, North Carolina, 27607-3906.

- Received recommendations will be reviewed by the USPS Chief Commander and approved by the USPS Board of Directors.
- Following approval of the award by the USPS Board of Directors, the recipient shall be notified of the award and may determine at which meeting of the USPS Governing Board the award shall be presented and received.
- The award shall be evidenced by a certificate describing the actions taken by the recipient upon which the award is based.

National Educational Officer

3.25 The **National Educational Department** consists of the national educational officer (NEO), two assistant national educational officers (ANEO), ten national 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 an *ex officio* member of the national educational department and all its committees.

The national educational officer is elected by the annual meeting, on nomination by the Committee on Nominations or as otherwise provided in USPS Bylaws. The NEO holds the rank of vice-commander and is a member of the national bridge, the Board of Directors and the Governing Board. He directs activities of the National Educational Department, including preparation of course material and examinations and administration of the educational program of USPS.

The assistant national educational officer (ANEO) and committee chairs are elected annually by the Governing Board on recommendation of the national educational officer and nomination by the Committee on Nominations. They serve with the rank of rear commander and are members *ex officio* of the Governing Board. Each committee may have one or more assistants to the chair who serve(s) with the rank of staff commander, elected in the same manner as the chair. The assistant national educational officers serve without assistants. Committee members other than the chair and assistant chair(s) are appointed by the chief commander on behalf of the Governing Board upon recommendation of the committee chairs and national educational officer.

In each district there is a District Educational Department that operates under direction of the district educational officer (DEO) and assistant (if elected), in close coordination and cooperation with the national educational department committees, and under the direction of the NEO [Refer to 4.32 on page 4-9].

In each squadron there is a Squadron Educational Department that operates under the supervision of the squadron educational officer (SEO) and assistant (if elected), in close coordination and cooperation with the district educational officer and the corresponding national educational department committees, and under the direction of the NEO.

3.26 Each of the ten **Educational Department Committees** is responsible for the development and preparation of course materials and examinations for the courses assigned to it and/or for the development and preparation of such other supplemental materials and programs as may be assigned to it by the NEO or ANEO. The committees and their responsibilities are as follows:

- **Basic Public Education Committee**: is responsible for *America's Boating Course* (offered in the classroom and via the Internet)*; How to Use a Chart; Paddle Smart; Basic Coastal Navigation; Trailering your Boat* and such other courses, seminars, materials, and programs as may be subsequently assigned to it. This committee has as a squadron counterpart the *Local Board for Boating.*
- **Boat Handling Committee**: is responsible for the *Boat Handling and Sail* courses; *Knots*; *Bends and Hitches; Anchoring*; *Crew Overboard, Sail Trim and Rigging*; *Rules of the Road*; *Fuel and Boating; Boat Handling Under Power*; *Advanced Powerboat Handling*; distance learning programs (that is, Internet based courses for members) and other such courses, materials, seminars and programs as may subsequently be assigned to it.
- **Boat Operator Certification Committee - On The Water Training Committee:** is responsible for on-water training activities. This includes the Boat Operator Certification Program, which certifies members for four different levels of boating proficiency: Inland Navigator, Coastal Navigator, Advanced Navigator and Offshore Navigator. It also included the Practical OTW Seminar, and other such courses, materials, seminars and programs as may subsequently be assigned to

it. The committee also oversees the certified network that conducts on-water training and certification.

- **Educational Outreach Committee**: interacts with universities, community colleges, and other learning centers associated with recreational boating. It also plays a very important part in helping USPS expand our Internet course and seminar offerings. In addition, it works with USPS Marketing and Public Relations in promoting our courses and seminars with marine dealers, boat manufacturers, the public and other interested parties and other such matters as may be subsequently assigned to it.
- **Electro-Mechanical Systems Committee**: is responsible for the *Engine Maintenance*; *Marine Electrical Systems; Marine Communications Systems* and *Electronic Navigation* courses; *Using GPS*; *Marine Radar*; *Using VHF and VHF/DSC Marine Radio*; the text of *Boatowner's Guide to GMDSS and Marine Radio*; *The Boatowner's Guide to Marine Amateur Radio*; responsible for MMSI Database and other such courses, materials, seminars and programs as may subsequently be assigned to it.
- **Inland and Coastal Navigation Committee**: is responsible for the *Piloting* and *Advanced Piloting* courses; *Plotting & Labeling Standards*; *The Marine Compass*; *Predicted Log Contests*; and other such courses, materials, seminars and programs as may subsequently be assigned to it.
- **Instructor Development Committee**: is responsible for the *Instructor Development Course;* teaching aids; teaching aids exhibits; Chapman Teaching Award Program; Instructor Certification Program*;* instructor manuals; and other such courses, materials, seminars and programs as may subsequently be assigned to it.
- **Marine Environment Committee**: **is** responsible for the *Cruising and Cruise Planning course* and *The Weather course; Seminars: On-Board Weather Forecasting, Crossing Borders; Boating on Rivers, Locks and Lakes; Emergencies on Board; Thunderstorms/Severe Weather Forecasting;* and other such courses, seminars and programs as may subsequently be assigned to it.
- **Offshore Navigation Committee**: **is** responsible for the *Junior Navigation and Navigation* courses; *Sight Reduction Methods*; *Introduction to Navigational Astronomy* and other such courses, materials, seminars and programs as may subsequently be assigned to it.
- **Publishing Committee** responsible for:
  1) Assisting the committees with editing, graphics development, PowerPoint support, formatting of course and supplemental materials to be published; coordination with outside vendors contracted to provide editing, graphics and formatting services for Educational Department materials; and such other materials, services, seminars and programs as may subsequently be assigned to it;
  2) Tracking department financial results, expenses and inventory, ordering material, recording and publishing of minutes of departmental meetings; compilation and publishing of *Educational Department Manuals* and *Educational Department Notices*; coordination of departmental matters with the Operations Manual Committee; maintenance of the Educational Department website; computer generated examination production; and such other materials, services, seminars and programs as may subsequently be assigned to it; and
  3) Planning and control of the technical content of all USPS courses, materials and examinations in close coordination with the other departmental committees; the maintenance of grade equivalency between current courses and grades and new courses; identification of new subjects that should be incorporated into the USPS educational program; Boat Operator Certification; the *USPS Glossar*y; the *USPS Graphics and Video Library;* and such other materials, services, seminars and programs that may subsequently be assigned to it.

The **National Educational Leadership Committee** is an ad hoc advisory committee comprised of the ANEO as chair and the chairs of the 10 departmental committees [Refer to 3.26 on page 3-12]. It meets at the call of the Chair or the NEO to develop recommendations to the NEO on issues of EdDept policy and procedures, proposed new

courses, and other matters as may subsequently be assigned to it. In addition, this group, plus the assistant committee chairs meet periodically as the **National Educational Leadership Team.**

3.27 The ***Educational Department Manual*** is a procedural guide developed and issued by the National Educational Department for Educational Department personnel. It is issued in three parts: Part I covers squadron educational activities and responsibilities; Part II, district educational activities and responsibilities; and Part III, national educational activities and responsibilities. Copies of the appropriate parts may be obtained from USPS headquarters or from the EdDept website by officers and chairs that require them. These manuals should be passed on to one's successor in office.

3.28 An **Educational Department Notice** (EDN) is issued to notify squadron, district and national EdDept personnel and Board of Directors members of changes in course material or procedures until revised pages of this *Operations Manual* or the EDM are issued.

3.29 **Awards** are presented at the Annual Meeting by the NEO as follows:

- **Charles F. Chapman Award for Excellence in Teaching,** to honor the five individuals selected from district nominees who have shown outstanding performance in instruction of USPS courses. A log in the Memorial Library at headquarters contains honorees' names, squadrons and award dates. The honor roll is published annually in *The Ensign*.
- **Educational Department Award for Outstanding Educational Achievement** is awarded to up to three squadrons selected for exceptional educational performance, based on number of different courses taught and the number of successful course graduates as a function of squadron membership.

3.30 **Teaching Aids Exhibition.** At the annual meeting, the Instructor Development Committee produces an exhibit of teaching aids to promote the exchange of ideas related to teaching aids among members. The committee arranges the display area and records all entries. It arranges for judging by the National Educational Department to select the outstanding displays in each category of USPS courses and presents appropriate awards. Each member of the committee is assigned specific districts to encourage their commanders and educational officers to hold exhibits at their fall conferences and to collect entries for the national exhibit. Each district is eligible for awards for participation of all of its squadrons.

In addition to awards in each class, the **Bell Trophy** is awarded to the squadron whose entry is judged to be the "best in show." The **Morse-Dreher Certificate** is awarded to any squadron that has submitted entries in each of the twelve course categories. The **TAC Trophy** is presented to the squadron whose entry is judged the best of all entries that were awarded the best of show in its district exhibit during the year.

3.31 **Proposals for new USPS courses and materials.** Any member wishing to propose a new USPS course, seminar or other new material shall prepare an abstract describing the proposed material's scope and structure and a comprehensive draft outline of the proposed content. These documents are to be submitted to the NEO, with copies of the submission letter and documents being sent also to the applicable SEOs and DEOs.

The NEO will refer the proposal to the Publishing Committee for review and study. That group, in consultation with members of its choice who have expertise in the subject matter, will determine if there is sufficient and appropriate material for development of a new USPS course and will make its recommendation to the National Educational Leadership Committee (EdLeaderCom).

If the EdLeaderCom makes a positive recommendation for a new course to the NEO, and if the NEO concurs, the NEO will submit the proposal to the Board of Directors for its concurrence. Upon approval by the Board of Directors, the NEO will submit the new course proposal to the Governing Board for approval to proceed with development. Upon approval by the Governing Board, the NEO will assign a development effort to an appropriate existing course committee or to an ad hoc team of qualified members. For other (non-course) materi-

als such as seminars, books or guides, the NEO may authorize development.

3.32 Squadron [Chapter 5] **and district** [Chapter 4] **educational officers** (both elected and appointed) report to the national educational officer on all matters relating to USPS educational programs' administration, including course content, student and instructor materials, instructor qualification and certification, instructional standards, examinations, reporting, and eligibility standards for officers and students.

National Administrative Officer

3.33 The **Administrative Department** is under the direction of the national administrative officer, who is responsible for the activities and committees assigned to the administrative department as directed by the chief commander or Board of Directors. He assists the chief commander and is an *ex officio* member of all committees of the administrative department. In the temporary absence or incapacity of the chief commander and the national executive officer, he performs the duties and exercises the powers of the chief commander. During the Governing Board meeting he meets with his committee chairs on a regular schedule in order to be informed of the progress of the various committees which he supervises. The national administrative officer in concert with his department chairs implements the internal affairs of USPS. The chairs and assistants to the chairs are nominated by the Committee on Nominations and elected by the delegates of the Governing Board.

As of the 2017 Annual meeting, the National Committees in the Administrative Department are:

1) Membership Committee
   A) Recruitment
   B) Retention and Revitalization
   C) Squadron Activities
      a) Port Captains
      b) SERAT
      c) Amateur Radio
      d) Cruise and Rendezvous
      e) Educational Cruise
   D) Youth Activities
      a) Sea Scouts
   E) Member Benefits
   F) Awards and Contests
      a) Selden Member Involvement/Retention Award (MIRA)
      b) Finley Sea Scout Service Award
      c) USPS Youth Poster Contest
2) Squadron Development
   A) Squadron Development and Revitalization
   B) Leadership Development
   C) Operations Training
   D) Awards and Contests
      a) BoatUS Distinguished Civic Service Award
      b) Leadership Development Program Award
      c) Operations Training Award

The chair and assistants to the chair of these committees serve with the rank of rear commander and staff commander, respectively.

3.34 The **National Meetings Committee** is responsible for obtaining all pertinent information from hotels throughout the country capable of handling national meetings and for tabulating such details as facilities, room costs, food costs, transportation arrangements and other items of concern. This information, together with the recommendations of the committee, is to be presented to the Governing Board for decision. Ample time must be allowed for advance planning of meeting sites.

Upon selection of a site, this committee is responsible for:

A) Directions to the host district;
B) Publicity in all available media;
C) Arrangements with a hotel for all facilities, including:
   1) Adequate sleeping rooms for all who attend a national meeting;
   2) Space for exhibits at Governing Board and Annual Meetings;
   3) Space and audio visuals needed for all meetings;
   4) Plans for all USPS group meals and receptions;
   5) Arrangements for the Annual Meeting Banquet, including reservations, seating, music, entertainment, decorations and logistics.

USPS will indemnify a district against a financial loss incurred by the district when assisting with a national meeting. No funds will be committed without the approval of the Chairman of the National Meetings Committee.

3.35 Membership Committee. By approval of the Governing Board conducted on 25 February 2017 in Orlando, Florida, the Member Benefits Committee and the Squadron Activities Committee were transferred to the Membership Committee as subcommittees.

The Membership Committee Chair holds the rank of rear commander while the assistants to the chair, who are chairs of each sub-committee, serve with the rank of staff commander. All are elected at the annual meeting. The responsibilities of the national membership committee are:

1) To develop and introduce a structure for both gathering and disseminating to our members insightful and useful feedback and information from National to District and then to Squadrons which may include the newest and best practices of recruiting and retaining members;

2) To interpret and implement membership policies and procedures as set forth in USPS Bylaws and as prescribed by the Governing Board;

3) To encourage the squadrons to use the best practices of recruiting and retaining members;

4) To support and encourage squadrons to grow through a varied approach that promotes squadron and district membership growth through recruiting/membership retention programs, community outreach programs, and youth activity programs;

5) To plan and conduct membership programs at national meetings;

6) To monitor and evaluate squadron and district membership programs and performances and issue corrective suggestions when required;

7) To issue informative communications on a regular and timely basis, either through *The Ensign*, the electronic newsletter *The Compass*, member web pages, the in-house newsletter MEMCOMments and postings of messages and documents;

8) To make available an up-to-date Membership Manual;

9) To recommend to the Board of Directors, through the National Administrative Officer, changes in membership policies and procedures to make them more effective; and

10) To furnish a report to the National Administrative Officer on a quarterly or as required basis.

3.36 Member Benefits Subcommittee. The national administrative officer administers several commercial programs beneficial to members which this subcommittee coordinates.

This subcommittee has been established to provide discounts and other useful benefits to our members. The benefits are to be used to attract new members and help in retaining existing members. Benefit details are located on the Member Benefits website. These details can be copied and pasted into squadron and district newsletters, email communications, promotional materials, et cetera. Though the website is the primary source for the current benefits and their details, a free brochure is available from headquarters or 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, district booth or seminar. All members may use the benefit if so desired. There is no requirement for any member to use a benefit. A few vendors will mail items once or twice a year to a member's home. The member may take advantage of the special deal, or he may choose to Opt Out of any future direct mailings by visiting www.usps.org, Member Stuff, Your Member Benefits Announcement options and choose "No."

Increasingly, benefits available to members change almost weekly. USPS makes every effort to provide more benefits to its membership. For the latest benefit summary, please check the member benefits web page located at www.usps.org/index.php/departments/14000/14900.

3.37 District Chair Member Benefits Committee. The primary responsibilities of the District Chairman of the Member Benefits Committee are:

A) To motivate all squadron Member Benefits Chairpersons in their efforts to identify and attain local squadron benefits; and

B) To serve as liaison between the National Member Benefits Subcommittee and District Member Benefits Committee; which will consist of the Squadron Member Benefits Chairpersons.

The District Member Benefits Chairperson will be an appointed position with a rank of D/Lt and will report to the District Administrative Officer, Council and Conference.

In addition, The District Member Benefits Committee responsibilities are:

A) To make all District members aware of the Member Benefits entitled to them as members of United States Power Squadrons;

B) To identify and attain local benefits for the District membership;

C) To make all United States Power Squadrons members aware of any benefits obtained at the local level which may be available to USPS members not residing in the immediate area;

D) To attend group meetings with the Squadron Member Benefits representatives at the District Conferences;

E) To help formulate, in cooperation with National and in conjunction with Squadrons, the general procedures for guidance of Squadron Member Benefits Chairpersons;

F) To prepare article(s) for publication in the district newsletter as well as *The Ensign*, as requested;

G) To prepare an annual committee budget and submit such budget to the District Administrative Officer;

H) To prepare a written report at the end of the watch year or as requested by the District Administrative Officer.

3.38 Squadron Chair Member Benefits Committee. The primary responsibilities of the Squadron Chairman of the Member Benefits Committee are:

A) To identify and obtain local benefits available to United States Power Squadrons members;

B) To inform squadron members of benefits to them as members of the United States Power Squadrons; and

C) To serve on the District Member Benefits Committee under the supervision of the District Member Benefits Chairman and the District Administrative Officer.

The Squadron Member Benefits Chairperson will be an appointed position with the rank of Lt and will report to the Administrative Officer.

The responsibilities of the Squadron Member Benefits Committee are:

A) To make all Squadron members aware of the Member Benefits entitled to them as members of United States Power Squadrons. This can be accomplished by maintaining contact with the latest benefits through the National Member Benefits website;

B) To identify and obtain local benefits for the Squadron membership;

C) To work together with other Squadron Benefits Chairpersons within the District to communicate local finds;

D) To attend District Conference meetings of the District Member Benefits Committee; and

E) To prepare articles for publication in the Squadron's newsletter.

3.39 Squadron Activities Subcommittee is responsible for the planning and implementation of the programs noted below 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 **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 shoreside services.

The committee encourages the formation of district [Refer to 4.37 on page 4-11] and squadron **cruise and rendezvous committees**, which promote district and squadron on-the-water events. A significant goal is 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 **Squadron Emergency Response Assistance Team (SERAT) Program** is a mechanism for a local Power Squadron to provide a 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 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, work in conjunction with other agencies with control of larger events.

SERAT relies heavily on the Educational program offered by USPS to advance within a SERAT unit. Additional training is also required as part of the SERAT program from the FEMA Incident Command System as well as CPR/AED certification. The higher educational requirements and addition training is very important when working with other agencies, many of whom are professionals in their field. It shows the commitment our members are willing to make to serve the community.

It must be understood that not just anyone can start a SERAT unit. The goal of the committee to provide the necessary tools and guidance to the Squadrons wishing to establish an effective SERAT unit. One of the most important tools available is the SERAT manual. This manual provides the requirements and procedures for an effective SERAT unit. This manual can be obtained by contacting the SERAT Program Coordinator and may soon be available on the SERAT website.

The **USPS-CPS Amateur Radio Network** facilitates amateur radio activities between power squadron members with telecommunications capability. The network holds regularly scheduled sessions. The goal is to encourage participation, increase members' proficiency and assist in transmission of emergency communications.

The **Auxiliary Advisory** Program is responsible for dissemination of information to auxiliaries of squadrons. The unit reviews bylaws locally prepared and submitted through a squadron commander. If a squadron is considering sponsorship of an auxiliary, it should seek advice from this committee. 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 USPS titles, insignia, et cetera. An auxiliary may adopt a burgee approved by the squadron which may be flown from the bow of a yacht when under command of a member in good standing of that auxiliary.

There are no national or district auxiliaries. An auxiliary may be authorized by a squadron, but not by a district or by the national organization.

USPS will neither encourage, nor discourage, two or more auxiliaries in forming a joint organization for their mutual benefit. It is the feeling of USPS that any organization of auxiliaries beyond the local level ought to originate and be promoted by the auxiliaries themselves, if at all.

Any squadron which has a desire to have an auxiliary should submit all the information required in *USPS Revised Policy Regarding Auxiliaries* [Refer to G.7 on page G-6]. When the requirements have been met, the auxiliary advisory committee will issue a letter of authority to the squadron to form the auxiliary when:

A) Proposed bylaws of the auxiliary have been submitted and found to contain no provisions contrary to USPS Bylaws and provide that the proposed auxiliary will take no action or engage in any activity contrary to squadron or USPS Bylaws or which in the opinion of USPS Board of Directors might be contrary to the best interests of USPS;

B) The squadron executive committee executes an agreement (attested by its secretary) that the squadron will revoke its recognition of the proposed auxiliary in the event that the auxiliary engages in any program or activity or adopts any bylaw which USPS Board of Directors considers to be contrary to the best interests of USPS;

C) The squadron agrees that it will not permit its auxiliary to conduct any program or activity indirectly which, if conducted directly by the squadron, would be contrary to USPS Bylaws.

A letter of authority to form a squadron auxiliary may be issued to any squadron and may be revoked by the Board of Directors for good cause. A certificate of recognition will be provided which a squadron may cause to be executed and presented to its auxiliary as evidence that the auxiliary is recognized.

In the event the authority for a squadron to form or to retain an auxiliary is revoked, the squadron must take immediate steps to withdraw its sponsorship of the auxiliary and the auxiliary must cease to represent itself as being a recognized auxiliary. Procedures for dissolution of an auxiliary are provided for in "Model Bylaws for Auxiliaries" located on the USPS website.

3.40 Member Recruitment has the responsibility of overseeing the various programs for recruiting and orientation of new members. Its members also provide a key communication link to districts and squadrons. Its major responsibilities are as follows:

1) To provide the districts and squadrons with the newest and best practices of recruiting and to encourage the squadrons to use these practices;
2) To create new approaches and plans for recruiting as well as updating old recruiting materials as needed;
3) To submit reports as required to the rear commander providing information on any new and creative programs, initiatives or ideas generated by districts or squadrons that support and enhance membership recruitment, retention or youth involvement initiatives;
4) To assist in the presentation of programs at both the national and districts meetings when possible; and
5) To work as needed with the Education Department on recruiting through ABC3 as well as online courses and seminars, Marketing Committee on promoting USPS and the Public Relations Committee on enhancing the public image.

3.41 Member Retention has the responsibility of overseeing programs concerning the renewal and retention of members. Its major responsibilities are as follows:

1) To provide the districts and squadrons with the newest and best practices of retention and to encourage the squadrons to use these practices in retaining members;
2) To link all USPS committees which provide programs that encourage member involvement in order to help squadrons realize success or revitalize as needed;
3) To publicize successful squadron retention programs using either *The Ensign*, the electronic newsletter *The Compass*, the membership web pages and the in-house newsletter MEMCOMments;
4) To provide ideas and programs for civic service within squadron communities to enable members to participate in rewarding activities that aid in retention;
5) To create new approaches to retention and renewal of members and update old recruiting/retention materials as needed;
6) To submit reports as required to the rear commander providing information on any new and creative programs, initiatives or ideas generated by districts or squadrons that support and enhance membership recruitment, retention or youth involvement initiatives; and
7) To assist in the presentation of programs at both the national and district meetings when possible.

3.42 Youth Activities. Youth is the future of any organization, and USPS is no different. Youth Activities is dedicated to reaching out to our nation's youth and providing a relationship maturing into lifelong affiliation with USPS and boating safety. The goals and purposes of Youth Activities are as follows:

1) Outreach to area schools to conduct safe boating activities and education;
2) Actively promote Sea Scouting, squadron sponsorship, and leadership to Sea Scout Ships;
3) Promoting safe boating through the USPS Youth Poster Contest;
4) Encourage apprentice membership of Sea Scout Ship Members maturing into adult membership and involvement;
5) Submit reports as required to the rear commander providing information on any new and creative programs, initiatives or ideas gener-

ated by districts or squadrons that support and enhance membership recruitment, retention or youth involvement initiatives;

6) Assist in the presentation of programs at both the national and districts meetings when possible;

7) Publicize successful youth programs using either *The Ensign*, the electronic newsletter *The Compass*, the Membership web pages and the in-house newsletter MEMCOMments;

8) Maintain and update the Youth Activities website.

3.43 The **Cyber Squadron** was created to provide individuals a means to immediately join USPS online.

1) After filling out an application form online and submitting credit card information to pay the annual dues, new members are assigned a certificate number and registered to receive *The Ensign* and the electronic newsletter *The Compass*. The certificate number allows new members to take member courses and provides access to the members-only area on the USPS website. USPS will ship a new members' kit and membership card. Memberships dues are calculated by Headquarters for National, as well as the average district and squadron dues. The members are assigned to the Cyber Squadron, Code 6404. When they transfer to an established squadron, their membership dues are forwarded to the squadron and district.

2) When a member signs up online, contact information is sent to the four closest squadrons within a 100 mile radius of the member's ZIP code. Representatives of those squadrons will contact the new member and answer any questions he/she may have regarding membership and squadron activities. These new members are provided with an Internet website address where they can request a transfer to the squadron of their choice. This transfer request is sent via email to the squadron for approval. The squadron's reply goes to Headquarters and if approved, the member is transferred to the squadron.

3) Cyber Squadron members are not limited to the four squadrons provided. They can visit the "Find a Squadron" page on the USPS website and locate a squadron which looks interesting. Using the contact information for that squadron, they can contact the squadron, have their questions answered and request a transfer in the same manner previously described.

NOTE: Certain squadrons may require the passing of a NASBLA "approved" boating course as a requirement for membership. USPS or NASBLA approved courses include: USCG Captain's License, a degree from the US Naval Academy, USCG Academy or US Merchant Marine Academy or any boating course carrying NASBLA certification.

3.44 Cyber Squadron Public Contact. The Cyber Squadron requires someone at both the District and Squadron levels to be the recipients of information on the new members. This person is called the Public Contact and is identified on the OD1/2 form annually after the respective Changes of Watch. There is only one public contact for each district and squadron and that position is normally assigned to the Secretary's Department.

3.45 Membership Committee Awards and Contests. Information and applications for all awards and contests are available on the Membership web pages.

1) **William D. Selden IV Member Involvement Retention Award (MIRA).** This award is presented by the Selden family in honor of P/C/C William D. Selden, SN. It was developed to encourage the submission of retention and involvement ideas to the National Membership Committee to accumulate retention and involvement ideas for dissemination to all USPS squadrons and districts. Squadron and district entries must describe a plan that was devised and utilized to solve a member involvement need that has produced measurable retention results. Before and after figures are welcome. The award is presented yearly to a squadron and to a district at the Governing Board. There will be a first, second, and third place winner. Squadrons and districts may submit as many entries as desired. Squadron Membership Committees, via the Member Involvement chairman, submit entries prior to the deadline of 15 May of each year to the Dis-

trict Membership Committee via the Member Involvement chairman, who in turn submits these entries to the National MIRA chairman.

2) **USPS Youth Poster Contest.** Created by P/C "Woody" Boarman, AP, and the Youth Activities Committee, its purpose is to emphasize safe boating to youth via a poster contest. It is conducted from 01 January through 31 December with judging at the Annual meeting for the previous year. The USPS Youth Poster Contest theme changes annually and is open to all children ages 6 -14 years old. There are three (3) age divisions: 6-8, 9-11, and 12-14. The most current contest theme and rules are posted on the Membership Committee web pages each year.

a) **Squadron contests.** First, second, and third place winners in each category will be announced prior to a district conference or rendezvous so that they may be entered into the district contest

b) **District contests.** All squadron poster winners are to be submitted to the district. District winners will be announced at either the spring or fall conference or rendezvous. First place winners in each age category will be entered yearly for judging at the Annual meeting.

c) **National contest.** All first place winning district posters will be displayed at the Annual meeting. The grand prize winner and two runners-up in each division will receive awards and will be recognized during the Annual meeting conference. All participants at the National level will receive certificates of appreciation. It is suggested that all participants be recognized by their squadrons.

3) **Very Important Member (VIM) Award.** This is a program that focuses on growing squadrons through a "one on one" effort, such as Each One, Reach One. Members who successfully recruit new members receive a pin provided by the National Membership Committee via their squadron commander. A "dangle" will be added when the new member renews his/her membership the next year. The award is presented throughout the year by the squadrons.

4) **Growth Award.** This award recognizes squadrons that show positive growth and at least an 87% retention rate from 01 January to 31 December. There are four divisions based on squadron membership: Division 1 = > 144, Division 2 = 75-113, Division 3 = 45-74, and Division 4 = < 45 members. The top three squadrons in each division are recognized at the Annual meeting.

3.46 Squadron Development Committee. The mission of the Squadron Development Committee is to support members, districts and squadrons in the formation of new squadrons [See Chapter 15] and provide support and help to squadrons at risk.

The Committee coordinates and disseminates information through *The Ensign*, the USPS Squadron Development Committee website, helpful hints and newsletters. It is responsible for the collection and dissemination of information to stimulate activities that will assist all types of squadrons to grow and prosper. It is the duty of this committee to collect, examine and distribute such information to all squadrons and districts within USPS.

Working with individual squadrons, district squadron development committees, and district commanders, it is the role of the committee to help identify both squadrons needing assistance and opportunities for the development of new squadrons.

Squadron Development Committee Awards and Contests.

The BoatU.S. Distinguished Civic Service Award, presented by BoatU.S. at the Annual meeting, is designed to award the squadron and district that has best demonstrated outstanding civic service(s) in its community through USPS-represented member involvement. The top ten squadrons and top three districts will be recognized for their achievements; a trophy will be presented to the first place squadron and district. The instruction form and application are provided online at the Membership website. Contest year is 01 October -

30 September; the application deadline is 15 October.

3.47 Leadership Development Subcommittee. This committee is responsible for the development of programs, materials and guidance to provide USPS members with education and training relative to the organization and its activities at the squadron, district and national levels. Members of the committee serve as area representatives to districts and are prepared to assist districts when requested.

The **Operations Training Program** is a management tool which offers members the opportunity to learn about the workings of USPS, including the relationship among squadrons, districts and the national organization. It includes insight into squadron education, training, staffing, planning, conducting a meeting, USPS protocol and communications. The program, taught in designated modules, normally takes about twelve hours in class; however, there is no exam.

Each squadron offers the program at least once each year and encourages all members to complete it. It is a prerequisite for becoming commander, unless waived by the district commander under extenuating circumstances.

The **Leadership Development Program** presents workable tools for a practical approach to leadership. It provides a means of identifying and choosing the proper course of action in using situational leadership and various leadership styles. The program consists of three parts: leadership, communication and motivation. This program normally takes about three hours in class; however, there is no exam. It is recommended that the program be offered at least every other year. The OT chair requests from headquarters on **forms OT-2** and **OT-3** certificates of completion for each member completing the Operations Training and Leadership Development programs.

Presenters Guides for the OT and LD programs are available as tools for squadron chairs and presenters to aid and facilitate their presentations. Both contain important tips for each topic. OT and LD program manuals and forms may be downloaded from the LDCom website; the *Operations Manual* which is used extensively in OT may be downloaded from the OMCom website.

Leadership Awards and Contests.

This section is currently being written for inclusion at a later date.

National Secretary

3.48 The **National Secretary's Department** is under the direction of the national secretary who serves as vice-commander and is elected by the delegates at the annual meeting. The department organization includes an assistant secretary, elected by the Governing Board with the rank of rear commander. The national secretary provides the calls to the annual and special meetings, which contain the agenda and reports of various committees, including a report of nominees by the Committee on Nominations and the proposed bylaws changes by the Committee on Rules. The national secretary appoints the delegates to represent unattached members at USPS annual and special meetings.

In addition, as set forth in USPS Bylaws, the secretary is responsible for the following:

- Keeps a record of proceedings of USPS.
- Has custody of USPS Bylaws and the corporate seal of USPS.
- Keeps a record of each squadron's membership including grades, skill levels attained, merit marks earned and other appropriate data.
- Keeps an accurate and complete list of all persons elected to office in USPS.
- Attests to and affixes an embossed or stamped impression of the corporate seal to any instrument when so directed by the Governing Board or Chief Commander.
- Sends out notices of meetings and nominations.
- Prescribes procedure for reinstatement of members as set forth in the *Operations Manual*.

3.49 The secretary's department provides most forms and certificates used throughout USPS, prints several publications used by USPS and is responsible for the following:

- The *Directory of National, District and Squadron Officers*
- *The Ensign*
- This *Operations Manual*
- Checklist for USPS officers
- Minutes of Annual, Governing Board and Board of Directors meetings.

3.50 The headquarters 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 headquarters. Squadron merchandise is packaged and shipped from that location.

Headquarters personnel maintain the individual membership records and the address files for *The Ensign*. Computerized mailing labels for squadron and district use are available at moderate cost.

All educational course materials are shipped from headquarters stock and examinations for the course are ordered from this office. All educational department activities are handled in accordance with directives issued by that department and detailed instructions for ordering and reporting appear elsewhere in this *Operations Manual* or are shown on various USPS forms.

3.51 All routine correspondence is handled by the secretary's department. Mailings for many of the national committees are prepared and/or mailed from Raleigh.

3.52 The national secretary is responsible for the same counterpart committees as in the squadrons and districts. The chair of each committee serves with the rank of rear commander while the assistants to the chair serve as staff commanders. These officers are elected by the Governing Board. The chair is a member of the Governing Board. The committees include:

- Communications
- Heritage and Protocol
- Information Technology
- Member Services
- Operations Manual
- Ship's Store

3.53 The **Communications Committee** (CommCom) is designed to promote wider and more comprehensive communication among all USPS members by providing information resources as well as newsletter and website advice to all USPS

editors and webmasters who request it. To the extent possible, USPS newsletters and websites should be of the highest quality as they are our public introduction.

Many members of the Communications Committee are designated as USPS squadron and district **Newsletter or Website Advisors**. All districts and squadrons are assigned Advisors. The Advisor list and contact information is available on the USPS website Communications Committee pages. Advisors are responsible for maintaining open communication with their assigned squadrons and districts throughout the year to provide ongoing internal evaluations, updates and suggest corrective measures to enhance the products.

Newsletter Advisers evaluate newsletters based on the standards established in the *Newsletter Evaluation Form* with the goal of maintaining compliance with USPS standards for newsletters. The *Newsletter Evaluation Form* is posted on the CommCom website pages. Newsletters that achieve this minimum standard may be nominated for an annual award titled the **Distinctive Communicator Award for Newsletters**. The squadron or district newsletter editor holds the onus of responsibility to notify the 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 Advisers evaluate squadron and district websites with a goal of assuring maintenance of minimum standards as stipulated by the IT Com and the Communications Committee document W*ebsite Evaluation Form.* This form is posted on the CommCom website pages. Generally, Website Advisors view all assigned websites quarterly throughout the calendar year. Website Advisers may inform webmasters of connectivity problems, currency of dated material or other technical faults that need to be addressed if the site is to remain viable for a recommendation to the **Distinctive Communicator Award for Websites**.

Distinctive Communicator Awards for Newsletters and Websites will be icons (a special graphic) available to be copied from the Committee website and displayed on the winning websites' home page or on the newsletters during the following year. In addition, a certificate will be presented during the USPS Annual Meeting to the district commanders for each of their winning webmasters or editors.

While evaluation is ongoing, final award tallies will take place no later then 30 November of each year unless stipulated otherwise on the CommCom website or in the Newsletter or Website Evaluation form.

It is the intention of this committee to be fair and equitable in its decisions. Opinions and interpretations are formed by human beings who may not always agree. This may happen to USPS editors and webmasters who believe they have been unfairly treated in not receiving an annual award. If disputes occur, a designated panel will review the dispute and work with the committee chairman to obtain a satisfactory resolution.

The Communications Committee presents a "**Parade of Publications**" in conjunction with USPS Governing Board Meetings. The editors of Distinctive Communicator Award winning newsletters are invited to present copies of their publications for display and distribution at the "Parade of Publications" exhibit area. As an alternative, for electronic newsletters, editors may also elect to forward a site link to the Communications Committee Staff Commander for Newsletters prior to the meeting to provide directions to the squadron or district website page showing their newsletter. A printed composite of these links may then be available at the "Parade of Publications." Webmasters with winning websites are encouraged to forward a link to their site directly to the Communications Committee Staff Commander for Websites so that a master list of winning websites may be available at the "Parade of Publications" as well.

Some members of the Communications Committee articulate directly with *The Ensign* editorial staff. In addition to other assigned duties, these members continue to provide content for *The Ensign* magazine.

Further, all squadrons and districts may appoint Ensign Correspondents. These members

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.

3.54 The *Directory of National, District and Squadron Officers* is the national roster. This updated document is available each year and is sent to 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 as to national committees, district officers and squadrons' bridge officers can also be located. 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. The national roster is no longer printed but is instead distributed either on compact disk or electronically in Adobe Acrobat (PDF) format.

Any roster or directory of officers, members and committees is to be considered strictly proprietary and not available to any outside individual, organization or agency. No member of USPS may use any such source for any purpose, public or private, outside the normal activities of USPS without approval by the Board of Directors.

3.55 The **Heritage and Protocol Committee** (HAPCom) was formed in January 2013 as a combination of the National Historian and Flag and Etiquette committees with additional Secretarial responsibilities. This committee is authorized three staff commanders who will be responsible for specific functions as follows:

3.56 The **National Historian Subcommittee** was disbanded and reformed into the Heritage and Protocol Committee effective January 2013.

The **Historian Staff Commander** is responsible for the collection, preservation, indexing and display of material and items of historical value to USPS, much of which is located in USPS headquarters.

The historian maintains genealogical records of squadrons and districts as well as a biographical record of all USPS national officers. The historian's staff consists of the historian committee members who are assigned oversight responsibilities to specific districts. These committee members are liaisons to the districts and assist the district historians in the performance of their duties.

The agenda must include coordinating with districts and squadrons on the significance of history reports to the squadrons. This will include seminars on how to prepare and submit these reports. Coordinating with other committees to organize and automate the process will be the key to the success of this process.

Included in the responsibilities of the Historian Staff Commander is a complete USPS history update.

3.57 The **Flag and Etiquette Subcommittee (FECom)** was disbanded and reformed into the Heritage and Protocol Committee (HAPCom) effective January 2013.

The **Flag and Etiquette Staff Commander** is the guardian of the traditions of the sea and of USPS. The Staff bears responsibility for matters of procedure and protocol, ceremonies, uniforms and proper display of the several flags, burgees and pennants.

The Staff investigates subjects as assigned and reports to the National Secretary through the Chair. He responds to questions from districts, squadrons and individual members on any of these areas. The message is: *Let's do things right.*

The Staff is responsible for publishing the learning guide, How to Fly Flags, a collaborative effort of USPS, USCG Auxiliary, New York Yacht Club and many other related organizations. He also has among his duties defining the design and use of USPS uniforms and insignia and the promotion of standards for USPS correspondence. [See Appen-

dix B]

All new and revised squadron burgees and district flags are reviewed by this committee. His members work with and advise both squadrons and districts in these designs. After its review, the committee makes appropriate recommendations to the Governing Board.

3.58 The **Information Technology Committee** is responsible for the study, development and implementation of planning, training and operational guidance for the computer systems in use at USPS. Areas of computer activity at headquarters include all phases of accounting and fiscal control, membership records, warehouse inventories, educational records and examination grading, a USPS personnel information bank and all Internet services. The committee also supports, promotes and develops computerization projects for the membership. These include squadron and district recordkeeping, data transfers between headquarters and squadrons, merit mark preparation, conference registration and any other USPS endeavor which would benefit from computerization. The list of programs is continually being expanded.

3.59 USPS website. USPS website contains a wealth of information for both the public and members. In addition to the home page that gives information about the location of squadrons and available public boating courses, there is the members' page. To reach the members' information, the member must enter a password. This page contains many links to countless subjects, to various committees and to valuable documents concerning the operations of USPS, especially the minutes of Board of Directors, Governing Board and annual meetings. There is a link under discussion groups, news groups and email directory as well as the *Operations Manual* and USPS Bylaws. The graphics are in color. Much of the data can be downloaded. These sites are updated on a regular schedule or when important data should reach the membership.

By using **USPS email** (electronic mail) members have the opportunity to contact each other and exchange opinions/information and order materials from headquarters.

3.60 Member Services Committee. The National Membership Services Committee was created at the 2016 Annual Meeting in Orlando. At the February 2019 Board of Directors Meeting, the name was changed to Member Services committee. The new committee name was announced at the Annual Meeting of The Governing Board, also in February 2019. The committee's main goal is to assist headquarters in the many time consuming projects relating to member records, status and other needs. One of the main duties of this committee is to encourage the squadrons to maintain their membership records, forms and other necessary duties in a timely manner. Each district is assigned a Member Services Representative (MSR) from the committee.

The MSR duties include: 1) Encouraging squadrons to review and maintain their members' information; and 2) Sharing knowledge of how to use the online forms for new member registration and transfers on HQ800.

3.61 The Secretarial Staff Commander is responsible for developing and publishing information necessary for district and squadron secretaries to be able to perform their duties more accurately and efficiently. This support will include information on how to conduct an "Electronic Meeting." Included is support information on Robert's Rules of Order, how to take minutes and what their content should be, document retention and general guidance on secretarial duties.

Consistent with the duties listed above, the Staff will also be responsible for developing seminars to help current and future secretaries perform their duties in a timely and efficient manner.

3.62 The **Operations Manual Committee** is responsible for the preparation and distribution of this *Operations Manual*. Because USPS Bylaws must necessarily be brief and direct, the *Operations Manual* is 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 officers and members. Information about their duties, opportunities, approved

methods of operation and an approximate timetable are included with descriptions of how activities are managed.

The Operations Manual Committee maintains close contact with all departments and committees, and scans the minutes of Governing Board and Board of Directors meetings for items that will require future coverage in this *Operations Manual* or its interim supplements. Each revised new edition is a cooperative effort among the members of the committee, the vice-commanders and chairs of the general and standing committees. The advice and approval of the Board of Directors and the National Secretary are sought prior to publication, and the law officer is called upon to review certain items.

The *Operations Manual* is revised as needed. The *Operations Manual* is available on-line at www.usps.org

3.63 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 catalog. Sales events occur at national meetings, at district and squadron functions and by mail or telephone orders from headquarters. A catalog is published, updated periodically and published on the USPS website. Phone orders with credit cards are processed by calling 1-888-FOR-USPS (367-8777).

Districts are encouraged to set up their own Ship's Store at their conferences. Selection by the district as to the items and the quantity will insure the appropriateness for potential local sales. There is also an available booklet, *How To Run A Successful Ship's Store*, which outlines the marketing and procedure for a ship's store.

National Treasurer

3.64 The **National Treasurer's Department** is under the direction of the treasurer who is elected at the annual meeting and holds the rank of vice-commander. He is a member of the Governing Board and Board of Directors and serves on the national bridge. The department organization includes an assistant treasurer (budget director) and a budget officer with the rank of rear commander.

3.65 The duties of the treasurer are as follows:

- Collecting monies due and holding all monies and securities owned by USPS.
- Paying all bills as contracted by heads of any department or committee by virtue of an appropriation by the Board of Directors or the adopted budget.
- Keeping, preserving and reporting an accurate account of all financial records.
- Giving bond with sureties or corporate surety as required.

3.66 The treasurer has the responsibility to ensure that USPS gets value for monies spent, to watch income and expenses and to keep USPS on an economical and financially sound basis.

3.67 A B**udget Officer** aids the national treasurer in carrying out assigned responsibilities. He prepares a detailed estimate of expenditures for the coming year covering all national activities, national departments and committees, which are to be approved by the Board of Directors. This estimate is submitted to the **finance committee** for its rejection or agreement, 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 budget director, in consultation with the treasurer, 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 Board of Directors and may be modified by the Governing Board.

This officer 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 treasurer, it enforces rules which have been established to ensure that USPS will gain the most services for monies spent. These rules are set forth below.

3.68 **Competitive bids** are to be obtained for all services and materials costing in excess of $1,500. Normally, price is to be established in advance of purchase orders for services and materials costing more than $250. When it can be shown by advance specification in writing to the departmental budget officer that competitive bids will not serve the best interest of USPS, the department head (vice-commander) may waive this requirement.

3.69 **Purchase orders** are required for any supplies, materials or services purchased. Purchase orders will be issued by headquarters upon receipt of a requisition signed by the requesting committee chair or department head and countersigned by the appropriate departmental budget officer or the budget director. Payment for purchases which have not been formalized by the issuance of such orders from headquarters may be refused.

3.70 For items not requiring a purchase order, (for example, claims for authorized travel expenses), the bill may be **approved** by the appropriate officer (committee chair, departmental V/C, et cetera). The departmental budget officer will forward the bill to headquarters for payment. Bills should not be sent to the treasurer without such approval.

3.71 All **payments** to USPS should be made payable to “United States Power Squadrons” and transmitted directly to headquarters.

The treasurer's department operates on a cash basis. While extension of credit is not authorized, headquarters will supply course material in advance of payment. If payment is not received within ninety days, a letter will be sent by headquarters warning that further shipments will be sus-

pended 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.

Headquarters sends a packing list with each shipment and an invoice to the squadron (or district) treasurer. Monthly statements listing all invoices are sent to the treasurer. Payment within the allotted time will save correspondence and avoid penalties.

In the event of errors on invoices, a brief explanation immediately sent to headquarters will expedite adjustment.

3.72 All **insurance** policies purchased for or in the name of USPS, and all claims against USPS insurance policies, *must* be approved by the treasurer's office in advance. Any questions as to the complete or exact provisions of coverage as contained in policies issued to USPS also should be directed to the treasurer's office.

3.73 Fidelity bonding. USPS, its districts, squadrons and squadron auxiliaries are insured against loss up to $10,000 from employee dishonesty. The national treasurer and assistants and the headquarters manager and her assistants are covered to a greater degree. USPS, districts and squadrons are also covered by forgery insurance up to $10,000.

3.74 Liability Insurance. The treasurer maintains comprehensive general liability insurance in the sum of $20,000,000 for bodily injury, personal injury and property damage. Insured under these policies are USPS, its national headquarters, its districts, its squadrons and auxiliaries. Also covered are duly-elected or appointed officers, Governing Board members, as well as individual members while acting for or on behalf of any component of USPS. However, no operator or owner of a watercraft is covered under this policy regardless of his/her position with USPS.

The purpose of this coverage is to protect the insured for 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 USPS. Special events being sponsored by the individual squadrons and not necessarily considered USPS-related functions require that coverage be purchased from a local agent to cover the exposure. Any claim under USPS coverages must result from some activity for or on behalf of USPS.

Examples of items not included in the normal policy are:

A) Premises owned or leased by districts or squadrons (Local insurance must be obtained);

B) 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 USPS Bylaws and Governing Board policies, including water activities, there is no need for separate 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 absolutely necessary that the insurance company receive notice of a potential claim at the earliest possible date in order to pursue prompt investigation for the protection of the insured.

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

Coverage of $20,000,000 is also provided for fire legal liability exposure when properties of others are used by USPS, 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 following suggested form (on appropriate letterhead) should be used to request a certificate of insurance from headquarters. It will be promptly issued and returned to the person making the request.

> This [*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*]

3.75 National insurance coverage. The treasurer maintains coverage on the following items for USPS:

A) Insurance on the headquarters building and contents, including fire and extended coverage, vandalism and malicious mischief, all risk, and extra expense;

B) Automobile insurance on vehicles owned or leased by USPS. Any vehicle owned or leased by districts or squadrons should be insured locally and arranged by a local broker who can determine what coverage is needed;

C) Workmen's compensation insurance on USPS employees. If a squadron employs someone 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 for through a local broker;

D) Crime insurance covering dishonesty of employees;

E) Directors' and officers' liability insurance for non-profit organizations.

3.76 Indemnification. USPS indemnifies officers of USPS from all liability which may be imposed by any court of final jurisdiction for any and 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 Board of Directors prior to settlement. The indemnification includes reasonable legal fees provided the Board of Directors is the judge of the reasonableness of such fees.

3.77 Other Funds. There is, within the accounts of USPS, an Endowment Fund [Refer to F.1 on page F-1] established to receive voluntary contributions from members and other benefactors. This fund is referred to as the "Century Fund." Not to be confused with USPS Educational Fund [Refer to F.2 on page F-9], this permanent fund is used for the betterment of USPS generally.

The Century fund is administered by the Finance Committee, which, with approval of the Board of Directors, distributes grants for specific purposes on application by members or committees of USPS. 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.

Established policy regarding gifts, bequests and grants apply [Refer to F.1 on page F-1]. In addition, the finance committee may unilaterally decline acceptance of a contribution to this fund.

General and Standing Committees of the Governing Board

3.78 The chairs and members of the Committee on Rules and the Committee on Nominations, the general committees of USPS, are elected at the annual meeting and are members of the Governing Board.

The chairs of general committees of USPS and standing committees of the Governing Board serve with the rank of rear commander. Assistants to the chairs of these committees serve as staff commanders.

3.79 USPS Bylaws provide for election of national officers at Annual and Governing Board meetings. The **Committee on Nominations** prepares a slate of nominees for election at the annual meeting which includes candidates for:

1) Chief Commander;
2) The five department heads;
3) General members of the Governing Board;
4) Chair and members of the Committee on Rules;
5) Chair and three-year members of the Committee on Nominations.

It also presents a slate of nominees for election by the Governing Board, including:

1) Chairs and assistants to the chairs of standing committees and the various departmental committees
2) Members of the standing committees.

Before making its selection, the Committee on Nominations requests from each vice-commander his recommendations for his department committee chairs and assistants to the chairs. For good cause, the Committee on Nominations may reject any such recommendation and then within fifteen days request a new recommendation. This process may be repeated as many as three times, whereupon with no mutual agreement on a candidate, the Committee on Nominations shall name a nominee. Should a vice-commander fail or refuse to make a recommendation when requested, the Committee on Nominations shall make its own nomination without the approval of the vice-commander.

Any vacancies occurring in elective national offices are filled by the Governing Board, upon nomination by the Committee on Nominations. Persons so elected serve until the next annual meeting or an organizational meeting of the Governing Board, as appropriate. If vacancies occur in departments headed by a vice-commander, his recommendations shall be sought by the Committee on Nominations.

The Committee on Nominations is composed of seven members and the most recent past chief commander willing and able to serve; it usually includes past vice, rear and district commanders, all of whom are deemed to have a broad acquaintanceship with members and knowledge of their abilities, skills and potential. Consideration is given to good geographical representation. Three years in office, with two or three members elected annually, provides continuity to the committee and in-depth knowledge of members under consideration. It thus insures that only the best qualified members are proposed for office. A member elected chair does not lose membership on the committee solely by expiration of a term as a chair. Committee membership is terminated by resignation, disqualification or expiration of the elected term.

The Committee on Nominations welcomes information and suggestions from any member of USPS as to names of members who are particularly qualified in personal backgrounds, skills, and knowledge of USPS, with leadership ability to serve at the national level, either as an elected officer or as a member of a committee. The Committee on Nominations is greatly assisted in its job of evaluating a prospective candidate, and is aided in placing him to best advantage, if his resume is furnished to the committee. This resume form may be located on USPS website, completed and submitted to the Committee on Nominations using electronic mail. Resumes should be updated every two years.

Recommendations for general members of the Governing Board are requested from the district

commanders. The number of general members from each district is one for each 600 members or fraction thereof of membership as of 1 March.

The Committee on Nominations operates purely for the best interest of USPS in selecting nominees who will provide leadership and inspiration for the national organization. All deliberations of this committee are held in the strictest confidence, except for the names of the nominees to be contained in their report published by the national secretary at the appropriate time.

The committee submits to the national secretary, not less than 45 days before any spring, fall or special meeting of the Governing Board, its written report of nominees, if any, to be elected by the Governing Board to fill any vacancy.

In the event of a nominee dying or refusing nomination, or a current officer resigning or being incapable of serving, the committee will present a replacement nomination to the next Governing Board for election.

No member of the Committee on Nominations is eligible for nomination to any elective office during his incumbency on this committee or for one year thereafter, with the exceptions provided in USPS Bylaws.

3.80 To afford as many members as possible an opportunity to serve as an elected officer at any level of USPS, and to afford USPS the maximum input from the talents of its members, it is a policy that a member may not hold more than one flag office at any single level within the organization at any one time except (a) for a short "lame duck" period due to overlapping of terms and (b) for simultaneously holding the offices of secretary and treasurer when in consonance with applicable USPS Bylaws. A "flag officer" is one who, by virtue of rank, is entitled to fly a specific rectangular flag. More than one elective position *other than flag office* may be held if there is no conflict of interest.

3.81 In like effort, it is a policy to avoid whenever possible the holding of the same elected office by the same officer for a period of more than three years in succession. The application of this policy does not change the annual election of officers as outlined in USPS Bylaws or affect existing implied or approved two or three year terms of certain offices at various levels of USPS.

Further, the application of this policy recognizes that certain specialties and talents are required for certain jobs, and if a qualified replacement is not available, consideration should be given for an officer to serve beyond the recommended three year period. Nor does the policy preclude promotion from assistant to chair within a committee.

A lateral transfer of an elected officer (from one committee chair to another) that does not constitute an actual promotion under the table of organization should be avoided.

3.82 The **Committee on Rules** is responsible for interpreting USPS Bylaws and for ensuring that the Governing Board does not take action inconsistent with USPS Bylaws or with established USPS policy. The chair also serves as or appoints a parliamentarian for all national meetings.

All proposed amendments to national, district or squadron bylaws are properly referred to this committee. It has authority to approve or disapprove amendments to district and squadron bylaws. It has the responsibility to formulate amendments to USPS Bylaws, which it then proposes to the Governing Board. The committee maintains up-to-date "model" bylaws for districts, squadrons and provisional squadrons.

This committee also has the responsibility to pass upon squadron charters and the formation of new districts and, in some circumstances, to authorize issuing squadron charters. It is also the committee's responsibility to pass upon the credentials of delegates and alternate voters, as appropriate, at any national meeting.

Because of these responsibilities, USPS Bylaws provide that the membership of this committee is elected at the annual meeting. There are seven (7) members, one of whom is nominated and elected chair at the annual meeting. An assistant

chair is chosen by the chair from among the committee members.

3.83 The Governing Board has jurisdiction over assignment of a squadron to a district upon recommendation of the Committee on Rules. Although the original district assignment is the result of careful study, it is permissible, as a result of subsequent developments, geography, transportation, community boating interest, for a squadron to request a transfer from its assigned district to another district. For such a transfer to be considered:

A) The subject must be placed on the agenda of a duly called meeting of the squadron, setting forth the reasons for the request for reassignment;

B) If favorably voted by the squadron membership, an excerpt from the minutes of the meeting, certified by the secretary, showing that a quorum was present and the number voting for and against the proposition should be forwarded to the district commander requesting that matter be placed on the next council or conference agenda;

C) If favorably voted on by the district council or conference, a request should be made by the squadron commander to the district commander of the district to which the squadron wishes to transfer. This district commander should then place the proposition on his next district council or conference agenda for consideration.

If favorably acted upon, the squadron commander should obtain certified copies of the minutes of his squadron meeting and those of the district meetings involved in the transfer together with copies of the calls for these meetings, indicating that the matter was properly on the agenda. All these, with a letter of explanation, should be sent to the national executive officer. After consideration, he will refer these papers together with his approval or disapproval to the Committee on Rules for appropriate action.

3.84 Members of **standing committees**, other than their chairs and assistants, are appointed by the Governing Board on recommendation of the chair and approval by the chief commander. For convenience, the list of proposed appointees is usually presented to the Governing Board by the Committee on Nominations. The chairs of standing committees are members *ex officio* of the Governing Board; assistants and members of these standing committees are not.

3.85 The **Finance Committee** works in cooperation with the treasurer's department and the budget committee, checking throughout the year on compliance with the budget and the general financial operations of USPS.

After consultation with department heads, and having the approval of the chief commander, the budget as prepared by the budget committee is submitted to the finance committee. Upon determining that the necessary funds to finance the budget can be anticipated, the finance committee submits the proposed budget for approval to the Board of Directors. At this time dues and fees for the ensuing year are also approved.

All requests for financial appropriations must be submitted to the finance committee through the budget committee. Under these requirements reopening the budget requires unusual circumstances. All special requests for subsequent appropriations are submitted to the finance committee through the appropriate department head. Any resolutions for new projects or expenses are required to show the source of funds to cover the cost. The source of funds must be identified so that the Governing Board can evaluate the feasibility of the projects.

The finance committee administers the Endowment Fund [Refer to F.1 on page F-1], including approval of both contributions to the fund and grants of available income.

The finance committee, with the concurrence of the treasurer, may retain, within budgetary limitations, investment counsel as may be required from time to time. In the event any substantial engagements are required, the approval of the Board of Directors will first be obtained. Investment counsel will be granted only limited discretionary powers.

The finance committee, with the concurrence of the treasurer and the Board of Directors, may designate additional custodians for the funds of USPS. These additional custodians must offer

insurance in an amount to cover the total of USPS funds deposited with their institution.

The finance committee continually reviews long-range fiscal planning. This involves the monitoring of receipts, expenditures, reserves, investments, budgetary controls and trends affecting sound financial operations.

The finance committee determines suitable investments for such funds as are not required for day-to-day operations, so as to obtain a rate of return consistent with security of the funds, and recommends such investments to the treasurer. Such investments may include selected common stocks; triple-A corporate bonds; mutual funds; government bonds, notes, bills and money-market funds.

There are two separate but coordinated functions of USPS financial control operating on clearly defined lines of authority: 1) the finance committee 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.

3.86 The **Law Committee**, composed of not more than ten members, provides legal advice and legal services to the Board of Directors and departments. It also acts as liaison between the district law officers and the Governing Board and Board of Directors on questions of law arising in the districts. The committee is chaired by the national law officer who has assistant. The law officer, with the rank of rear commander, is the legal counsel to the Governing Board and USPS. His attendance at every one of the Governing Board, Board of Directors and other specific USPS meetings is essential. He may call for and approve all certificates of incorporation of squadrons before they are filed with the state in which they operate.

3.87 The **Planning Committee** makes recommendations in response to queries referred to it by the Governing Board, by the Board of Directors and, on its own initiative, makes recommendations of proposed changes for the improved functioning of USPS.

Time limitations at many Governing Board and Board of Directors meetings prohibit discussions to the depth that many subjects require. These topics may be referred to the planning committee for study and consideration. That committee subsequently reports its recommendation back to the referring body.

Resolutions from district conferences or USPS departments that represent possible changes in policy or procedure are generally referred to this committee for study and report. Over a period of years, the planning committee may restudy a subject previously considered since it must keep abreast of social and legal changes.

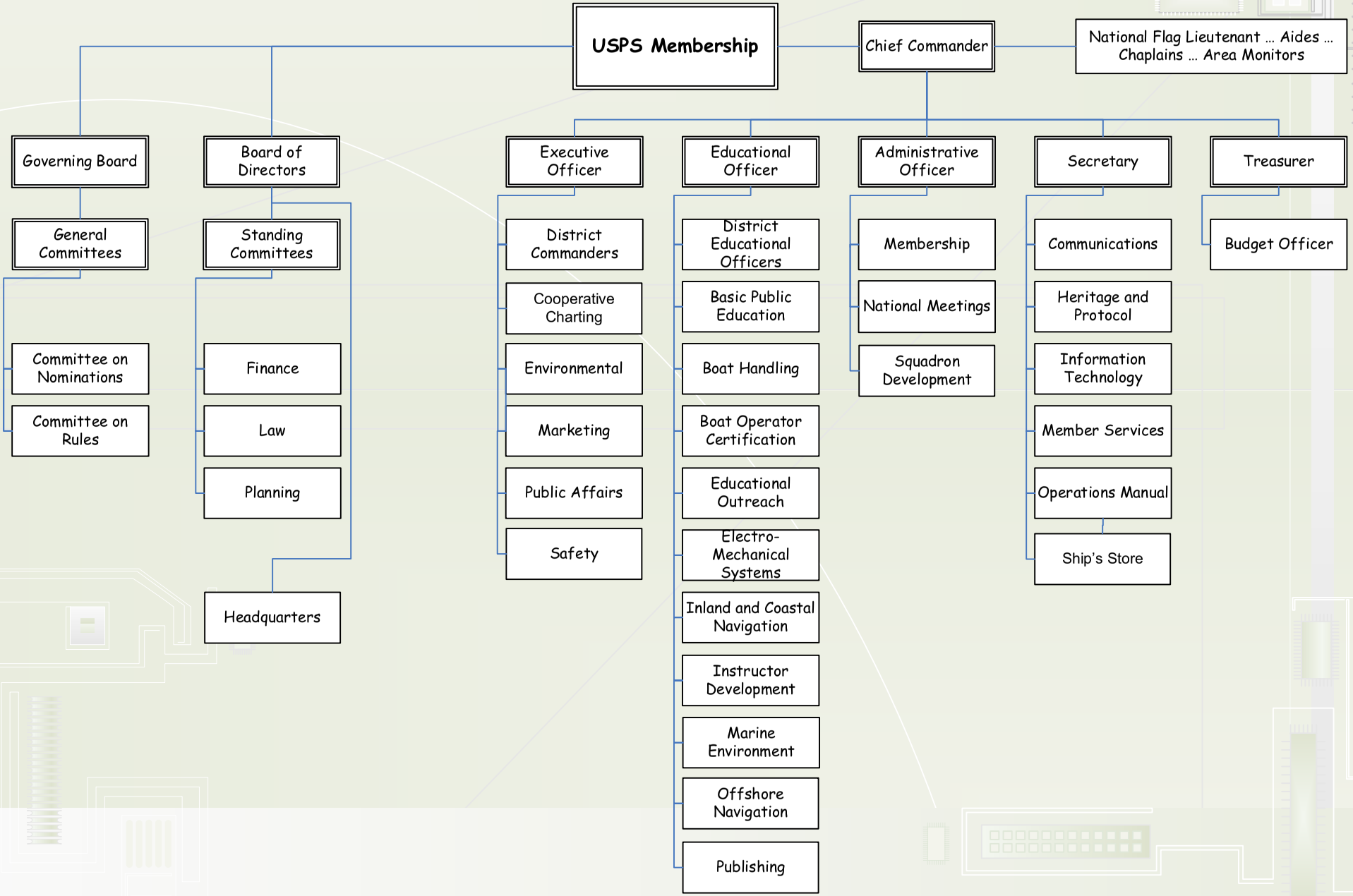
The committee is comprised of no less than seven nor more than eleven members, and usually consists of past chief, vice, rear and district commanders. The committee works closely with various committee chairs and the Board of Directors to ensure good planning.

Reports and recommendations of the planning committee are made to the Governing Board or Board of Directors for appropriate action. Districts and squadrons are made aware of these reports and recommendations through the minutes of Governing Board and Board of Directors 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 enables the membership to consider, with all facts available, the subject under consideration.

The USPS Mission Statement, Vision Statement and Strategic Plan is located in Chapter Zero**.**

United States Power Squadrons®

National Organization Chart



Chapter 4
DISTRICT ORGANIZATION

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A Chart of a Typical District Organization appears at the end of this chapter.

4.1 The **district organization**, an intermediate level between the national organization and the squadrons, is the nucleus for group action of squadrons assigned by the Governing Board to a specific district. It oversees administration of programs to educate and train members and the public and it provides opportunities for social intercourse among members and families of assigned squadrons.

The only "members" of a district are the assigned squadrons themselves. Each has voting power in district affairs.

The district organization is in close contact with all national departments and committees. It is a channel for communication between national departments and squadrons, insuring uniformity of action by squadrons.

It should be noted that USPS Bylaws allows the Governing Board to establish specific departmental committees as necessary to carry out the responsibilities assigned to the various departments. There isn't any wording requiring these committees to exist at the district or squadron level.

At the district and squadron level, other committees consisting of those customarily assigned to the various departments of a district or squadron by the policy and authority of USPS may be appointed. They shall perform such duties as are usual for their responsibilities and as may be directed by their department heads and shall make such reports as are required by their operations. So, except for specific general and standing committees (nominations, planning, et cetera) there are no specific requirements that squadrons and districts have the same committees as at the national level. It is implied that if they are appointed, that they should follow the national organization as to departments, but it is not required that they do so.

4.2 District bridge. The district commander (D/C) is the ranking officer of the district and holds equal stature with a rear commander. The D/C presides at all district meetings, such as district conferences and council meetings, and serves *ex officio* as a member of all district committees except auditing, nominating and rules.

District operations are apportioned among five departments: executive, educational, administrative, secretary's, and treasurer's, each headed by an elected officer serving with the rank of district lieutenant commander (D/Lt/C). The district commander and these department heads comprise the district "bridge."

4.3 Lines of authority. Squadron commanders report to the district executive officer. Educational responsibility (a staff function, not line) flows between the district and squadron educational officers. The executive officer is the senior district lieutenant commander, followed in turn by the educational officer, the administrative officer, the secretary and the treasurer. Each district bridge officer must obtain one advanced grade and be awarded at least one merit mark prior to nomination. A district may elect an assistant educational officer, assistant administrative officer, assistant secretary and/or assistant treasurer, who serve with the rank of district first lieutenant (D/1/Lt or D/1st/Lt). The district commander, district lieutenant commanders and district first lieutenants are the district flag officers. All district officers must be members in good standing of squadrons in the district.

4.4 If the district bylaws permit, the D/C may appoint a **chaplain**, **flag lieutenant** (D/F/Lt), **fleet captain**, **aides** and other lieutenants as needed.

The chaplain, in addition to offering invocations and benedictions at meetings of the district, is available for counsel to all squadron chaplains who may wish suggestions as to ceremonies and prayers. The flag lieutenant may travel with or for the D/C and assist in handling personal details. Chaplains should also advise conference planning committees on scheduling conflicts with religious holidays.

Aides perform assignments as directed by the D/C, such as arranging meetings, entertaining distinguished guests and visitors, conducting surveys, collecting information, et cetera. These duties assist the D/C in carrying out his responsibilities and help coordinate departmental affairs.

4.5 The district commander is elected by the district conference, usually at its spring meeting. The D/C is both the commander of the district and a national officer. He is a member of the national executive department under the national executive officer and is, *ex officio*, a member of the Governing Board. The D/C is responsible for fostering a close bond among the squadrons of his district.

4.6 The district commander works closely with the **squadrons** in 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 to represent him on some occasions.

The D/C also serves as liaison with squadron commanders on district and national affairs. He keeps squadron commanders informed by means of conference and council meetings, a district publication, correspondence, electronic mail where practical or telephone, of all district and national matters that concern their squadrons. He should make certain that his name is on each squadron's mailing list so as to receive its publications and announcements.

4.7 The D/C is obligated to conduct extensive **correspondence**. He receives copies of most communications from national departments to squadrons, except routine correspondence between the educational department and local boards.

In considering a member for the position of district commander, the district nominating committee should be certain that he will have the time and facilities for a heavy load of correspondence.

The retiring D/C is obliged to pass on to his successor all files concerning district business transacted during his watch, including correspondence, directives, manuals, merit mark recommendations, unused forms, et cetera. These files belong to the district. They can be invaluable in assisting the new D/C with performing his duties and maintaining continuity in the district's work.

4.8 The D/C is the **liaison** among the Governing Board, national officers and the squadrons of the district. For this reason, the D/C should keep in close touch with the national executive officer, to whose attention he should bring 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.

4.9 Provisional Squadrons. The purpose of the Provisional Squadron Program is to promote the formation of new squadrons in areas not served by current squadrons. The Board of Directors has the authority to grant provisional squadron status and assigns a provisional squadron to a district for administrative purposes. See Chapter 15 for procedures for the formation and chartering of provisional squadrons.

The primary objective of a provisional squadron is to grow its membership to a minimum of 25 active members so it can request its squadron charter. It has no official status within the district, and cannot vote at district council meetings or conferences, but the district organization has the responsibility to help in its efforts to become chartered.

A provisional squadron is comprised of members of other squadrons or unattached members who will transfer into the new squadron upon its being chartered. Those members of other squadrons may vote and participate in district activities as members of those other squadrons but not as representatives of the provisional squadron. The district commander should invite the provisional squadron to district meetings, even though the squadron has no vote, to help its members become acquainted with the district organization and USPS.

The district may also include the provisional squadron in its mailing and distribution of information just as a regular squadron in the district. The district committees can help the provisional squadron in its efforts to publicize and conduct public safe boating courses in order to increase its membership. It can also help initiate an educational program of advanced and elective courses for its members.

4.10 Helping Squadrons in Difficulty. Squadrons may become inactive. Typical symptoms are high non-renewal rates, not offering public education courses, not recruiting new members, inability to fill bridge positions, inability to provide an edu-

cational program for its members or inability to carry out the objects of USPS. In such cases, the D/C should discuss the matter with the squadron to attempt to remedy the situation. If these shortcomings cannot be corrected by communicating with the squadron commander, it may be necessary for the squadron commander to call a special meeting of the squadron executive committee for the D/C to discuss the situation and outline a program to revitalize the squadron.

If revitalization appears impossible, squadron merger, consolidation or dissolution may be considered and reported to the national executive officer, who will present the matter to the Board of Directors.

4.11 The D/C should make certain that squadrons of his district are acquainted with and follow the prescribed **dues collection** procedure, and he should check with each commander just after 1 June to be sure that appropriate steps are being taken to encourage retention of all squadron members.

4.12 The D/C should attend **meetings** of the Governing Board and be prepared to give a brief report on current activities within the district. If he cannot be present he must have his executive officer or, in the latter's absence, the administrative officer represent him. These proxies have the same voting privileges as the absent D/C.

4.13 The D/C presents the **views of his district** to the Governing Board, after presenting the subject to his conference or council for consideration. It is at conference or council meetings that he must determine the decisions of the squadrons on all matters listed on the agenda of a forthcoming Governing Board meeting. Although squadron commanders are members, *ex officio*, of the Governing Board, in the event of a card vote, the D/C casts one vote for the district and one for each squadron for which he has an authorized alternate. The squadrons' votes are cast as instructed by the respective squadron commanders on behalf of their squadron or, in the absence of such instruction, at the D/C's discretion. It is imperative that either the D/C, the executive officer or the administrative officer attend all Governing Board meetings.

4.14 The D/C must attend the meeting of the **executive department** preceding Governing Board meetings. The exchange of ideas in these meetings makes it possible for each D/C to profit from the experience of other districts. Because the national executive officer serves as chair of the meeting, it is often possible to clarify questions of policy and procedure. The D/C should encourage each squadron commander to attend Governing Board meetings or to send the squadron executive officer.

The D/C should make an effort to make new squadron commanders feel at ease at Governing Board meetings and help them contribute effectively to the meeting. He also should encourage the district executive and administrative officers to attend these meetings and the executive department meetings which precede them.

4.15 For pertinent instructions relating to submission of merit marks, See Chapter 16.

4.16 Below are a few **specific things** a D/C must do (all forms are obtainable from USPS headquarters):

A) Hold spring and fall district conferences. He should notify the national executive officer prior to USPS annual meeting, preferably before 1 November, as to the date and location of the district's spring conference, and notify him at least five months in advance of the fall conference;

B) Approve plans made by the district educational officer for district educational meetings;

C) Submit to the chair of the Committee on Nominations, before the September G/B Meeting, recommendations for general members of the Governing Board;

D) Before 15 November see that all squadron commanders send in merit mark recommendations to the area monitor. These recommendations may be submitted using either the appropriate USPS form or submitted electronically as detailed in Chapter 16;

E) Forward to the area monitor, not later than 15 November, using form or diskettes provided by headquarters, recommendations for merit marks for work performed for the district during the calendar year to the date of filing. The D/C also

recommends squadron commanders within his district;

F) Send to the area monitor supplementary merit mark recommendations for work performed for the district during the calendar year from the submission date of the original recommendations to 31 December, and see that squadron commanders file their own supplementary recommendations;

G) Aid the area monitor in obtaining merit mark recommendations from squadrons in his district when advised that they are delinquent;

H) Attend meetings of the Governing Board. If unable to do so, request the district executive officer, and if he is unable to attend, request the district administrative officer to act as the representative of the district and its squadrons;

I) Be prepared to report to his council and conference on pertinent matters addressed at Governing Board meetings;

J) Develop a calendar of dates of national, district and squadron functions at which the D/C's presence is expected or likely to be requested;

K) Hold district council meetings as required by district bylaws.

4.17 The **district executive department** is headed by the **district executive officer** (DXO). He is responsible for general supervision and coordination of squadron activities within the district, and all squadron commanders report directly to him. The DXO is informed of developments in squadrons having district and national importance, and squadron commanders should consult him on all important operational problems, particularly those which involve relations with other squadrons or with outside agencies. He is also responsible for holding periodic meetings with squadron commanders and for advising them on questions of district interest that should appear on agendas of the squadrons' general or executive committee meetings. It is his responsibility to review the minutes of squadron meetings and to bring to the attention of the district council resolutions or recommendations on which action by that body is required. The DXO coordinates visits of the district commander and/or his representative to squadrons and advises the squadron as to whether the D/C or his representative will be present. The functions of the executive department are sometimes described as "external affairs". Activities presently assigned to the executive department are:

- Boat show committee
- Cooperative charting committee
- Legislative committee
- Liaison committee
- Homeland Security Officers (if any)
- Public relations committee
- Radio technical committee
- Safety committee
- Vessel safety check committee
- Environmental Committee
- Squadron commanders

4.18 **Committee chairs** in the executive department are recommended by the DXO and appointed by the D/C to serve as liaison with national and squadron committees concerned. These chairs serve with the rank of district lieutenant.

4.19 The chair of the district **boat show committee** (BSCom) is responsible for district exhibits and all materials. Each squadron should recommend at least one member to serve on this committee. The committee supervises the design, structure and display of the district booth. It devises and procures printed information to present our principal civic service, the boating course (*America's Boating Course)* to the public. It is also the duty of this committee to schedule personnel from the squadrons to man the booth. This committee maintains custody of exhibit material.

4.20 The chair and members of the district **cooperative charting committee** (CoChCom) have the responsibility of coordinating cooperative charting activities within the district and to counsel and encourage active participation of squadron cooperative charting committees. The chair serves as liaison between the national and squadron committees. The district chair checks all reports as prescribed by the national committee or NOS. In addition, it is recommended that the district chair establish, subject to approval of the district organization, an awards program for the district and maintain such records as may be required to support such a program.

The chair may request the D/C to appoint one or more assistants to help administer the program. Each squadron cooperative charting chair is a

member of the district committee. The USPS-NOS cooperative charting year begins on **1 April** and ends on **31 March**. It is recommended that the district chair be appointed to serve for a corresponding term.

4.21 The chair of the district **liaison committee** (DLCom) is appointed by the district commander. His committee is comprised of squadron liaison officers , one from each squadron within the district. The DLO reports to the DXO and the National Liaison team leader on the National Government and Partner Relations Committee (GPRCom).

The DLCom is charged with several functions, especially to promote and maintain good relations with public officials and outside organizations concerned with recreational boating safety. Such organizations include, but are not limited to, those responsible for promulgating, enforcing and teaching rules and regulations relating to recreational boating. Good relations with these organizations aid in promoting programs of mutual interest.

At district meetings the liaison committee has three main responsibilities:

1) Presenting and retiring the colors at opening and closing ceremonies;

2) Providing assistance to guests attending the district functions;

3) Holding an open meeting with squadron liaison officers to discuss goals, achievements and approaches to problems encountered at the district and squadron levels.

To avoid confusion, the DLO should not contact the national headquarters of any organization regarding liaison activities without first obtaining authorization from the GPRCom.

The DLO, with advice from SLOs, is in an excellent position to recommend to the D/C the names of individuals whom the D/C might wish to invite as guests or speakers for district functions. At the D/C's discretion, DLCom members serve as hosts for these guests.

The DLO summarizes information on squadron liaison activities obtained from the reports of SLOs for district records. Information should flow from the Squadron LO through the DLO to the National LO on GPRCom and from the National LO through the DLO to the Squadron LO.

In matters relating to protocol, the DLO is encouraged to refer to Chapter 12 of this *Operations Manual* and to the *Guidelines for District and Squadron Liaison Officers* on the GPRCom website.

4.22 The District Homeland Security Officer (D/HS/O) is appointed by the District Commander to support the mission and objectives of the Homeland Security team of the National Government and Partner Relations Committee (GPRCom). If no D/HS/O appointment is made, the District Liaison Officer (D/L/O) shall assume the duties and responsibilities of the homeland security function. The USPS homeland security effort centers around two objectives:

1) Coordinate various emergency preparedness activities to maintain our partnership with Citizen Corps, a branch of the Federal Emergency Management Agency (FEMA), and

2) Support the U.S. Coast Guard's “America's Waterway Watch” program to keep our waterways safe and secure. The D/HS/O shall also coordinate homeland security activities with his or her counterparts and leadership at the squadron level.

4.23 The district **legislative officer** (DLegO), appointed by the D/C, advises the D/C and the district membership on proposed or enacted legislative matters affecting boating in his district. In districts which encompass several states, the concerned DLegO should coordinate the state legislative monitoring activities.

The DLegO must consult with the National Government and Partner Relations Committee before representing the district or any squadron in connection with existing laws or proposed legislation.

The district legislative committee seeks and gathers information on laws, proposals and regulations affecting boats, boaters and water sports, and then reports on the subject to the D/C, the membership and GPRCom for its information.

The DLegO is the prime communication link between GPRCom and the squadron Legislative Officers and serves on the staff of the national legislative officer [Refer to 3.13 on page 3-5].

The district legislative officer should:

A) Effectively monitor all legislative activity in his area. This may be performed by members of his committee or by squadron legislative officers;

B) Schedule and conduct meetings, seminars, symposiums or workshops at the spring and fall conferences to deal with legislative activity in the district and at the national level. If appropriate, schedule additional sessions at district council meetings;

C) Forward copies of all legislative reports to their respective GPRCom Team Leaders to ensure that all of USPS benefits from his efforts;

D) Attend, if possible, at least one of the two national law and legislative meetings conducted at annual and Governing Board meetings. If unable to attend any meeting, request the district executive officer to arrange representation at the meeting;

E) Keep the district law officer informed of any changes or modifications affecting recreational boating in the district;

F) Maintain records of legislative activity of his committee so that appropriate merit mark recommendations may be made.

4.24 The **district public relations officer** (DPRO) is the chair of the district public relations committee and is appointed by the district commander. His committee is comprised of squadron PR officers, one from each of the squadrons within the district. The DPRO reports directly to the district executive officer. The DPRO is the liaison between the national public relations committee and squadron PROs.

He is responsible for organizing and coordinating PR activities that involve several squadrons in an event. Examples are boat shows, which draw potential members from several squadron areas, and other activities that attract the public from large territories.

The DPRO is responsible for ensuring that SPROs seek maximum local publicity for boating courses offered by their squadrons, as well as other newsworthy squadron activities. Using the *PRO-Log* as a foundation, the DPRO provides information about tools, ideas and procedures that the SPROs use in their jobs. To this end, the DPRO conducts meetings, workshops and instructional seminars for SPROs to communicate these ideas and information.

4.25 The **district radio technical officer** (DRTO) is an *ex officio* member of the national electro-mechanical systems committee (EMSCom) [Refer to 3.26 on page 3-12] and boating activities and safety committee (BASCom) [Refer to 3.26 on page 3-12] so that he can serve as liaison between these two committees and squadron radio-technical officers (RTOs) in his district.

The member selected as chair of the district radio technical committee (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 his committee. Squadron radio-technical officers are members of DRTCom.

The district chair, or his representative, should attend open meetings of the electro-mechanical systems committee and the boating activities and safety committee held in conjunction with Governing Board meetings.

Meetings of the DRTCom, which may include marine electronics seminars, are usually held in conjunction with district conferences. Liaison should be established with representatives of marine electronics and telecommunications organizations, who may be invited to participate in seminars. The chair of the district liaison committee should be informed of all contacts with outside agencies.

The DRTCom chair, in his role as liaison between the national staff and the squadron RTO, should be alert for articles on marine electronics in squadron publications, reports, and correspondence and forward them to the national staff, which can help define USPS position on marine electronics

and telecommunications at the national level.

4.26 The chairman of the District Safety Committee is appointed by the District Commander on the basis of his interest in marine safety. His committee is comprised of squadron safety officers, one from each squadron within the district. The District Safety Officer (DSO) reports to the DXO. It is the duty of the DSO to act as liaison between the Safety Committee and squadron safety officers and serve as district representative to the Safety Committee.

The committee is responsible for formulating ideas and collecting data which will tend to stimulate constant vigilance against the hazards inherent in the use, operation and maintenance of recreational boats.

It is the responsibility of the DSO to direct the safety program in the district and to maintain communication with national organizations and 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. The DSO cooperates with the district public relations officer to prepare ideas and suggestions to bring safety considerations to the attention of the public. The DSO will encourage and participate in the Vessel Safety Check program and help promote National Safe Boating Week through Squadron Safety Officers, making the public aware that the promotion of safe boating practices is a civic service of USPS.

For more information on “America’s Waterway Watch,” National Weather Service, and Environment, refer to 3.22 on page 3-8.

4.27 Vessel safety check committee. The district vessel safety check officer (DVSC) is appointed by the district commander and serves under the district executive officer. He serves as the liaison between national and squadron. When national distributes data about the program or when squadrons request clarification of a directive, the district VSC chair is the available resource. The district chair also has the responsibility of aiding squadrons in promoting the VSC program as well as assisting the preparation of new VSC examiners. The squadron VSC chairs are members of the district vessel safety check committee [Refer to J.3 on page J-2] and [Refer to 3.22 on page 3-8].

4.28 The **Squadron Development Committee** is appointed by the District Commander to assist the commander in evaluating, assisting and reporting on the condition and health of each district squadron. The committee works closely with the National Squadron Development Committee in collecting and sharing information useful to squadrons and district officers in forming and assisting squadrons. 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 district commander..

4.29 Squadron commanders report to the DXO, who is responsible for general supervision and coordination of squadron activities at the district level. The DXO should be informed of developments in squadrons having district and national importance; squadron commanders should consult him on all important operational problems, particularly those which involve relations with other squadrons or with outside agencies.

The DXO is responsible for holding periodic meetings with squadron commanders and for advising them on questions of district interest that should appear on agendas of the squadrons' general or executive committee meetings. It is his responsibility to review the minutes of squadron meetings and to bring to the attention of the district council resolutions or recommendations on which action by that body is required.

The DXO coordinates visits of the D/C and/or his representative to squadrons and advises the squadron as to whether the D/C or his representative will be present.

4.30 The district **educational department** (DEdDept) consists of the district educational officer (DEO), an assistant DEO (if elected), district

educational committee chairs and squadron educational officers (SEOs) of all squadrons and provisionals assigned to the district. The district commander is a member, *ex officio*, of the DEd-Dept and its committees. Meetings of the department provide a medium for the exchange of ideas among district squadrons, for dissemination of information, for keeping the DEO fully informed of educational affairs in the district and for the general discussion of local educational problems.

4.31 The district **educational officer** is elected annually by the district conference upon nomination by the district nominating committee, or as otherwise provided in district bylaws, but his qualifications must be pre-approved by the national educational officer. The chair of the district nominating committee is responsible for filing a completed form ED-80 (Nominations for Educational Officer and Assistant Educational Officer) with the NEO at least 60 days prior to the district election. (If no reply is received from the NEO within thirty days of receipt by the NEO of written request for approval, the qualifications may be considered approved.) To be approved by the NEO, the DEO candidate should hold the grade of navigator or junior navigator, and have passed at least five of the six elective courses and should have experience in teaching. He should be willing to serve up to three years to provide continuity to the district educational program and training for his successor. He serves as a district lieutenant commander and is a member of the Governing Board and the national educational department. He is a district bridge officer, a member of the district council and the district conference, and chair of the district educational department, keeping all of those bodies apprised of the status of district educational affairs.

The DEO has the responsibility of supervising all educational affairs at the district level, coordinating the educational activities of the squadrons of the district and serving as their representative to national educational committees. He assists the D/C in arrangements for district educational meetings and represents the national educational department at district conferences or squadron meetings at which the NEO or ANEO is not present. He counsels squadron nominating committees on recommendations for SEOs and ASEOs and may approve their nomination when delegated to do so by the NEO. He also may be delegated by the NEO to approve appointment by squadron commanders of the chairs and assistant chairs of their local boards for boating, advanced grades and elective courses. The DEO should establish and maintain an effective follow-up for monitoring squadron performance in providing to USPS headquarters in a timely manner complete information on all basic public education classes scheduled and conducted by each squadron.

The DEO should attend meetings of the national educational department preceding Governing Board meetings. The exchange of ideas in these meetings makes it possible to profit by the experiences of other districts. With the NEO and the educational department staff in attendance, this affords an ideal opportunity to clarify questions of policy and procedure or highlight problem areas for further consideration. Reports by the NEO and the national course chairs on the status of each course should be immediately conveyed to SEOs for dissemination to squadron educational department personnel.

4.32 There may be an **assistant district educational officer**, who serves as a district first lieutenant. His qualifications must be pre-approved by the NEO in the same manner as prescribed above for the DEO (use of Form ED-80). He is nominated and elected in the same manner as the DEO, but his nomination should have the concurrence of the DEO.

The ADEO assists the DEO as directed and in the absence or incapacity of the DEO acts in his stead, including voting at district or national meeting. He is not a member of the district bridge or of the district council unless district bylaws provide otherwise.

4.33 There may be one or more district lieutenants in the district educational department who are appointed annually by the D/C on recommendation of the DEO, or as provided by the district bylaws. They may serve as, for example, district chairs of advanced grades, elective courses, boating (basic public education), learning guides, specific courses or the Boat Operator Certification program. They

assist the DEO as assigned in the coordination of the district's educational program.

One distinct district lieutenant is the district **teaching aids chair**. He maintains contact with squadron and national instructor development committee personnel to stimulate greater awareness of the impact of effective teaching aids. He encourages squadron participation in teaching aids exhibits at district conferences and USPS annual meetings and the exchange of information on new and effective aids between squadrons and the national committee.

4.34 The district **administrative department** is headed by the **district administrative officer** (DAO). He is a member *ex officio* of all department committees and performs the duties assigned by the D/C, the district council, the district conference and the bylaws. The DAO is a source of leadership to the committee chairs in his department. An assistant administrative officer (ADAO) may be elected by the delegates at the conference and serves as district first lieutenant (D/1st/Lt), if so written in the district bylaws. In the absence or incapacity of the administrative officer, the assistant administrative officer acts in his stead, including voting at any meeting. The following activities are assigned to the DAO and involve "internal affairs":

- Membership
- Member involvement
- Boating activities
- Operations training
- Conference
- Auxiliary liaison officer

Committee chairs are recommended by the DAO, appointed by the D/C, and serve as the district's liaison with national and squadron committees concerned. These chairs hold the rank of district lieutenant.

4.35 The primary responsibility of the district **membership committee** (DMemCom) is to act as liaison between the squadrons and the national organization on membership matters. The chair and committee members are appointed by the district administrative officer with the approval of the district commander. The chair holds the rank of district lieutenant (D/Lt). Lines of communication between the national committee's area representative through the district chair to the squadron chair are utilized frequently.

The **responsibilities** of the district membership committee are:

A) To assist squadron membership committees in an advisory and helpful manner when needed;

B) To train and inform squadron membership committee personnel through meetings and seminars at district conferences and council meetings;

C) To evaluate squadron performance in the acquisition of members and to communicate the results to the district commander through the district administrative officer; and to suggest remedies when needed;

D) To keep the national membership committee informed, through the area representative, of successful squadron programs, innovations and results.

4.36 The **district member involvement committee (DMICom**) assists squadrons with the member involvement projects and acts as a liaison between the National Membership [Refer to 3.40 on page 3-20] and the squadrons .

The district member involvement committee responsibilities are:

A) To send copies of all correspondence received from the national member involvement committee representative to all squadron member involvement chairs;

B) To monitor the changing needs of the membership and communicate these needs to the squadrons;

C) To assist squadrons with non-renewal programs;

D) To encourage squadron member involvement chairs to develop strong involvement programs within their squadrons;

E) To encourage squadron entries in the Youth Poster Contest [Refer to 3.47 on page 3-23];

F) To encourage squadrons' entries in the Membership Involvement Committee Award [Refer to 3.45 on page 3-21].

4.37 The district **boating activities committee** (DBACom) has responsibility for carrying out tasks in direct support of district functions and for providing guidance and support to squadrons within the district. Program responsibilities include port captains, cruises, rendezvous and USPS-CPS amateur radio network.

Illustrative examples of duties include assuring that:

A) The district's geographical area is adequately covered by port captains;

B) District and squadron cruises and rendezvous are properly planned and coordinated;

C) Information on these events is submitted to the national boating activities committee in sufficient time for publication in *The Ensign*.

The district boating activities committee usually carries the responsibility for preparing plans for a district cruise or rendezvous and for submitting these to the district council for approval. Upon approval of plans and acceptance by a squadron or squadrons to serve as hosts, it is the responsibility of this committee to assist the host squadrons in every way possible to carry out the program. Further, it is the responsibility of the chair of the committee to select the cruise chair of each event and to insure that plans are outlined and that those responsible understand their duties.

4.38 The district **Leadership Development Committee** (LDCom) provides liaison between the national leadership development committee [Refer to 3.47 on page 3-23] and the squadron operations training committee, conducts operations training programs at the district level and coordinates the activities of the squadrons. All training at the district level is in addition to that provided by the squadrons' operations training program. 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 the quality of operations training programs offered through the squadrons.

4.39 The district **conference committee** (DConfCom) is responsible for the duties that are involved in conducting a district conference. Districts plan a spring and fall conference each year. It is essential that the necessary negotiations and resulting contracts are in place thirteen to 24 months in advance.

In planning a District Conference, the Conference Planning Committee should pay particular attention to both civil and religious holidays occurring during the planned conference dates. Every effort should be made to avoid planning a conference that spans those holidays. District Chaplains should advise the planning committee on scheduling conflicts with religious holidays. A listing of the Jewish holidays can be found in the Table of URLs in Chapter Zero.

The chair, under the district bylaws, works with the district administrative officer and district commander, negotiating with applicable hotels to produce an acceptable contract. The selected contract must be one meeting the established criteria, based on successful historical information, as well as current input contributed by the outgoing/incoming district commanders.

Upon selection of a site, the district conference committee is responsible for:

A) Publicizing the event in squadron and district publications;

B) Selecting menus and themes in concert with the district commander;

C) Pricing of meals and arranging entertainment within the budget constraints;

D) Overseeing publications of scheduled seminars, with advance notice to district chairs;

E) Collecting and dispersing tickets for all events;

F) 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 district commander and the incoming commander during the conference at which the change of watch will take place.

4.40 Districts may appoint an **auxiliary liaison officer** even though there is no formal auxiliary

organization at the district level. This officer is appointed by the district commander, as a member of the district administrative department, to serve as a direct link in communications between the national squadron activities committee [Refer to 3.39 on page 3-18] 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 include but are not limited to:

A) Giving verbal and written auxiliary reports to district councils and conferences;

B) Holding round table discussions with auxiliary members at district conferences;

C) Encouraging squadrons within the district to sponsor an auxiliary by stating benefits to a squadron;

D) Providing articles of interesting auxiliary activities within the district to the squadron activities committee. Articles may be included in the *Auxiliary Newsletter* and/or *The Ensign;*

E) Encouraging auxiliaries, immediately following the election of bridge officers, to submit the auxiliary annual report to the R/C of the Squadron Activities Committee;

F) Knowing the contents of the *Auxiliary Directory* (names and addresses of the squadron activities committee, model pledge for auxiliary officers, two copies of auxiliary annual report form);

G) Copying the auxiliary advisory committee regional representative and the squadron activities committee with correspondence including reports to district;

H) Turning over all records to successor.

4.41 The district **secretary** (DSec) is in charge of the district secretary's department. He is a member of the district bridge and serves as district lieutenant commander (D/Lt/C). He is responsible for designated activities and assigned committees. He recommends the chairs of committees in his department, and after appointment by the district commander, these chairs serve with the rank of district lieutenant (D/Lt). An assistant secretary (Asst-Secy) may be elected by the delegates at the conference and serves as district first lieutenant (D/1st/Lt), if so written in the district bylaws. In the absence or incapacity of the secretary, the assistant secretary acts in his stead, including voting at any meeting. The district secretary has responsibility for the following committees and activities:

- Historian
- Roster
- Newsletter editor/publications
- *The Ensign* correspondent
- Computer systems

His duties are usually outlined in detail in the district's bylaws. The following itemizes his basic duties:

A) Keeps the official attendance at conference and council meetings;

B) Keeps minutes of the conference and council proceedings and conducts the correspondence of these bodies;

C) Maintains an up-to-date mailing list for meeting notices and other district communications. Includes the chief commander, the national executive officer, and the national secretary on the mailing list;

D) Receives written certifications from squadron commanders for delegates to the district conference;

E) Puts the agenda of conferences and council meetings in final form and mails to members;

F) Has custody of the official copy of the district bylaws and keeps it correct and up to date. Preserves in convenient, readily accessible form (codified standing rules) important motions that might otherwise become buried and lost in the minutes of past meetings of the council or conference. These include operational matters and decisions such as those pertaining to district publications, memorial expenditures, responsibility for conferences, terms governing educational and attendance awards and trophies and many other items as appropriate for preserving in permanent form;

G) Maintains a file of all documents, records and communications of the district;

H) Makes a report to each conference and council meeting;

I) Effective the USPS Annual Meeting conducted 01/28/2012, the District Secretary is no longer required to send district meeting minutes to

any national officer. Sends to the Committee on Rules a copy of amendments to district bylaws;

J) Reports to the national secretary, on forms provided by headquarters, the names and addresses of newly elected and appointed district officers for incorporation in the *Directory of National*, *District and Squadron Officers*, published annually;

K) Turns over to his successor all records, reports, communications and documents of the district.

4.42 It is important for the preservation and indexing of valuable historical material that each district have a historian. The Commander appoints a member who is interested in this work and is willing to continue in this office for more than one year.

The district historian's records should contain records that apply to district activities:

- Minutes of the original organizational meeting
- Copy of incorporation papers
- Color rendition of district flag and its heraldry
- Copy of district bylaws including amendments
- Important correspondence/documents
- Date and location of each district fall and spring conference
- List of all elected and appointed officers
- Copies of all squadron and district annual reports
- Copies of each squadron charter, incorporation papers, burgee and heraldry
- Total number of members in the squadrons of the district

Files of correspondence, records and reports will create considerable bulk in the historian's file; therefore, it becomes necessary for him to dispose of those with no historical value. Discretion must be used. Materials retained should be of historical value.

The district and squadron historians are required to use DB2000 to submit annual historian reports. The annual district historian report is sometimes referred to as Form H-702, although DB2000 lists the report as the Historian's Form. A printed or electronic copy of the report is retained in the district records after the report is submitted to National. District historians must archive their completed reports using DB2000's history archive function. With the report data archived, prior year history reports can be recreated.

The district and squadron historians should recommend speakers or arrange displays to commemorate USPS Founder's Day (02 February) or anniversaries.

It is recommended that the district historian be added to the district mailing list to receive copies of items such as minutes of all district meetings, changes in district bylaws, and copies of all district and squadron publications.

4.43 The **district roster committee** plays an important role as to communications among members. The district roster contains not only information about the district but also data concerning each squadron within that district. The publication contains names of each squadron, meeting dates, location of squadron buildings, charter dates, list of squadron officers and committee chairs with their addresses, phone and FAX numbers. The listing of electronic mail (email) addresses is also a benefit in communicating among squadrons, district officers and national officers. A calendar of activities (rendezvous, meetings and socials) with dates, types of functions and locations is a valuable addition to any district roster.

4.44 The **district publications/newsletter committee** chaired by the district editor, is responsible for keeping open lines of communication between squadron newsletter editors and USPS Communications Committee [Refer to 3.53 on page 3-24]. This district publications/newsletter committee is responsible for editing and publishing the district newsletter and, in addition, he and members of the committee 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.

Newsletters vary in size, from one page to a magazine, and number of issues, usually two to four per year. Of course, it is desirable to send copies of the district newsletter to every member in

that district. The committee usually consists of several persons with specialized talent, in art, photography, advertising skills and proof-reading. The newsletter should not be a one person publication but should have articles written by bridge officers and members who have a wealth of knowledge and experience in boating to share with others.

District newsletters should 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 it is wise to use discretion. Obtaining a bulk mailing postal permit reduces postage costs. Also many newsletters have "boosters", members who help to finance the cost of publishing and mailing the newsletters, and their names are listed in the publications.

Copies of the newsletter should be sent to the national bridge and the chairs and assistants of the national publications committee. If newsletters meet certain criteria, the district will receive the Distinction in Journalism Award and be entitled to display the award seal in future issues of the newsletter. It is important that at least two issues be sent to the member on the national publications committee who evaluates the district newsletters. Also all districts are urged to submit copies of their newsletters for the Parade of Publications table at all national meetings.

4.45 A **correspondent to** *The Ensign* should be appointed in each district to originate, solicit and process material for the national magazine, *The Ensign*. Responsibilities include:

A) Originating, soliciting and forwarding reports of district activities to *The Ensign*, including newsworthy information on district conferences, rendezvous, contests and other projects of national interest;

B) Soliciting and collating reports of squadron activities submitted by squadron correspondents in the district for transmission to *The Ensign;*

C) Promoting of advertising for *The Ensign* and receiving commissions;

D) Encouraging submittals from squadron photographers, artists and writers for publication in the national magazine.

4.46 Many districts have established a **computer systems committee** within their secretary's department and the number continues to increase. This committee can be quite valuable in promoting continuity in the use of computers within USPS. Through an account with USPS headquarters, district treasurers and secretaries can more easily maintain their records by downloading data from headquarters.

The DComSysCom also supplies material for the district roster and creates the district "website". The roster is a necessity for officers and committee chairs while the website is a means of communication with the members within the district as well as fostering public awareness as to the work and goals of USPS.

Information on the district websites contains regional news and lists the squadrons that comprise that district, their locations and boating course dates. Many sites include photos of district activities, raft-ups, rendezvous and conferences. In addition, articles and other newsworthy items are included explaining the importance of safe boating, and why USPS is fun and a family oriented organization.

The national counterpart is the information technology committee (ITCom) [Refer to 3.58 on page 3-27], available to assist districts with their web pages.

4.47 The district **treasurer** (DTreas) performs duties outlined in detail in the district's bylaws. The treasurer records all payments in an orderly fashion, either in a ledger or on the computer, using a financial program. Districts must adhere to the practice that only the treasurer is authorized to make remittances to national headquarters. Member's checks are deposited in the district accounts and then an official organizational check is sent to headquarters as billed.

Receipts. All funds are deposited as they are received. Written receipts are issued for all cash items and a duplicate copy is retained for the records. All USPS checks remitting money to squadrons, districts or individuals carry a 90-day cancellation notice so depositing them promptly is

important.

Disbursements. All payments are authorized by budget approval and are properly approved by the member, committee chair and/or officer responsible for the obligation that was created. Bills are paid promptly, as authorized. Accounts that are past due for more than thirty days will result in cancellation of credit. No further shipments are made from headquarters until the account is paid in full. All payments are made to the order of "United States Power Squadrons" and sent directly to headquarters.

The treasurer issues "working funds" to the chairs of various committees when directed to do so by the district council.

Records. The treasurer keeps an accurate account of monies received, deposited and paid out as simply and clearly as possible. The number of the check is recorded after the payment has been authorized. All bills are preserved for review by the auditing committee.

Meeting reports. The treasurer makes a report of money received, paid out and of cash on hand at each meeting. Interim reports are made if required by the bylaws. These reports are submitted in as much detail as necessary. A written annual report at the end of the year is detailed as required by the auditing committee. The treasurer is available at the audit and is prepared to answer any inquiries.

For clarification of procedures to be followed consult Chapter 5.

This outline of the district treasurer's basic duties also may prove helpful. He:

A) Collects and is responsible for all monies payable to the district;

B) Promptly pays all district bills which have been approved for payment by proper authority;

C) Promptly deposits the funds of the district in a bank approved by the proper district authority;

D) Keeps an accurate record of all receipts and expenditures;

E) Advises the district commander and district council when expenditures are not in conformity with district budget;

F) Gives a brief financial report at each district council meeting and a complete financial statement at each district conference;

G) Turns over to his successor all documents, records, bank books, statements, property and funds of the district;

H) Sees that the squadron treasurers of his district comply with all sales tax requirements where applicable;

I) Prepares Internal Revenue Service form 990 for the district if required;

J) Annually submits a report to headquarters stating that all squadrons in the district have submitted all required forms 990 on time, noting which squadrons were exempt owing due to having revenues of less than $25,000.

4.48 Federal tax returns of districts. United States Power Squadrons (a North Carolina Corporation), and its subordinate units, have been granted exemption under Section 501(c)(3) of the Internal Revenue Code of 1954. The exemption is dated 29 May 1979, IRS file number 580000848.

As an exempt organization, the district need not file income tax returns but may be required to file form 990, "Return of Organization Exempt from Income Tax", which is obtainable from an Internal Revenue Service office.

This information is not required if gross receipts do not exceed $25,000. What is required is that headquarters be notified whether or not a form 990 was filed. A form for notification is provided by headquarters.

No district is permitted to make individual application to the IRS to qualify under Section 501(c)(3). All districts are included under USPS Group Exemption.

4.49 The **budget committee** prepares a detailed estimate of receipts and expenditures over a year in advance, covering activities approved by a district conference. In order to maintain sound financial planning, it is necessary to prepare a realistic budget. This committee controls expenditures during the year and enforces, through the treasurer, all rules which have been set up for the handling of expenditures of the various departments. The com-

mittee preparing the budget is familiar with and has records of the historical expenditure patterns. Particular attention is to the outlays of travel expenses, meeting space rents and costs of publications. Then income from assessments plus proceeds from fundraising events are added to investments to recommend a balanced budget. If, after careful review, the budget appears to be out of balance, the budget committee works with the bridge to see what expenditures can be cut or postponed. The committee may want to recommend an increase in assessments to cover the difference. It is then up to the district council to accept or reject the recommendation before submission to the membership.

The district budget establishes the amount of assessments that squadrons submit to the district for each active member. All of this data is sent to headquarters in February so that printed dues notices may be prepared and sent to the individual members in May.

Districts may combine the budget and finance committees, if feasible.

4.50 The district **property officer** maintains an inventory of properties (films, flags, display material, et cetera), so that the district will have knowledge of the nature, condition and whereabouts of these items to make it possible for the district to have adequate insurance coverage. From time to time he should report to the district council or conference.

4.51 Districts are financed by per-capita assessments on squadrons or other means as provided for in their bylaws.

The district may make annual **assessments against the squadrons** in the district on a per-capita basis in amounts necessary to meet expenses of the district. The assessment is generally due on or before 1 May of each year and should be provided for in the district bylaws. Most district bylaws provide that the amount of the assessment be voted on at a district conference.

4.52 **Reimbursement** for transportation and partial lodging is allowed a district commander attending USPS annual and Governing Board meetings. If he cannot attend, the allowance is extended to the district executive officer, and if neither of them can attend, the allowance is extended to the district administrative officer.

A similar allowance is provided to the district educational officer. If he cannot attend, the assistant educational officer may, with prior approval of the national educational officer, be reimbursed.

For travel by air, members are reimbursed for "standard cost", defined as the lowest cost nonrefundable advance-purchase fare ("SuperSaver" or equivalent) requiring a Saturday-night stay, but not including a senior-citizen discount. Reimbursement is made for travel by private auto at a rate set from time to time by the Board of Directors and is limited to "standard cost". All claims for reimbursement must be accompanied by a statement showing date and place of departure, destination, date of return and for travel by auto, mileage claimed [Refer to G.6 on page G-3].

District commanders, executive officers, and administrative officers submit expense vouchers through the executive department's budget officer. District educational officers submit theirs through the educational department's budget officer. All claims must be accompanied by transportation and hotel receipts.

4.53 The chair and members of the following **general committees** are elected at a district conference, as prescribed by the bylaws of the district:

- Nominating
- Rules
- Auditing
- Planning *****

***** Check your district bylaws as the Planning Committee may be a Standing Committee.

4.54 The district **nominating committee** is responsible for selecting a slate of district officers.

This committee must consider the views of all squadrons. Continuity of experience is desirable so at least one member of the committee should be elected each year, each member to serve a prescribed term.

The size of the nominating committee may vary. Three members is the minimum. It is important that the membership of the nominating committee be distributed throughout the district, and, in general, it is desirable to have no more than one member from any one squadron. All deliberations of this committee are to be held in confidence, except for the names of the nominees to be presented at the appropriate time.

The district bylaws detail the procedure for the duties of the nominating committee.

4.55 The district **rules committee** keeps the district bylaws up to date, reviews the "model" bylaws which are sent to district commanders from time to time and formulates recommended changes as they become necessary. This committee interprets the district bylaws and advises the district commander on procedural matters. The chair very often serves as parliamentarian at council meetings and conferences.

Committee members should have a complete understanding of both district and squadron bylaws so as to be of assistance to squadrons when they update their bylaws.

This committee should have a continued existence; only some of its members should be elected each year. To amend district bylaws, the committee must follow the regulations as prescribed by the Committee on Rules [Refer to 4.63 on page 4-18].

4.56 The **Auditing Committee** audits funds and records on the basis of the fiscal year established in the bylaws. Usually the committee consists of a chair and two members who are elected annually. The committee, experienced in finance and record keeping, is responsible for auditing and verifying the financial status and procedures of the treasurer's department.

The auditing committee furnishes a detailed report of performance and accuracy to the membership before it accepts the annual treasurer's report. Procedures for auditing the treasurer's records are in the *Treasurer's Manual*.

4.57 The **planning committee** makes recommendations in response to queries referred to it by the district council or conference, and on its own initiative makes recommendations for improved functioning of the district. Squadrons are made aware of these recommendations and reports through the minutes of district council meetings and conferences, enabling the district membership to consider, with all facts available, those subjects under consideration.

Resolutions forwarded to the district from squadrons should be referred to and reviewed by this committee, which will communicate its opinion to the conference prior to a final vote.

The committee should be composed of no less than three nor more than seven members, usually past district commanders, past district lieutenant commanders, and past squadron commanders.

4.58 The chairs and members of **standing committees** of the district council or conference are recommended by the district commander and approved by the district council or conference. These committees are:

- Finance
- Law
- Educational Fund representative
- Personnel

4.59 The **finance committee** works in cooperation with the treasurer's department. It is responsible for reviewing recommendations of the budget committee and recommending the annual district budget to the district conference.

As part of that budget, the committee specifically recommends the rate of the squadron assessment for the coming year. District assessments are fixed by the local district and described in the district bylaws.

All requests for financial appropriations are sent to the finance committee, through the budget committee receiving approval either from the district council or conference, in accordance with district bylaws.

A district may combine the budget and finance committees.

4.60 The **law officer** should be a member of the bar of at least one of the states which the district serves. He is also *ex officio* a member on the staff of the national law officer. **Assistant law officers** should be attorneys admitted in the other states as necessary. The law officer acts as legal counsel to the district commander and district council, supervises disciplinary hearings and maintains liaison with the national [Refer to 3.86 on page 3-35] and squadron law officers.

In cases where more than one district operates within the same state, it is important that there be consultation among the counterpart law officers on questions requiring legal opinion with respect to state laws. If these law officers have divergent views on a matter, consultation with the national law officer is mandatory, because all squadrons within a state must operate on the same basis with respect to the laws of that state.

Before a district law officer takes legal action on any matter involving USPS or any of its districts, squadrons or members, it is mandatory that he contact the chief commander and the national law officer.

4.61 USPS Educational Fund representative keeps members informed of the progress of the fund and encourages gifts and memorials to the fund. The district representative should have a local representative in each squadron. He should create and maintain interest in the fund and provide information and forms to use in making contributions [Refer to F.2 on page F-9].

4.62 The **personnel committee** maintains, as completely as possible, an inventory of the skills and interests of members, so that when the district commander, department heads or chairs of committees look for talent, it can make appropriate recommendations.

The committee plans for suitable recognition of individuals or organizations which the district wishes to recognize. There are many forms that this recognition may take, such as letters, plaques, flags or certificates.

4.63 District Bylaws. It is imperative that district bylaws be consistent with USPS bylaws and policies of USPS. To this end the Committee on Rules (ComRules) publishes "model" bylaws for districts and revises them as required. An electronic copy of the current model is available for download from the USPS website. When bylaws are to be amended, or adopted by a new district, the current model bylaws for districts should be studied and followed. The model introduction provides steps needed to accomplish creating the new or revised bylaws and should be read and followed. Neither bylaws nor amendments become effective until the date of approval by the National Committee on Rules.

For both informal and final approval of district bylaws, the district rules committee should submit one copy, preferably an electronic copy, of the complete bylaws to the ComRules representative.

These steps should be followed when changing existing bylaws or adopting new district bylaws:

- Preliminary approval by the National Committee on Rules The district rules committee should prepare the necessary bylaws or amendments and submit a single copy of the complete bylaws including amendments to the ComRules representative for reviewing district bylaws. Consult the USPS directory of National, District and Squadron Officers and also the ComRules website for your District Oversight member. Any differences between the submitted bylaws and the model should be underlined in red or highlighted in the submitted text and explained in an accompanying letter. One copy of the current bylaws must accompany any proposed amendments. The member of ComRules will conduct an informal review and return a list of required and recommended changes, if any.
- District Council action. After making any necessary changes, the district rules committee should present the bylaws with any amendments included to the council for review.
- District Conference adoption. If applicable, the council will then recommend adoption by the conference. Care should be taken during this process that any current bylaws provisions relating to amendments are followed closely.

- Final approval by the National Committee on Rules. After action by the conference, the district rules chairman should submit the adopted bylaws with any amendments embedded to the same designated member of ComRules with a request for final approval.

The following documents must be included with any approval request:

- One copy, preferably an electronic copy in Microsoft Word document format (DOCX) of the adopted bylaws
- One copy of the Certification/Approvals page, preferably an electronic copy in JPEG format with information as currently indicated. Note that any electronic copy which includes signatures must be scanned or mailed as three single sheets if scanning is not available. Sending either bylaws or the certification in PDF format cannot be processed and should be avoided.

Bylaws and amendments become effective upon approval by ComRules. The district secretary shall send notice of such approval to all members of the district council and the squadron secretaries.

4.64 Each district has a **district council** consisting of the district bridge officers and squadron commanders as a minimum, the detailed make-up is specified in the district bylaws.

The council is to the district as an executive committee is to a squadron. It should meet several times a year so that its members may thoroughly discuss all matters to come before the district conference.

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 should have the privilege of the floor but no 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.

By reason of conspicuous service to USPS or to the district, the district council may elect persons who are not members of USPS as honorary members of USPS. Such elections are valid for one year at a time. Persons elected to honorary membership by district councils enjoy the same privileges and restrictions as those elected by squadron executive committees.

4.65 Each district is required by USPS Bylaws to hold a **conference** between 1 March and 1 May each year and between 1 October and 1 December each year unless this requirement is waived by the Board of Directors.

In planning a District Conference, the Conference Planning Committee should pay particular attention to both civil and religious holidays occurring during the planned conference dates. Every effort should be made to avoid planning a conference that spans those holidays. District Chaplains should advise the planning committee on scheduling conflicts with religious holidays. A listing of the Jewish holidays can be found in the Table of URLs in Chapter Zero.

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 should be on the agenda, and participation by all squadrons is important to consolidate ideas on these subjects. District bylaws should describe the make-up of the conference which should include at least the council and squadron delegates. District representation is based on the number of members in the squadron with a minimum of two (2) delegates from each. Notice and quorum requirements should also be specified in the district bylaws as should the voting procedure.

4.66 Notices. The district commander or secretary sends notice of a district conference as far in advance as possible to the commanders of squadrons in the district as well as to the chief commander, the national executive officer and the national secretary. This notice should give the date, time and place of the conference and should be sufficiently timely that national officers can make plans for attendance.

Because district commanders and their staffs are usually elected and installed at the spring conferences, with the chief commander or his representative present, the D/C should notify 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 and plaques are to be presented, the official visitor should be properly briefed.

If any amendments to district bylaws are to be voted on, they must be set forth in the notice of the meeting as required by the district's bylaws.

In the event a district conference must be adjourned to a date more than 24 hours later than the time fixed in the call to the conference or to a different place, there should be another call to each member of the district council and conference delegates announcing the list of items on the agenda for the adjourned conference. No action can be taken unless a quorum is present.

4.67 Conference sponsorship. There are two means by which district conferences may be arranged:

A) The district assumes full responsibility for the conference, under the leadership of a conference chair and his committee. The D/C should appoint a chair who is willing to serve for several years, thus providing continuity and experience;

B) The conference may be 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 of 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.

4.68 Conference agenda. Squadron commanders of the district should communicate with the D/C well in advance, giving a brief summary of the subjects they wish presented at the conference. The D/C will prepare 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 the agenda and reduce it to simplified form. Some districts prefer to have a council meeting a month or six weeks in advance of a conference, at which the agenda can be discussed and brought into final form. In the event that amendment of the district bylaws should become necessary, it is advisable that they 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 USPS Committee on Rules is recommended, and final approval by this committee is mandatory.

A district conference should include meetings of all departments and committees of the district to provide a full and complete discussion of all district activities. Details of plans for meetings of the departments are to be arranged by the D/C with the assistance of each department head and committee chair.

Educational meetings during the conference will 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.

4.69 Effective the USPS Annual Meeting conducted 01/28/2012, the District Secretary is no longer required to send district meeting minutes to any national officer. Sends to the Committee on Rules a copy of amendments to district bylaws. The district secretary should send copies of any amendments to the bylaws to the designated member of the Committee on Rules. At the first Governing Board meeting 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 study.

At the following Governing Board meeting the committee or officer assigned the resolution will report its recommendations and the resolution will be presented to the full Governing Board. The text of a resolution is published in the minutes of the Governing Board meeting where it was referred and in the call for the ensuing meeting.

4.70 Entertainment. One of the functions of a district conference is to bring together members of the squadrons. It is therefore urged that a conferences be accompanied by social gatherings, such as a dinner and dance, to attract squadron members and guests.

4.71 Although district conferences are usually accompanied by a luncheon and/or dinner, the price of which is sometimes included in a registration fee, a member is not obliged to pay anything to attend a conference, or to vote, if eligible. This should be made clear in the notice of the meeting.

4.72 Squadron representation. A squadron is represented by its commander and delegates, the number of delegates varying with bylaws of the various districts. It is important that delegates attend the conferences. It is also desirable that representatives of the educational department of the squadrons attend conferences because one of the functions of a conference is to provide an interchange of information among squadrons on educational matters. Attendance by all squadron members should be encouraged.

4.73 Order of business. A suggested order of business at district conferences is stated in USPS and district bylaws.

The vote at a district conference is binding on the district and its squadrons insofar as it relates to district matters, provided it does not conflict with USPS or district bylaws.

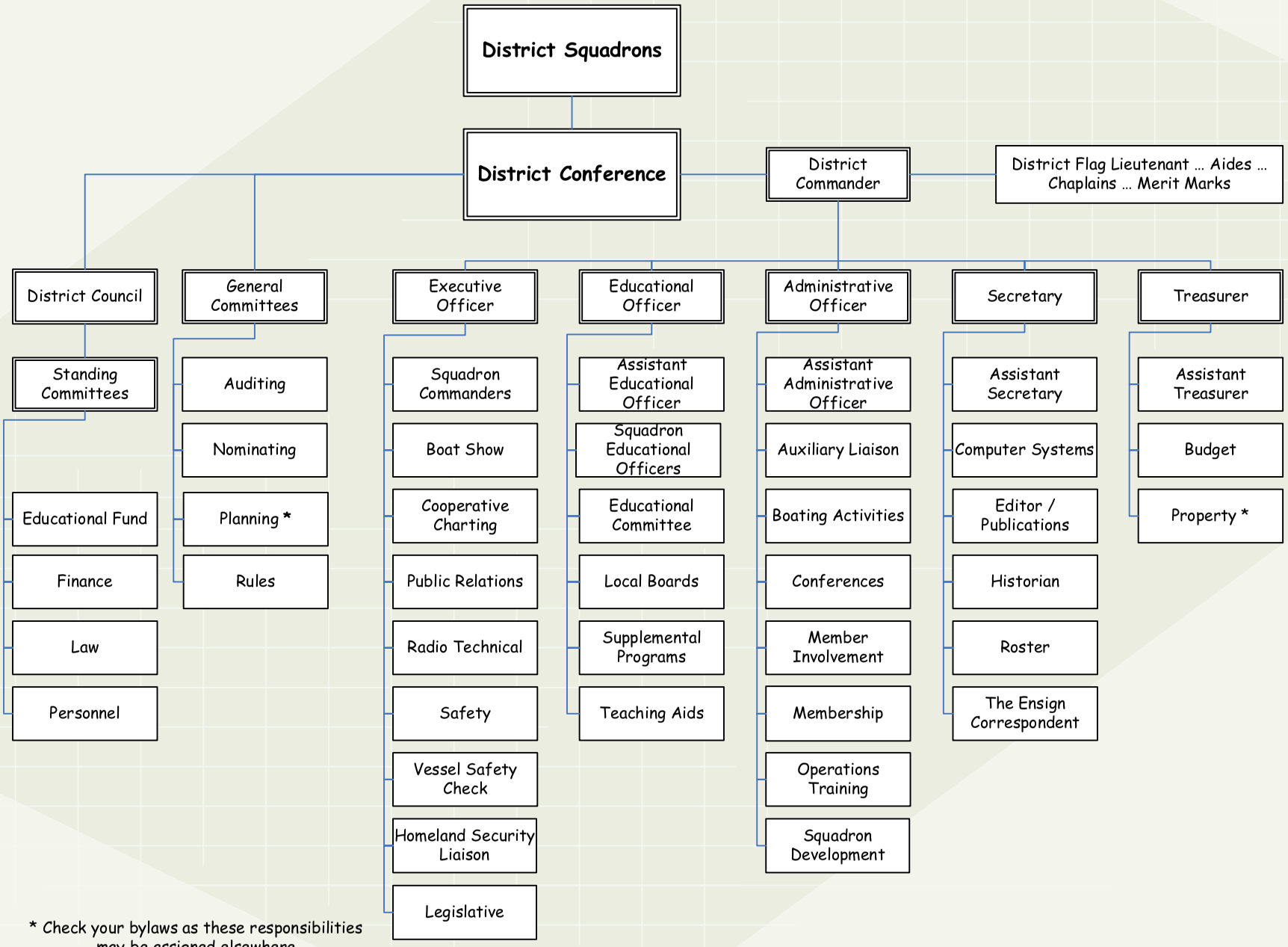
4.74 Distribution of assets. In the event of dissolution and voluntary surrender or revocation of a district, all assets belonging to the district are assigned to the squadrons within that district pro-rated according to the current membership.

If there are no squadrons, district assets are assigned to USPS or to an institution which qualifies for tax exemption under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or such other section of the code by which USPS is exempt. The recipient of such assignment will be selected by the conference or other comparable body of the district. In the absence of such selection, the selection will be made by USPS Board of Directors.

Should the squadrons of the district be assigned to one or more other districts the assets belonging to the district will be divided among such other districts pro-rated as to the membership of the squadrons assigned to these districts.

United States Power Squadrons®

Typical District Organization Chart



* Check your bylaws as these responsibilities may be assigned elsewhere

Chapter 5
SQUADRON ORGANIZATION

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[5.3] Call to National Meetings
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[5.71] Dissolution of a Squadron
[5.72] Squadron Legislative Officer
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A Chart of the Typical Squadron Organization appears at the end of this chapter.

5.1 Role of the Commander. The principal officer of each squadron of the United States Power Squadrons®, Americas Boating Club®, is the commander (Cdr) who is elected by the active members of the squadron.

The commander presides at all meetings of the squadron, including executive committee meet-

ings, and must be fully acquainted with all the activities and operations of the squadron. While the commander is assisted by a staff of officers, committees and educational boards, he is responsible for the success of squadron administration. He is ex officio a member of all squadron departments and committees except as provided in the squadron's bylaws.

Most commanders have a number of years of squadron experience or have held offices, and are acquainted with many squadron procedures. Careful attention to seemingly minor details of squadron operations is essential to a healthy and progressive squadron.

Commanders are urged to study the sections which follow and to apply these principles and procedures to their own squadron whenever possible.

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 Nominating Committee 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 executive officer of the ending watch as the incoming commander for the next. While serving as executive officer, he or she has had an opportunity to learn and observe the duties and responsibilities of a commander. It is a responsibility of the commander to consult and discuss matters with the executive officer in preparation for that officer becoming commander. Likewise, the administrative officer trains under executive officer's tutelage to become the executive officer and, ultimately, the commander.

5.2 Governing Board, District Council and Conference. Each commander is a member of the Governing Board. Each commander is also a member of the district council and the district conference.

5.3 Call to National Meetings. Before each Governing Board and USPS annual meeting, the commander receives a notice of the meeting, agenda and instructions. In the case of matters that are of particular concern to the squadron, the commander should take appropriate steps to determine the desires of the squadron.

5.4 Commander's Kit. The Commander's Kit is a collection of useful documents which will aid commanders and their staffs in their duties. Maintained by the Leadership Development Subcommittee of the Squadron Support and Development Committee, the kit is located on the Site Index of the national website. Included in the kit are the USPS Bylaws, the *Operations Manual*, Squadron and District Officer Guides and Calendars, a Directory of National, District and Squadron Officers and other materials, such as sample forms necessary to the discharge of common squadron duties. The national secretary sends the link in a letter containing information concerning the various the available headquarters services designed to simplify and to assist him in many ways. The wise commander will introduce his bridge officers to the Commander's Kit and encourage them to become familiar with all of the contents - especially the *Operations Manual*.

5.5 Delegation. The first job of a newly elected commander, or even as a nominee prior to election to the office, is the selection of a capable staff of chairs and assistants for all committees. These members, who will serve as lieutenants, should be very carefully chosen for their interests and abilities. The most successful commanders are those who have surrounded themselves with an excellent staff which conducts squadron activities as a team effort. A squadron cannot be a one-man show either, and a commander who fails to delegate responsibility to his committee chairs invites dissension, disloyalty and the breakdown of the organization.

Appointments. USPS Bylaws allow the Governing Board to establish specific departmental committees as necessary to carry out the responsibilities assigned to the various departments. There is no wording in the bylaws requiring newly established committees to be formed at the district and squadron levels.

At the district and squadron level, the commander may appoint other committees consisting

of those customarily assigned to the various departments of a district or squadron by the policy and authority of USPS. They shall perform such duties as are usual for their responsibilities and as may be directed by their department heads and shall make such reports as are required by their operations. So, except for specific general and standing committees (nominations, planning, etc.), there are no specific requirements that squadrons and districts have the same committees as at the national level. It is implied that if they are appointed, that they should follow the national organization as to departments although they are not required to do so.

Squadron bylaws normally provide that the commander may appoint additional lieutenants to assist in carrying out the work of the squadron. These positions include chaplain, flag lieutenant, fleet captain, port captain and aides as deemed necessary. They perform such duties as assigned to them and serve at the pleasure of the commander.

- 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 should also advise conference planning committees on scheduling conflicts with religious holidays.
- The **flag lieutenant** may travel with or for the commander and may assist in handling such details as will expedite the duties of the commander.
- The **fleet captain** keeps boat-owning members apprised of information relating to boating and local waterways, such as reiterating in the squadron newsletter particularly noteworthy items from Notice to Mariners. In squadrons with waterfront facilities, he may serve as dock master and he may be tasked with coordinating fleet activities outside the purview of the boating activities committee.
- **Port captains** are selected for their local knowledge of the major boating areas in which boating activities take place.
- **Aides** assume a multitude of special ad hoc assignments as directed by the commander, such as arranging meetings, entertaining distinguished guests and visitors, conducting surveys and collecting information.

5.6 Special meeting. The new commander should call a special meeting of all newly elected and appointed officers of the bridge and the executive department to outline a general plan of operations for the year ahead and to apprise each officer of his duties.

5.7 Duties of the Commander. The duties of the commander are many and varied. In a very real sense, the commander must be "the first to arrive and the last to leave." The effort and energy which the average commander devotes to the squadron are very difficult to measure.

A district holds conferences and council meetings for the benefit of the squadron; the squadron commander should encourage bridge officers and committee chairs to attend these.

The commander should visit all squadron classes. The commander must give careful attention to arrangements for places to hold business meetings and classes of the squadron. He should hold regular monthly meetings of the executive committee and examine the progress made by each chair. He must keep abreast of the correspondence which comes to him. He must be prepared to report to the membership, as well as at district council meetings, and make an annual report to the district executive officer. The commander should make every effort possible to attend the district council meetings and conferences and the annual and Governing Board meetings of USPS.

The commander should see that squadron members, if they wear uniforms, display their uniform insignia in accordance with USPS policy. Also, the commander should ensure that when members are on their boats, that the USPS ensign, squadron burgee and, if earned, officer flag are displayed properly. He should call attention to improper actions by members and should check on non-members who have not earned the right to fly the USPS ensign.

It is the responsibility of the commander to ensure that the squadron does not become officially and improperly involved in legislative matters, whether local, state or national. Refer to 4.23 on page 4-6 for additional guidance in determining circumstances under which squadron intervention is permissible

5.8 Squadron Apprentices Individuals under the age of 18 may join as an apprentice. The commander should follow the progress of the squadron apprentices, if the squadron bylaws provide for them. Too frequently, apprentices who are interested in attending squadron classes reach membership age but do not become members. A member of the commander's staff should be responsible for periodic reviews of the apprentices' social and educational activities in the squadron.

5.9 Merit marks. Before 15 November of each year the commander must file with the area monitor, a national evaluator assigned to a district and its squadrons, for review and submission to the chief commander, recommendations for merit mark awards for work performed by members for the squadron during the calendar year. Recommendations are entered online at **www.usps.org/merit mark** after first logging into the system.

All commanders should study Merit Marks in Chapter 16 thoroughly and well in advance of the submission deadline. Early in the administration, organization of the systematic collection of data should be undertaken on each member's performance as it occurs, instead of waiting until the year-end and relying on memory.

Each area monitor will give an advisory opinion as to the sufficiency of a member's contribution to USPS.

5.10 Merit Mark Awards. A member having received five merit marks will be awarded the status of “senior member” and the right to wear senior member's insignia.

Upon the award of the 25th merit mark the member becomes a “life member,” is exempt from payment of national dues and is entitled to wear the distinctive uniform insigne and membership pin.

Upon the award of the fiftieth merit mark, the member becomes a Governing Board emeritus member and is entitled to wear the distinctive insigne and membership pin.

5.11 Annual schedule. Following is a basic list of events with some dates for a commander to follow with various forms available from headquarters:

- Attend meetings of the Governing Board. If the commander can not attend, he advises the district commander and makes appropriate vote authorization;
- Attend the district conferences and council meetings. Certify the names of delegates to the district council/conference to the district secretary on squadron letterhead, memorandum, or email;
- Submit suggestions for the agenda in ample time for the district conference;
- Send merit mark recommendations to the area monitor, a national evaluator assigned to a district and its squadrons, before 15 November. Use www.usps.org/meritmark to enter and submit merit marks. The previous commander should be consulted in order to consider work done for the squadron early in the calendar year;
- Send to USPS headquarters:
  - Report on elections of officers no later than 01 February each year, for listing in Directory of National, District and Squadron Officers online using Form OD-2. Please note that this MUST be done even if the COW falls after that date. Headquarters needs this information for the early versions of the officers address book;
  - Certify the names of delegates to each annual or special meeting of USPS. Provide a copy of such certification to each delegate. The National Secretary provides forms and instructions enclosed in each Call to Meeting; and
  - Information report (Form OD-2) listing information and appointments not otherwise reported.

- Check on improper uniforms, insignia or improper flying of USPS ensign (Chapter 12 and Appendix B);
- The Squadron Rules Committee should review the bylaws on an annual schedule and contact USPS when they are considering bylaw revisions;
- Arrange for annual re-examination of local squadron honorary member list. Term of honorary membership is restricted by USPS Bylaws to one year. If an honorary membership is to continue, annual re-election is required;
- Appoint a “Personal Contact Committee” to contact those who are delinquent paying their dues to ensure they are not lost as a result of their own carelessness. Please note that if a dues payment is not made by the end of the member's anniversary dues date, it means loss of membership. When members do not pay their dues, they are no longer considered members of USPS and are classified as 'non-renewing.' Paying dues as a non-renewing member does not incur any penalty as there are no reinstatement fees or penalties charged. If non-renewing members pay dues after a one year period, their anniversary date is reset to the date they pay current dues;
- Direct the Property Officer to take and submit an annual and complete inventory of all squadron materials and equipment;
- It is the obligation of the retiring commander to pass on to the successor;
  - All files concerning squadron business transacted during his term of office, including national and district correspondence and directives from all departments;
  - National and district manuals and merit mark recommendations;
  - Unused forms; and
  - Business correspondence with the members of squadron, district or national. These files belong to the squadron. They can be invaluable in assisting the new commander in the discharge of his duties and to maintain continuity in the squadron's work.

In consultation with the SEO, the commander appoints chairs of the local board for boating, local board for advanced grades, local board for elective courses, teaching aids committee and supplemental programs committee. The SEO lists the names of these appointees on form ED-1, Squadron Appointees, along with other data and forwards them to the district educational officer immediately following the change of watch and whenever there is a change at any other time during the year.

5.12 Verification. The commander should verify that the treasurer has accomplished his assigned actions as outlined in the Treasurer's Manual in a timely manner.

5.13 Delegates. At the national annual and special meetings each squadron is entitled to one delegate for every 100 active members or fraction thereof as of 75 days preceding the meeting. The squadron secretary handles notice of such delegate appointments in accordance with USPS bylaws, the Secretary's Manual, and by further instructions from the national secretary. The commander is also entitled to vote at annual or special meetings of USPS.

5.14 Officers. The commander is assisted by an executive officer, an educational officer, an administrative officer, a secretary and a treasurer, each of whom serves with the rank of lieutenant commander (Lt/C). Together this group is the squadron bridge. An assistant educational officer, assistant administrative officer, assistant secretary and assistant treasurer, if authorized, serve with the rank of first lieutenant (1/Lt or 1st/Lt); officers appointed by the commander serve with the rank of lieutenant (Lt).

5.15 Squadron Affairs are handled through appropriate committees whose chairs and assistant chairs the commander has selected and appointed for their willingness and ability to serve. Chairs each serve with the rank of lieutenant. Except for general and standing committees, which report to the membership and executive committee, respectively, it is necessary that the commander assign these committees either to the executive, administrative, secretary's or treasurer's department as outlined in the plan of organization and typical

squadron organization chart at the end of this chapter.

5.16 Executive officer (XO). The duties of the executive officer parallel those of the national and district executive officers. The commander may assign the XO various other duties as well.

The national, district and squadron organizational charts list some of the duties relating specifically to those committees handling the external affairs of the squadron. As outlined below, the commander should assign to the executive officer the supervision of those committees similarly assigned to the national and district executive officers.

5.17 Executive Department is under the supervision of the executive officer and is responsible for the functions generally described as external. The committees generally assigned to the squadron executive department are:

- Boat Show
- Cooperative Charting
- Liaison
- Legislative
- Public Relations
- Radio Technical
- Safety
- Vessel Safety Check
- Environmental

In most squadrons, the officers usually advance from executive officer to commander. While such practice would be workable written rigidly into the bylaws, it is generally considered to be in order unless the executive officer has failed to meet the qualifications required for commander. The executive officer should be one who is considered a good candidate for being commander. He should be of a temperament which will make him a willing and conscientious right-hand deputy to the commander. He should have initiative and executive ability. As supervisor of those committees coming within his jurisdiction, he shall also act as liaison, through the commander, with the district executive officer.

5.18 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. It prepares material to distribute to the public. These brochures present USPS and the efforts to promote safe boating through education. This committee schedules personnel to staff the booth.

The executive officer should recommend that members staffing a booth or exhibit wear USPS uniform; if this is not possible, he should suggest a USPS blazer, squadron polo or other clothing that will present a good image to the public.

A calendar showing the locations and dates of future public boating courses will promote interest and attendance in this civic endeavor. Copies of the boat show quiz are available from USPS headquarters. The quiz can be used at the show to demonstrate the need for boating education. Potential students can see how much they know, or don't know, about boating by checking their own answers. Also showing the Joe Namath Video Public Service Announcement (PSA) is another excellent way to call attention to the boating booth. The boat show committee is responsible for storing and maintaining the booth and other exhibit materials.

5.19 The **Cooperative Charting Committee (CoChCom)**, under the direction of the committee chair, is responsible for coordinating cooperative charting activities within the squadron. The squadron may report on any area covered by National Ocean Service (NOS) products, but may also have a primary area as assigned by the district. The chair initiates activities such as special cruises, land parties and other activities as may be necessary to encourage participation in the program. The chair also holds training classes, processes all individual reports to the district chair, and checks all reports as prescribed.

In close cooperation with NOAA's National Geodetic Survey Division (NGSD), the committee maintains a Geodetic Program where members help to verify the accuracy of reference points established on the surface of the earth by local, state, and national agencies.

It is the responsibility of the chair to ensure that his committee prepares articles for the squadron newsletter.

The chair is a member of the district cooperative charting committee.

The squadron chair establishes an awards program for the squadron and maintains whatever records may be required to support such a program.

The intent of the cooperative charting program is to provide NOAA with data obtained by trained volunteer observers for use in the production of accurate, up-to-date nautical and aeronautical charts and related products, and the preservation of geodetic benchmarks in the National Geodetic Reference System (NGRS). USPS performs this service in accordance with a renewable Memorandum of Agreement (MOA) between USPS and NOAA.

5.20 The **Squadron Liaison Committee (SLCom)** reports to the executive officer, and consists of the squadron liaison officer (SLO) as chair, appointed by the commander, and other squadron members as he deems appropriate. The SLCom has the same responsibilities and restrictions on a squadron-area basis as those assigned to the DLCom (Chapter 4). The SLO has the responsibility of maintaining all contact records for the squadron. The squadron, the working unit of USPS, furthers the goals of USPS by developing and maintaining good relationships with key individuals of public agencies and other organizations. The committee members refer to USPS Manual for District and Squadron Liaison Officers for a list of suggested individuals and organizations. Each SLO should have an up-to-date copy of this manual which is sent to each squadron commander. Each squadron, under the direction of the SLCom, compiles a liaison directory, a list or file of community VIPs. This important reference initially contains names, addresses and phone numbers of local contacts (Red Cross director, mayor, commissioners, Department of Natural Resources personnel) and any person or organization interested in furthering boating safety and education. The public relations, safety, legislative and educational committees also contribute pertinent data. This network effort will help publicize the educational program and enhances the image and work of the squadron. The directory should be current, on-going and updated with additional records of new resources. When a person is invited to speak at a squadron function, the SLO prepares a fact sheet about USPS and the squadron so that the guest will have some knowledge about the organization, its goals and activities. Following an event it is valuable to record notations in the directory as to the date of appearance and subject expertise of the guest speaker. The directory now becomes a more valuable resource for future planning. It is important to nurture the relationships among local, state and national maritime organizations. The squadron directory is submitted to the DLO to become part of the district liaison directory. The SLO, or members of the SLCom, should be well acquainted with key individuals connected with organizations concerned with maritime recreational activities. The SLO recommends to the commander, without being asked, the names of possible invitees to any phase of squadron activities. The SLO or members of the SLCom will serve as host to the commander's invited guests, as directed by the commander. The SLCom has the responsibility for presenting and retiring the colors. In matters relating to flag etiquette and protocol, the SLO is encouraged to refer to Chapter 12. The SLO makes timely reports to the district liaison officer (DLO) (Chapter 4), when requested, covering the squadron's liaison activities. These reports should include, but are not limited to, the specific liaison goals for the watch year, identity of guests and speakers at squadron functions, names of all organizations and individuals who have helped the squadron.

5.21 The **Squadron Legislative Committee (SLegCom)**, under the leadership of the squadron legislative officer (SLegO), monitors and reviews enacted or proposed legislative matters affecting boating in the squadron area in order to keep the commander and membership informed. The squadron legislative 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, so that determination can be made concerning any action that can be taken on any given matter related to enacted or proposed legislation.

While legislation affecting boating may be of interest to USPS and to its members, taking a position on matters of legislation as an organization or as a member of USPS is not in the 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 USPS or any of its units. USPS 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 (Chapter 4).

The squadron legislative officer has the following duties:

- Effectively monitors all local legislative activity in the squadron's area. Some of this may be delegated, but responsibility for its satisfactory completion remains with the legislative officer;
- Attends all district council meetings and conferences to ensure that all information on legislative activity in the district is available to him and to his squadron. This responsibility should not be delegated to another squadron member;
- Forwards copies of all legislative reports to the district legislative officer so that the district benefits from his efforts;
- Keeps the squadron law and executive officers 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;
- Maintains records of legislative activity of the committee so that appropriate merit mark recommendations may be made each year.

5.22 The **Squadron Public Relations committee (SPRCom)** is chaired by the squadron public relations officer (S/PRO). This officer is critical to the growth and well-being of the squadron. The S/PRO 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. This officer and the PR committee members, who may include the SEO and XO, have two primary duties:

- Publicize information pertaining to the America's Boating Course dates, times, location(s) through various types of media (posters, flyers, newspapers, radio, TV); and
- Implement a year-round public relations program to enhance the squadron's image and increase public awareness of the contributions that the squadron and USPS make to boating safety through education. The PR committee is the most important link between USPS and the public.

Since the squadron executive committee may be the prime source of information that it should convey to the public, the executive officer should invite the S/PRO to attend executive committee meetings.

In addition to being selected for initiative and ability to serve in this position, consideration should be given to the candidate's willingness to remain in office for several years because of the time it takes to establish effective contacts and develop well-coordinated public relations programs. The S/PRO reports to and works under the direction of the squadron executive officer and is a member of the district public relations committee. The S/PRO makes use of the PRO-Log (PR Manual) and all products and material available from the National Public Affairs Committee (PA-Com). It is the duty of the S/PRO to collect descriptions and receipts of the various projects that promote and advertise the public boating classes. He must maintain a list of local media (newspapers, magazines, radio and TV stations, and the editors, and program managers. A new S/PRO should visit each and become known. Another activity which is designated to the squadron public relations committee is the fostering of entries in the three PR competitive contests: the Charles F. Chapman PR Award for compiling the best squadron scrapbook; the Carl C. Mahnken Commander's Cup Award for excellence in developing a slide presentation; and the Roger Upton Video Contest for creating a video production explaining a particular concept and

using a variety of visual images. The S/PRO and his committee have the responsibility and specific duties of promoting classes, image building and promoting the benefits of USPS to the public. However, every member of the squadron shares these responsibilities in telling all boaters who we are, what we do and why they will benefit by being involved with USPS.

5.23 The **Squadron Radio Technical Officer (SRTO)** is a member of the district radio technical committee (DRTCom) [Chapter 4]. 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 assistant RTOs. The SRTO has the following responsibilities:

A) Acts as the focal point in the squadron regarding technical matters and regulations relating to installation and operation of marine electronic equipment, including telecommunications;

B) Establishes 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 stations. Identifies qualified representatives who could be invited to provide programs at squadron meetings. He is to advise the chair of the district liaison committee of all contacts with outside agencies;

C) Takes an active part in all educational activities of the squadron that contain material relating to marine electronic equipment;

D) Attends, or has a representative attend, meetings of the district radio technical committee. When any squadron member with an interest in radio technical activities attends a Governing Board meeting, he should attempt to attend open meetings of the elective courses division and the boating activities committee to determine which national committee has responsibility for his area of interest. The SRTO, 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 RTCom activities and brings them to the attention of the district chair and national chairs of committees concerned with these issues.

Increasingly, committee members may have information technology, computer and Internet/website skills. Many squadrons have established a computer systems committee under the secretary to manage the website.

5.24 Squadron Safety Officer (SSO) The squadron commander appoints a safety officer on the basis of his interest in marine or industrial safety and carries on an informative program during the year in class work and during the boating season.

He should work closely with the educational staff to relate the teaching of certain subjects in their application to the promotion of safer boating. He is responsible for distribution of bulletins, posters, safety literature, et cetera, received from the National and District Safety Committees. It is the SSO's job to inform and advise the squadron membership in conjunction with the Squadron Legislative Officer of any state legislation pertaining to boating. The executive officer should encourage him to become a certified Vessel Safety Examiner.

He should write and submit safety articles to the squadron newspaper. It is his duty, together with the Public Relations Officer, to promote National Safe Boating Week and make the public aware of safe boating practice all year, thereby performing a civic service. He should originate information and news applicable to his local area. He should organize an adequate safety patrol at squadron rendezvous. He should initiate such safety special events as will educate and interest the members of the squadron. He is expected to communicate with other safety organizations in his/her area and serve as a member of the District Safety Committee. [Chapter 4]. The SSO is responsible for the completion and submission of the Safe Boating Week Campaign Activities Report and the Unites States Power Squadrons/Motor Boating Chapman Safety Award reports. Squadron members should be cognizant of any deserving member on an individual basis, company or organization on a squadron/district area-wide basis as a recipient of this award and bring it to the attention of the SSO and the DSO [Chapter 4.]

5.24.1 Environmental Committee promotes

coastline, beach and waterway clean-up. For more information on "America's Water-way Watch," the National Weather Service and the Environment see Chapter 3.

5.25 Vessel Safety Check Committee. The executive officer should encourage squadron members to become vessel safety examiners.

There are various requirements before a person is qualified for this important function. A member must have classroom training, pass a proctored exam and conduct five safety checks under supervision. Each Vessel Examiner (VE) makes a difference in recreational boating safety by making certain that boats meet the federal and state requirements for safety equipment.

After the VE determines a boat passes the inspection, the VE may affix an appropriate decal on the port side of the vessel.

An official uniform identifies those USPS members who are VEs in the VSC program [Chapter J].

The environmental committee promotes coastline, beach, and waterway clean-up efforts through the volunteer efforts of squadron membership. Boaters help especially by removing trash and debris found in waterways that cannot be accessed directly from the shore.

5.26 The Administrative Department of the squadron is responsible for functions generally described as internal. It is under the supervision of the administrative officer. The committees currently assigned to the administrative department are:

- Membership
- Member involvement
- Boating activities
- Meetings and program
- Operations training
- Leadership Development

Because the administrative officer may progress to executive officer and to commander, great care should be taken by the nominating committee in assessing the qualifications and selection of a nominee for this office.

He is next in line in command in the event of absence or incapacity of the commander and the executive officer. As in the case of the executive officer, it is desirable to assign definite duties and responsibilities to the administrative officer to provide the background and experience that will make a good executive officer and commander.

5.27 The Squadron Membership Committee (SMemCom) is under the leadership of the squadron membership chair, an outstanding member dedicated to USPS, appointed by the commander. He reports to the administrative officer. This committee plays a large role in the future growth and success of a squadron. The committee is concerned with the acquisition of new members. The ability of USPS to protect its private status and the integrity of its educational programs depends on strict adherence to membership procedures set forth in the Membership Manual. Refer to Chapter 23. The membership committee reviews, evaluates and processes applications for membership. Under guidelines approved by the Operating Committee, its prime function is to accept applications and recommend these applicants to the squadron's executive committee for approval. After that, membership responsibility passes to the member involvement committee for familiarization of the new members and their assimilation into the squadron. The key to successful acquisition of a prospective member is in the timing and expeditious processing of the required paperwork. Procedures have been designed to eliminate time consuming delays which can result in the loss of potential new members. From the moment the individual indicates a desire to join USPS, time is critical. A knowledgeable, well organized and efficient membership committee translates into a greater number of acceptances. The squadron membership committee can be small, perhaps consisting of a chair and just three or four others. Trained interviewers, when needed, may be recruited from the member involvement committee. Interviewers are trained by the membership committee for this purpose and supplied with the necessary forms and pamphlets. The membership committee must make a con-

certed effort to select and train interviewers in the procedures and techniques used in conducting an interview in the most efficient and expeditious manner. Because interviewing time is often limited, the interviewer should:

A) Explain to the prospective member the purposes, aims, goals and contributions of USPS and of the squadron; and

B) Evaluate the individual's desirability as a member. Effective interviewing requires skill and expertise. These qualities determine the success of the squadron in acquiring members and identifying particular expertise which may be beneficial to the squadron.

The Squadron Member Involvement Committee (SMIC) is composed of a group of enthusiastic squadron members who are responsible for the involvement both in educational and social activities of all members. They must encourage new and active members, as well as inactive members, to participate fully in squadron educational and social activities.

This committee shall be large enough to involve ALL members, for example, one (1) committee member for each fifteen (15) squadron members.

The squadron member involvement committee is responsible for the following:

A) providing warm and enthusiastic welcomes to members in attendance at every educational class and social function;

B) Monitoring the changing needs of the membership and communicating these needs to the squadron bridge and executive committee;

C) Developing a Members Manual which is available to all squadron members. A model is available from USPS headquarters;

D) Surveying a member's skills and interests and reporting findings to the squadron bridge, executive and nominating committees for committee and squadron officer assignments;

E) Developing with the secretary a telephone calling committee that will contact the squadron membership monthly regarding educational and social programs;

F) Developing a buddy mentor program for new members so that they may be properly assimilated into squadron activities;

G) Presenting the squadron orientation programs;

H) Encouraging youth, ages 6-14, to participate in the annual USPS Poster Contest. READER: WHAT IS THE STATUS OF THE POSTER CONTEST? [Chapter 3]. Youth involvement leads to adult membership;

I) Submits retention and involvement ideas to the district Membership Chair, via the Involvement Chair. These ideas will be shared with all of USPS and will be entered in the William Selden IV Member Involvement Retention Award - MIRA contest which recognizes three (3) outstanding involvement ideas yearly. MICA was developed to enable the national membership committee to accumulate retention and involvement ideas for dissemination to squadrons and districts [Chapter 3];

J) Making sure that the New Member Involvement Manual (MI Manual) is a part of the squadron's library and that the ideas contained in this MI Manual are used for the betterment of the squadron;

K) Assisting yearly with contacting non-renewals. The national membership committee sponsors a youth poster contest [Chapter 3]. Squadron winners, first, second and third place in each category will be announced at the district spring conference or summer rendezvous and will be entered at the national level. All participants at the national level will receive certificates of appreciation. It is also suggested that all participants be recognized by their squadrons. There is a William Selden IV Member Involvement Retention Award - MIRA [Chapter 3] developed by the national membership committee. The committee is endeavoring to accumulate retention and involvement ideas so that these may be disseminated to all USPS squadrons. The following rules describe this award:

- Squadron entries must describe a plan that was devised and utilized to solve a member's involvement need that has produced measurable retention results. Before and after figures are welcome.

- The award is presented yearly at the spring Governing Board meeting. Squadrons may submit as many entries as desired.

5.28 The **Squadron Boating Activities committee (SBACom)** plans and organizes various boating activities. Participating in these events fosters fun and friendships. Plans might include rendezvous, raft-ups, cruises, picnics or other on-the-water activities. Boating unites the squadron members in a cohesive unit. The SBACom has the responsibility for coordinating and implementing the boating activity programs in the squadron.

The SBACom meets and selects dates and locations for rendezvous and cruises and clears these with the chair of the district committee so that as few conflicts as possible will occur with cruises of nearby squadrons, district gatherings or local yacht clubs to which members may belong. The SBACom submits these plans early in the boating season to the squadron executive committee for approval.

The 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. Designated committee members are very knowledgeable and articulate about local waters, marinas, repair facilities, and other shoreside facilities and services of interest to cruising members [Chapter 3]. In some squadrons there are two sub-committees, one to take charge of cruises and nautical contests and the other to be in charge of rendezvous. At all times consideration is given to the safety and well-being of all who participate.

Once the executive committee approves of these suggested cruises and rendezvous, the committee works closely with the editor of the squadron newsletter in order to make all members aware of dates and details as early as possible.

Such information as to what arrangements are being made for overnight stops, fuel and meal accommodations, time and place of departure, details of courses to be followed and events to be held will all help to ensure the success of these undertakings. The chair encourages all members holding an amateur radio license to participate in USPS-CPS amateur radio network activities every Saturday at 1700 GMT on 14.323MHz. The squadron boating activities chair is to maintain close liaison with the district chair and to support each program of the boating activities effort. He works with squadron officers on program content and member selection of the committee. Guidance and assistance may be obtained from the district boating activities committee chair and from related national committees. Forms for each program may be obtained from USPS headquarters or the national boating activities committee.

5.29 The **Squadron Meetings, Programs and Entertainment Committee** plays an important part in the success of the squadron. Affairs, such as anniversary parties, change of watch dinners and commander's balls, require much attention to detail. A large committee might be divided into three smaller committees or sub-committees, each with specific responsibilities. Various detailed tasks are easier to manage and can be delegated to a smaller working group. The meetings sub-committee secures the meeting place, arranges for the conduct of the meeting such as size of the head table, rostrum, number of seats and microphones, tickets, menus, decorations and flags.

The program sub-committee is responsible for obtaining the guest speaker or the “program for the evening.”

The duties might entail requesting the “biography” of a speaker and preparing his introduction. It also might prepare announcement posters or the news article about the program plans which will appear in the squadron newsletter and local newspapers. The entertainment sub-committee arranges for an orchestra or some type of music, obtains equipment for showing a movie or secures any necessary equipment and works out details in cooperation with the program committee. It is important that the meetings, programs and entertainment chair informs the commander of all plans prior to making final arrangements, and it is the commander's privilege to finalize seating arrangements.

5.30 The **Leadership Development Committee (LDCom)** conducts the squadron operations

training and leadership development programs in accordance with standards set forth by the national operations training committee [Chapter 3]. It is responsible for recruiting and training other members of the squadron and for providing trained instructors for conducting its many courses and programs. The LDCom chair reports to and consults with the district LDCom chair [Chapter 3]. This committee has the responsibility to employ two important programs. The operations training program is a management tool which offers members the opportunity to learn about the workings of USPS, including the relationship among squadrons, districts and the national organization. It includes insight into squadron education, training, staffing, planning, conducting a meeting, USPS protocol and communications. The program, presented in modules, normally takes about twelve hours in class; however, there is no exam. Each squadron offers the program at least once each year and encourages all members to complete it. It is a pre-requisite for becoming commander, unless waived by the district commander under extenuating circumstances. The leadership program presents workable tools for a practical approach to leadership. It provides a means of identifying and choosing the proper course of action in using situational leadership and various leadership styles. The program consists of three parts: leadership, communications and motivation. This program normally takes about three hours in class; however, there is no exam. It is recommended that the program be offered at least every other year. The OT chair requests from headquarters on forms OT-2 and OT-3, certificates of completion for each member completing the operations training and leadership development programs. Presenters Guides for the OT and LD programs are available as tools for squadron chairs and presenters to aid and facilitate their presentations. Both contain important tips for each topic and include PowerPoint slides and speaker notes, OT and LD program manuals, forms and this *Operations Manual* (used extensively in OT) which may be downloaded from the LDCom web-site.

5.31 Educational Officer. Each squadron is to have a squadron educational officer (SEO), who supervises the educational program of the squadron. Nominees for this position must be approved by the District Educational Officer or his designee.

5.32 Assistant SEO. If authorized by the squadron bylaws, there may also be an assistant squadron educational officer (ASEO) to assist the SEO as directed. Nominees for this position must be approved by the District Educational Officer or his designee.

5.33 Squadron Educational Activities are found in manuals as published by the Educational Department, which contains the necessary information to execute the position of SEO. This Chapter is currently under revision.

5.34 Secretary. The duties of the secretary (Secy) are referred to in USPS Bylaws and are outlined in detail in squadron bylaws. A stand-alone Secretary's Manual and the Squadron Job Descriptions appended to this *Operations Manual* contain the necessary information to execute the position of squadron secretary. Additional duties of the secretary have developed as a result of need.

The following committees are recommended under the secretary's department:

- Historian
- Directory (roster)
- Calling (telephone)
- Newsletter (publications)
- The Ensign correspondent
- Computer systems committee (website)

5.35 The **Squadron Historian**. For the preservation and indexing of valuable historical material, each squadron should have an historian. The commander appoints a member willing to serve in the office more than one year so that the historian becomes a link between changes of watch.

The squadron historian has the rank of lieutenant (Lt). Files of correspondence, records and reports from all officers and committee chairs will attain considerable bulk and are submitted to the historian for retention in the archives. The Historian may dispose of those with no historical value. Discretion is used to decide which files to retain; however, it is a requirement that membership

records be kept for five years. Much of the routine correspondence concerning address changes, transfers and resignations quickly lose value and can safely be destroyed. However, there are records and reports which are kept because they are the history of the squadron. The historian prepares and files the annual squadron reports the Historian's Form, sometimes referred to as Form H-701 which is currently being redeveloped. It is due 30 days after the squadron's change of watch. Two copies of the printed or electronic reports are forwarded to the district historian who retains one copy for the district files and forwards the second to the national historian committee representative. Squadron historians must archive the completed report using the designated history archive function. With the report data archived, prior year history reports can be recreated. The historian is responsible for publishing articles in the newsletter which relate to the history of the organization, particularly to commemorate USPS Founders' Day (2 February) or anniversaries.

The squadron historian's records include:

- Minutes of the original organizational meetings
- The original squadron charter (laminated for protection)
- A copy of the incorporation papers, including periodic endorsements
- A color rendition or photograph of the squadron burgee and its heraldry
- Bylaws, including all amendments adopted
- Important correspondence (congratulatory and official)
- Minutes of all meetings (annual, special, executive committee, including reports)
- Publicity (newspaper clippings, radio and TV scripts and photographs)
- A complete file of squadron periodicals (newsletters, directories) and annual reports
- Biographies and photos of past and present squadron flag officers
- Submissions to the Charles F. Chapman PR Award for compiling the best squadron scrapbook

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

Restriction. A roster of officers, members and committees is to be considered strictly proprietary and not available to any outside individual, organization or agency. No member of USPS may use any such source for any purpose, public or private, outside the normal activities of USPS without approval of the Board of Directors.

5.37 The S**quadron Telephone Calling Committee** is a very important and valuable group. This special committee is probably unique at the squadron level. This committee is the personal contact, a real person, notifying the squadron members by telephone of coming events and inviting them to participate in these activities. An oral invitation to a meeting, rendezvous or social has special meaning when it is a personalized message. Remember that some members do not have or do not use email communications. Usually one person is designated as chair, and the committee members are assigned various members to contact on a regular schedule. This committee has the dual role of also being part of the membership involvement committee under the administrative department.

Increasingly, squadron members use email and text messaging which is fast and convenient. However, do not dismiss the value of a member to member conversation with a real person. Not all members have computers or smart phones. The committee should identify these members.

The following are guidelines for the telephone committee:

- Establishes procedures and schedule for regular contact of all members (except any specifically wishing not to be contacted)
- Organizes a committee with enough members for the squadron membership (a good ratio is 1 committee member for every 10-15 squadron members)
- Add new members to the calling list as soon as they have joined the squadron and want to participate in a job.

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

5.38 The (publications) **Newsletter Committee** in the squadron is chaired by the editor. He and the committee members are responsible for editing and publishing the newsletter. These publications vary from a simple one-page monthly newsletter to a magazine complete with pictures and advertising. Newsletters are the media by which all USPS activities are brought to the attention of the membership. In so doing, 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 the many activities. In addition, newsletters provide information on educational programs, boating safety and social events.

The newsletter committee includes members with talents appropriate to the needs of publishing. These members are writers, artists, photographers, cartoonists and graphic arts specialists. Newsletters contain inspirational or motivational articles written by the commander or a designated bridge officer. They also carry informational articles written by other bridge officers, in addition to squadron, district and national news and notice of coming events. It is important that the editorial content and all features be in accordance with USPS policies. Any questions dealing with standards are discussed with the respective commander or his representative. The commander assumes complete responsibility for the contents of the publication.

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 then receives recognition in the district publication [Chapter 4].

Most squadron newsletters are published monthly, with the possible exception of July and August.

In addition to the normal distribution of publications to the squadron membership, the secretary or editor should send copies to the national bridge officers, the chair and assistant chair of the national publications committee [Chapter 3] and to the chair of the district publications committee [Chapter 4].

Squadron newsletters that are outstanding and follow specific accepted rules of good publication receive recognition from the national publications committee.

The squadron newsletter must conform to national communications committee graded criteria. The criteria contain mandatory requirements and suggested items. The editor sends four issues before 31 October to a designated advisor assigned to a district and its squadrons. The advisor will determine if the publication is worthy of the Distinctive Communicator Award (DCA), a special logo that appears on newsletters the following year [Chapter 3].

5.39 Correspondents to The *Ensign* are appointed by each squadron commander based upon ability as a writer and reporter. The Ensign correspondent:

- Writes and solicits articles of noteworthy activities such as cruises, rendezvous, public relations, cooperative charting efforts and other information of national interest and forwards them to The *Ensign* editor
- With the assistance of the squadron or district photographer, obtains pictures to accompany

such articles, as well as photos suitable for The *Ensign* cover pages
- Solicits advertising for The *Ensign* and may earn commissions for the squadron
- Becomes familiar with The *Ensign* monthly feature and deadline schedule
- Checks the squadron newsletter distribution list to see that the appropriate member of The *Ensign* committee receives a copy of all publications.

5.40 Many squadrons have established **Squadron Computer Systems Committees** (SComSysCom) and the number continues to increase. These committees are valuable in promoting continuity in the use of computers within USPS and also alerting the public to the location and work of USPS. The SComSysCom has four main functions:
- Maintains the local roster
- Locates local help-desk for USPS supported software
- Creates the local website
- Interacts with district ComSysCom [Chapter 4] and the Information Technology Committee [Chapter 3].

Many squadrons have designed their own website. The squadron website must conform to national communications committee graded criteria. The criteria contain mandatory requirements and suggested items. A model website is available from headquarters that includes all of the graded features. The webmaster should contact his designated web advisor who is assigned to a district and its squadrons. The advisor will determine if the website has mandatory items displayed and is worthy of the Distinctive Communicator Award (DCA), a special logo that appears on websites the following year. The squadron website can be thought of as a giant marketing tool, not just for the squadron, but for the public boating community as well. On the site, the webmaster may list information about the squadron, such as the location of the unit, the dates and places of the various public boating courses and a contact person. In addition, pictures, articles and other newsworthy items show not only why safe boating is important, but also why America's Boating Club is fun and a family oriented organization.

Secretaries and treasurers easily maintain their records with their counterparts, district secretaries and treasurers, using the on-line resources available from national headquarters. Each squadron and district is able to establish an electronic mailing list. This mailing list can be used to post notices, exchange ideas or supplement the squadron newsletter. Many of the forms used in USPS are maintained on the ever-expanding and improving USPS members' website. The national committee counterpart is the information technology committee [Chapter 3] which is available to assist squadrons with their web pages.

As previously mentioned, the ComSysCom may be responsible for the squadron roster. Roster maintenance is an extremely important function within USPS. It is through this mechanism that headquarters is able to keep the database up-to-date with the following information:
- Member name
- Current job within USPS
- Address
- Rank and grade of member
- Telephone number
- Name of boat
- Spouse name

Other information that is maintained electronically is the reports of the historians. Also the resume of each member is recorded on USPS computer, and now can be completed and submitted directly to the Committee on Nominations. This data is valuable and useful for the nominating committees at all levels.

The following is a list of reference areas available to members, and the list continues to grow:

A) USPS news groups

B) Mailing list (email)

C) Members' email directory

D) Course descriptions, advanced and elective

E) USPS graphics, clip art, approved logos with copy right and trade mark information

F) National committee pages

G) Squadron and district home pages

H) Boat insurance program

I) Discount services for members

J) Port captains list

K) Ham radio roster

L) Model bylaws (squadron, district and provisional)

M) Archives

N) Various software

O) USPS Bylaws and Operations Manual

5.41 Printing. The squadron may require a good deal of printing such as letterheads, envelopes, application blanks, bylaws, tickets and menus for meetings and rendezvous, programs and possible yearbooks and squadron newsletters.

Unless someone is especially designated to arrange for this work, ordinarily it will be the secretary's duty. The squadron can save money by using good judgment in selecting a printer, deciding whether a given job should be done by printing or some other process, and estimating quantities required. The National Secretary may be of help to squadrons requiring this service.

5.42 Duties of the Treasurer. The duties of the squadron treasurer are referred to in USPS Bylaws and squadron bylaws. A stand-alone Treasurer's Manual and the Squadron Job Descriptions appended to this Operations Manual contain the necessary information to execute the position of squadron treasurer.

5.43 The **Executive Committee** handles the business of the squadron. This committee usually consists of the bridge officers (commander, executive officer, educational officer, administrative officer, secretary, and treasurer), and three or more members-at-large elected by the membership. In addition, a squadron may, if its bylaws so provide, permit its immediate past commander to serve as a voting member of the executive committee. All members of the executive committee must be elected by the squadron's membership.

This committee acts as a board of directors and advises the commander on most aspects of squadron activities. The squadron bylaws usually define the powers and functions of the executive committee.

The executive committee has general charge of the policy, management and finances 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 and its recommendations for the following year must be presented to the membership for vote in time for dues notices to be prepared and mailed by headquarters.

Another responsibility of the executive committee is the approval of applications to membership. Candidates are recommended by the membership committee, and these recommendations are acted upon by the executive committee. This committee also approves nominations for associate membership, honorary membership and for transfers into the squadron.

The executive committee may approve a selection of apprentices as provided for in USPS and squadron bylaws.

The executive committee interests itself in the educational program of the squadron and approves the times and places for instruction.

Any vacancy in an elective office in the squadron may be filled by the executive committee until the next meeting of the squadron or until a successor shall be duly elected.

5.44 There are certain squadron functions performed by committees designated in the squadron plan of organization as either G**eneral Committees** or S**tanding Committees**. By the nature of their duties and responsibilities they report to the membership (general committees) or the executive committee (standing committees).

5.45 The chair and all members of the following **General Committees** are elected by the squadron in the spring or fall, depending on the bylaws of the squadron:

- Auditing
- Nominating
- Rules

5.46 The **Auditing Committee** audits funds and records on the basis of the fiscal year established in the bylaws. Usually the committee consists of a chair and two members who are elected annually. The committee, experienced in finance and record keeping, is responsible for auditing and verifying the financial status and procedures of the treasurer's department.

The auditing committee furnishes a detailed report of performance and accuracy to the membership before it accepts the annual treasurer's report. Procedures for auditing the treasurer's records are in the *Treasurer's Manual*.

5.47 The **Nominating Committee** is responsible for selecting a slate of officers. The committee weighs the qualifications of members being considered for elective office and then nominates candidates. Nominations from the floor for elective offices are often unsatisfactory. The size of the nominating committee varies according to the bylaws.

Election of the members of the nominating committee itself is almost as important as the election of officers. The commander points out any restrictions on nominations imposed by the squadron and national bylaws or procedures. It is undesirable to nominate newer members; however, past commanders are well qualified because of their experience. Furthermore, past commanders have already served, and they usually are not considered for elective office, although they are good candidates for general committees.

The “model” bylaws provide that members of the nominating committee be elected in successive years so that there is continuing experience on the committee. Therefore, each member elected is designated a prescribed term of office. This is desirable for it provides a nucleus of members acquainted with the details of previous considerations of the committee. It is imperative that the committee has extensive knowledge of these qualifications. This comes from years of experience.

There is sometimes a tendency to nominate from the floor the number of members required for the nominating committee and then move to close the nominations, giving the membership little choice as to who is on the committee. This can be avoided if the commander declines to recognize the motion to close nominations until more than the number required for the committee have been nominated.

The Nominating Committee may conduct several meetings while preparing the list of nominees for the next election cycle. The committee may interview prospective nominees, including members who might not be considered candidates for the next election. For example, the most recent past commander might be asked to suggest candidates for elective office and to comment on the abilities of the officers who held key positions during the prior year. The committee needs to conduct such interviews in a way that its decision-making process is not revealed.

The committee weighs the qualifications of members being considered for elective offices. Nominees for bridge officers are chosen on a basis similar to sound business practices. The duties of the job come first. The nominee possesses the requisite abilities, including dependability, willingness, steadiness of work habits and the time to devote to the job. He is well enough liked to inspire members to work with him. It is important that the committee consider the views of all of the membership, not a select group.

The nominating committee asks the candidate if he is willing to stand for election.

The nominees for squadron educational officer and his assistant require special handling. The committee sends these to the national educational officer or his designee for approval. After receiving approval and when the committee reaches a conclusion for a slate of nominees, it submits its report to the secretary. It may report on the nominations to the membership when called on to do so.

When the committee reaches a conclusion, but before it reports the nominations to the secretary, the nominating committee chair secures from the national educational officer or his designee approval of the nominees for educational officer and his assistant.

When the national educational officer or his designee approves of the nominees, the committee submits its report to the secretary. The secretary includes the report of the nominating committee in the call to the meeting at which the election is conducted.

Any member who does not support the nominations of the nominating committee may submit other nominations by petition, as specified by the squadron bylaws, to the secretary. If provided in the bylaws, nominations from the floor by active members may be made to fill a vacancy at the time of election in a properly formulated slate of nominees.

5.48 The R**ules Committee** is the guardian of adherence to bylaws and USPS policy matters. It does not have the authority to finalize or amend any action pertaining to them. The committee interprets the bylaws and advises the commander on procedural matters. The chair often serves as parliamentarian at the meetings. Committee members have a complete understanding of the bylaws and have copies of both the local and USPS Bylaws. Usually from three to five members serve on the committee, and by electing some of the members each year, the membership on the committee has continuity.

The committee prepares recommendations and changes where necessary to keep bylaws up-to-date. All decisions or actions required to amend bylaws are channeled through the Committee on Rules [Chapter 3].

It is imperative that squadron bylaws be consistent with the policies of USPS. In addition, squadron bylaws must also be consistent with the bylaws of the district to which that squadron is assigned. At frequent intervals the squadron rules committee compares its current bylaws with the "model" bylaws for squadrons and the district bylaws. A copy of the current model is included in the "kit" provided to commanders upon their election. The rules committee may order printed copies and copies on diskette of the “model” bylaws from headquarters.

Also there are copies, which may be downloaded, on the members' page on USPS Website.

A definite procedure exists when it becomes necessary to amend squadron bylaws, or to change a squadron name, or to adopt bylaws by a new squadron. The usual practice is for the executive committee to discuss and agree on the desired changes. The preparation of the specific amendments is assigned to the rules committee.

It is important that an early, informal review be made by USPS ComRules, before amendments are presented to the membership, to avoid any embarrassment arising from issues which may cause the need for a second vote of the membership.

The ComRules assignments are listed in USPS Directory of National, District and Squadron Officers and on the committee website. Any deviation from the model is underlined in red or highlighted and explained in an accompanying letter. One copy of the current bylaws accompanies any proposed amendment. Prior review by the Committee on Rules helps to avoid ambiguities and other difficulties and expedites subsequent approval by the committee. Following action on changes suggested by the Committee on Rules, the bylaws or amendments are presented to the squadron executive committee which then proposes adoption by the membership. Care is taken during the process that any current bylaw provisions relating to amendments are followed closely.

After action by the membership, the squadron secretary submits the adopted bylaws or amendments to the same member of the Committee on Rules with a request for formal approval. The following documents are included with any such request.

One copy, preferably electronic, of the bylaws or amendments adopted by the membership and one signed copy of the certification should be sent

to the member of USPS ComRules with oversight responsibility. Any electronic copy which includes signatures must be scanned or may be mailed as a single sheet if scanning is not available. Bylaws become effective on approval by ComRules. The secretary should then notify the membership.

Note that a name change is a change in the bylaws and must follow the same basic procedure. The name change may need to go to ComRules before it goes to the membership. The addition of "Sail and" already has preliminary approval and need not be separately preapproved by ComRules. A geographical change needs preapproval by ComRules and final approval by the Governing Board. Again, send only one copy, preferably electronic, of the bylaws and the scanned approval sheet to ComRules.

5.49 **Standing Committees** report to the executive committee. The following committees are usually standing committees or individuals, appointed by the commander with the approval of the executive committee:

- Finance
- House
- Personnel
- Law officer
- Supply officer
- Property officer

5.50 The **Finance Committee** works in close cooperation with the treasurer. It prepares the budget and, in general, plans the overall financial affairs. It also investigates and approves any investment of funds. There is no conflict with the operations of the treasurer, who has the responsibility of administration, or the auditing committee, which reviews and verifies the financial transactions. All requests for financial appropriations are sent to the finance committee. Then there is approval by the executive committee or squadron membership, depending on the bylaws.

A budget committee and financial committee are often combined into one committee, and then this committee is responsible for the financial operations of the organization.

5.51 Some squadrons may have need of a **House Committee** to manage buildings or premises owned or leased by the squadron for offices or meeting purposes.

This committee also assists as directed by the commander in obtaining rooms and facilities for meetings, educational programs and other squadron activities.

Before the squadron builds or acquires property for any cause, the commander shall discuss the situation with the national law officer before the squadron commits itself to any real estate action.

5.52 The members of the P**ersonnel Committee** are appointed by the commander with approval by the executive committee. This committee performs two important functions. The first is to maintain an inventory of the skills and interests of each member so that these members may be called on for staff positions, chairs and committee assignments. This committee makes appropriate recommendations to the commander.

The second function is to plan suitable recognition of individuals or organizations which the squadron wishes to recognize. There are many forms of recognition: letters, plaques, flags or certificates. It is important that recognition be carefully considered for it is embarrassing to honor one and neglect others.

5.53 The **Squadron Law Officer**, appointed by the commander, is a member of the bar of the state where he holds squadron membership. He may have an assistant law officer who also is an attorney. The law officer is the legal counsel to the commander and all committees. He supervises disciplinary hearings and maintains a liaison among squadron, district, and national law officers. There is cooperation among all levels. The law officer is concerned with the incorporation of the unit and the compliance with state and local laws which affect the various activities. He also assists or substitutes in the duties of the rules committee or the legislative committee as the situation requires. All squadrons within a state must operate on the same basis with respect to the laws of that state.

Before a law officer takes legal action on any matter involving USPS or any of its squadrons or members, the national law officer and chief commander must be notified.

One important responsibility of the law officer is to review the process and progress when a squadron desires to become incorporated. It is desirable for squadrons to incorporate, and this is possible as a non-profit organization [IRS Code 501(c)(3)] under the laws of the state in which the organization has its main activities. Consultation with the law officer of the squadron will make known the advantages of incorporation.

Before the law officer files incorporation papers, he sends a copy of the proposed articles of incorporation to USPS law officer for his approval.

If such incorporation requires any change in a squadron's bylaws, such proposed change or changes must also be submitted to USPS chair of the Committee on Rules for consideration and approval.

5.54 The appointed S**quadron Supply Officer** brings to each meeting a small supply of burgees, ensigns, insignia, belts, and tie clips. Most of these items are obtained from the Ship's Store located at headquarters. The supply officer also has catalogs to which he can refer the members. He is an advisor and is completely familiar with all provisions of the bylaws and the Operations Manual which affect these items. He reports to the administrative officer any irregularities concerning articles which have definite specifications or of unauthorized sources selling USPS ensigns or articles bearing its reproduction. The supply officer provides a great service and convenience for members of USPS. This officer may serve the commander as a standing committee or may report directly to the treasurer, depending on the squadron bylaws.

5.55 The P**roperty Officer** and members of his committee, appointed by the commander, maintain an inventory of all properties belonging to the squadron. These include films, projectors, slides, flags, teaching aids, computers and awards. It is important to know the location of these items.

The property officer makes a report of this inventory at least once each year to the executive committee. This annual inventory is necessary for the squadron to provide adequate insurance coverage for its property. This committee may report directly to the commander as a standing committee or may serve in the treasurer's department, depending on the bylaws.

5.56 Business Meetings. Each business meeting of the squadron should be well planned. All squadron meetings are held in squadron buildings, marinas, schools, available buildings or other appropriate facility. After the place has been selected, notice should be mailed to members. 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 should prepare reports for the membership. The meetings committee, entertainment committee or other group should make arrangements for post-meeting entertainment.

5.57 Squadron Annual Meeting. The squadron's annual meeting is the meeting at which squadron officers are elected. Many squadrons conduct their annual meeting between October 1st and December 31st. This allows newly elected officers to attend the USPS Annual meeting normally conducted at the end of January. The timing of this annual meeting Change of Watch (COW) should be in the squadron bylaws. This timetable also permits smooth transition at the national, district, and squadron levels. The period between election and assumption of command permits orderly completion of the old administration's affairs and preliminary organization time for the new.

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 should make the program for the annual meeting sufficiently interesting to attract good representation.

Squadron meetings are sometimes followed or preceded by a dinner for which a charge is made; however, a member must be allowed to attend any

meeting itself without charge. A member cannot be required to pay for the privilege of voting.

At the annual meeting the order of business outlined in USPS Bylaws should be used. All elected and appointed officers should render complete reports on activities within their purview. The commander's report should outline what has been accomplished by the squadron generally and include a brief resume of what USPS has accomplished in the interest of boating.

The treasurer shall submit for acceptance a complete financial report after approval of the report by the auditing committee. To aid the secretary, all reports should be in writing and submitted in electronic format.

All appointed officers should be discharged with thanks by the retiring commander, in deference to selections which may be made by his successor. The chair should then be surrendered to the senior national or district officer present, or to a past commander of the squadron for conducting the election of officers for the ensuing term.

The nominating committee chair should read the report to the membership present.

The secretary should then be asked for any nominations as prescribed under the bylaws. The balloting for office should then begin and continue until all elective offices have been properly filled. Polls should remain open only for the first hour after the election has been initiated as an order of business, and all contested offices must be decided by secret ballots cast in person. If no offices are contested, the election may be approved by a motion for unanimous consent by a show of hands. If passed, the election is completed.

Upon election to office, the new squadron bridge, other elected officers, and new members of the executive committee should be introduced to the general membership. In squadrons whose bylaws provide for those elected to assume their new duties immediately, the newly elected officers 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 should be a reasonable period so as not to delay the programs of the incoming administration. It should be noted that newly elected officers are not officially recognized until they are pledged in.

5.58 Disciplinary Action. Any member may file a charge of misconduct against any other member. The charge must be filed with the secretary of United States Power Squadrons and subsequent actions taken as prescribed in USPS Bylaws and [Appendix E].

5.59 Squadron Bylaws. It is imperative that squadron bylaws be consistent with the policies and bylaws of USPS and the bylaws of the district to which the squadron is assigned. At least annually a squadron's Rules Committee should compare its current bylaws with the current published version of Model Bylaws for Squadrons of USPS® which can be found on and downloaded from the Committee on Rules (ComRules) on the national website. The current squadron bylaws should also be compared with the bylaws of its assigned district which can also be found on the ComRules website.

Once it is determined that a chartered squadron's existing bylaws are to be amended, the entire proposed bylaws, together with material supporting and explaining deviations from the model should first be sent for formal review to the ComRules oversight representative assigned to support squadrons in that district. These committee representatives are listed in the USPS Directory of National, District and Squadron Officers, on the ComRules website under “Oversight” and in the introduction to the squadron model bylaws. Any proposed deviation from the model wording must be explained in documentation. Deviations from the model may be permissible for a variety of reasons as long as they do not violate the USPS bylaws or USPS policy. The ComRules representa-

tive will review the entire bylaws as proposed, to ensure that they will be consistent with USPS bylaws and policy if adopted. The representative will indicate any modifications which should be made and may also make some optional suggestions from experience with other squadron or district bylaws.

It must be emphasized that whenever a modification of squadron bylaws is contemplated, even including just a name change, the entire document must be in consonance with USPS bylaws and USPS policy. This may mean that portions of previously approved bylaws no longer meet USPS policy or are now out of compliance with changes in USPS bylaws, and therefore also need to be changed. It is much easier to accomplish this and keep up to date with USPS bylaws and policy changes by downloading the current squadron model bylaws and tailor them to meet the squadron's present needs than it is to attempt to force existing bylaws to conform to the model.

After incorporation of any changes suggested by ComRules, the squadron Executive Committee should endorse the bylaws or amendments and then propose them to the squadron membership for adoption. Care should be taken during this phase to ensure that the steps below and the provisions of the squadron's current bylaws relating to amendments are followed precisely.

When a bylaws proposal is to be voted upon, members must be informed of the proposed changes in either of two ways:

1) Publishing a full, verbatim disclosure of the amendments or changes in a timely notice of the meeting at which a vote is to be taken; or

2) Making available multiple copies of the current and proposed bylaws for inspection at two successive regular or special membership meetings. The second of these meetings may be the one at which the vote is to be taken. During the voting meeting, additional amendments and/or changes may be introduced from the floor and require only a simple majority vote to be included into the proposal. However, after all such additions have been decided, the final vote for adoption requires a two-thirds majority vote to adopt the proposed bylaws. The notices of these meetings must provide a statement of the means of notification to be made available so that members may understand the proposed changes and specifically indicate the meeting at which the vote to adopt will be taken.

After adoption by the membership, the squadron secretary should submit to the ComRules representative a request for final approval. This request must be accompanied by the following material:

- One complete copy of the bylaws as adopted by the squadron. This copy may be sent by U.S. mail, but sending it electronically in MS Word DOC format is cheaper, much faster and easier for ComRules to process.
- Three paper copies (not folded) or one electronic copy of the Certification and Approvals page, shown as page x in the introduction to the squadron model, properly signed and dated by the squadron secretary, attesting to the bylaws' adoption.

The ComRules representative will review the amended bylaws in their entirety and if no defects are found, grant final approval by signing and dating the approval block on the signature page. That date becomes the effective date of the revised bylaws. If ComRules detects a flaw in the adopted bylaws, such as a failure to incorporate modifications suggested at time of preliminary review, the squadron may be required to repeat the amendment process to correct the defect before final approval can be granted.

Following receipt of final approval by ComRules, the membership should be so advised through a notice in the squadron's newsletter or by other broad-based media.

It should be noted that throughout the bylaws amendment process correspondence between the squadron and the ComRules representative can be significantly expedited if email is employed. Email addresses for all ComRules representatives are given on the committee's website and in the national directory. All transmittal of bylaws and all

documentation may be by email attachment, in which case only single copies of each are required as long as any signatures are faithfully reproduced.

Once approval is granted, if not already done by the ComRules representative, the squadron should perform final housekeeping on the document, including showing the effective date on the cover and page footers, and sending it back to the ComRules contact for uploading to the ComRules website's repository of squadron bylaws and to the USPS headquarters squadron bylaw files.

5.60 Changing a Squadron's Name. Changing the name of a squadron is effected by amending its bylaws. A squadron name must include its geographical significance followed by the words Power Squadron (, Inc.) or Sail and Power Squadron (, Inc.). The amendment procedure may differ from the above process depending on the type of change intended. To preface "Power Squadron" with the words "Sail and", the normal bylaws amendment process as described above should be followed, keeping in mind that the entire bylaws will still be reviewed, not just the name change. However, to change the geographic component of the name - that part which distinguishes it from other squadrons - the district council must review and agree to the change prior to contacting ComRules for their review. The final approval of a change to the geographic portion of a squadron's name must be granted by the USPS Governing Board. If there are no negative findings, the Chairman of ComRules will act as the squadron's advocate and present the name change request to the Board of Directors. At the next meeting of the Governing Board the national executive officer can move to approve the name change.

Finally, a squadron which is incorporated should remember that when it changes its name it may also be required to amend its state articles of incorporation. The district law officer or an appropriate state agency should be consulted in this regard. In no case may a squadron amend its state articles with respect to its name prior to USPS approval of its name change.

5.61 Establishing a New Squadron. A group of 25 active members of USPS can apply for a charter to establish a new squadron, unless otherwise approved by the Board of Directors, by submitting a written application, addressed to the Governing Board, to the chair of the Committee on Rules, accompanied by a set of bylaws proposed for that squadron, and by meeting such other requirements as the Governing Board from time to time prescribes. Members signing the application attach letters of transfer to such new squadron endorsed appropriately by the commander or secretary of the squadron from which the member wishes to transfer, or by the national secretary regarding any unattached member who wishes to transfer.

Unless otherwise ordered by the Governing Board, a charter becomes effective as of the date upon which its issuance is authorized and it bears that date. Names of charter members appearing on the charter are in alphabetical order without rank or title except grade designation.

The squadron charter is issued by the national secretary upon approval by the Governing Board of the application together with its accompanying bylaws. Such charter may be revoked, withdrawn or suspended by the Governing Board when in its judgment continuation of the squadron is not in the best interests of USPS.

Incorporation of squadrons. It is desirable for a squadron to incorporate, and it may do so as a nonprofit organization [IRS Code 501(c)(3)] under the laws of the state in which it has its main activities. Consult the law officer of the squadron or district for information on the advantages.

Before incorporation papers are filed, a copy of the proposed articles of incorporation must be sent to USPS law officer for his approval, if such incorporation requires any change in squadron bylaws.

5.62 Gifts, bequests and grants. USPS or any of its divisions, committees, districts or squadrons, may accept gifts and bequests directly or indirectly. For Endowment and Educational Fund information, refer to [Appendix F].

The Board of Directors must approve acceptance of:

- A non-designated gift having a monetary value of $10,000 or more;
- A gift of any size designated for a specific purpose, when offered to USPS national organization; and
- A gift having a monetary value of $5,000 or more designated for a specific purpose, when offered to a squadron or district.

All pertinent information regarding the proposed gift, especially any conditions attached to it, is to be furnished to the Board of Directors for evaluation. The value of the gift is considered to be the total value, whether the gift be made in installments or otherwise. If desired by the donor, determination of the value of a gift may be made by an independent appraiser whose fee will not be paid by the intended beneficiary. No certificate of value is to be furnished to any donor by the receipt of a non-monetary gift. The term "gift" includes, but is not limited to, any gift donation, legacy, bequest, grant or assignment of beneficial interest in, to or of any property of any kind whatsoever.

It is emphasized that USPS does not advise on the making of wills or the planning of estates: the testator or donor, in an inter vivos transfer, should obtain the advice of an attorney in the state of his residence. It is also emphasized that USPS cannot be bound in advance to accept any gift or bequest upon conditions such as to name a building for the donor. A gift or bequest should be forwarded to the Board of Directors using whichever of the following formats describes the gift or bequest intended by the donor.

5.63 Unconditional cash contributions: I hereby give to United States Power Squadrons (USPS), a North Carolina corporation, the sum of $..... to be used for the general purposes of USPS at the direction and in the discretion of its Board of Directors.

5.64 Unconditional property contributions: I hereby give, transfer or deliver to United States Power Squadron (USPS), a North Carolina corporation,... shares of capital stock of... (Corporation), represented by certificate number... which I have duly endorsed.

5.65 Unrestricted endowment fund: I hereby give to United States Power Squadrons (USPS), a North Carolina corporation, the sum of $..., the principal thereof to be invested, and the net income thereof to be used for the general purposes of USPS at the direction and in the discretion of its Board of Directors. For purposes of investment, this fund may be combined with other funds of USPS.

5.66 Unrestricted memorial endowment: I hereby give, transfer and deliver to United States Power Squadrons (USPS), a North Carolina corporation, the property described in the annexed schedule to constitute an endowment fund which shall be known as the "... Memorial Fund". This property shall be held by United States Power Squadrons, with power of sale and reinvestment, and the income therefrom shall be used for the benefit of USPS in such manner as its Board of Directors may direct. For purposes of investment, this fund may be combined with other funds of USPS.

5.67 Unconditional general legacy: I give and bequeath to United States Power Squadrons (USPS), a North Carolina corporation, the sum of $... to be used for the general purposes of USPS at the direction and in the discretion of its Board of Directors.

5.68 Unconditional specific legacy of corporate share: I give and bequeath to United States Power Squadrons (USPS), a North Carolina corporation, ... shares of the capital stock, common, of ... (Corporation). If the capital stock of said corporation shall be increased or reduced by stock splits, spin-off or otherwise, then this bequest shall be, and is, of a number and type of shares bearing the same proportion as the present stock issue, and shall include all such stock splits or spin-offs, if any.

-or-

I give and bequeath to United States Power Squadrons (USPS), a North Carolina corporation, ... shares of the capital stock preferred, of ... (Corporation).

-or-

I give and bequeath to United States Power Squadrons (USPS), a North Carolina corporation,

the following described bonds. (Description) General legacy, endowment fund:

-or-

I give and bequeath to United States Power Squadrons (USPS), a North Carolina corporation, the sum of $... which shall be invested and the net income therefrom be used for the general purposes of USPS at the direction and in the discretion of its Board of Directors.

Specific legacy real estate: I give, devise and bequeath to United States Power Squadrons (USPS), a North Carolina corporation, the following described real property in ... County, (state), to be used for the general purposes of USPS at the direction and in the discretion of its Board of Directors. If sold, the proceeds of sale shall be used for general purposes of USPS at the direction and in the discretion of its Board of Directors. (Follow with legal description taken from most recently recorded deed.)

Either of the above bequests must be supplemented with the following: "This bequest shall be used for general purposes of USPS at the direction and discretion of its Board of Directors."

5.69 Guidelines on squadron ownership of property, including leasehold interest. Any squadron interested in purchasing or leasing real property should obtain a copy of "Guidelines on Squadron Ownership of Property, including Leasehold Interest", available at headquarters, before negotiating for the property. All squadrons that have an ownership, whether in fee, leasehold or any other fashion, should regularly review these guidelines to ensure that they are in compliance. A brief summary follows:

A) Insure against liability; name the district and United States Power Squadrons as insured;

B) Insured ownership should be in fee simple:
1) No reversion;
2) No restrictive covenants which would interfere with anticipated squadron use;
a) If any exist, submit in full to the national law officer for review;
b) If zoning regulations apply, submit copies with definitions of zones.

C) Seek services of an attorney very early in negotiations to guarantee title and otherwise protect the squadron;

D) Accept no gifts on conditions:
1) No reversion if use changes;
2) No estimate of value given;

E) Where land is leased, make sure life of lease significantly exceeds life of improvements at time improvements are made:
1) Accept no lease provisions which interfere with internal squadron affairs;
2) Lease should permit subletting and assignment;
3) Lease should require sixty days' notice of default prior to termination by reason of any default;
4) If lessor is a public entity, lease must be an "arm's length" transaction;
a) Rent must be the same as a private person would pay for premises. If any doubt, get an appraisal;
b) Lease must not contain any provisions that would affect internal affairs of squadron; and
c) Lease must be for a fixed term; not at will of lessor.

E) Submit all proposed acquisitions, either by lease, gift or purchase, to the national law officer. Include all details of transaction. He must be informed of method of payment;

F) If law officer approves, then acquisition may proceed. If he disapproves, he will report the matter to the Board of Directors which may overrule him;

G) Title may be in the name of the squadron, but preferably in a separate corporation whose directors are members of the executive committee of the squadron.

5.70 Income tax - personal deductions. Members who participate in the functions of USPS in an official capacity may deduct on their Individual Income tax return certain expenses as charitable contributions, as USPS is an exempt organization under section 501(c)(3) of the Internal Revenue Code. Deductible expenses include transportation, parking fees, tolls, reasonable expenditures for meals and lodging while away from home, uni-

forms (including cleaning and insignia maintenance), postage, telephone bills, supplies, dues and miscellaneous cash expenditures which are directly and demonstrably related to a squadron activity.

Also, direct contributions of cash or property are deductible. The foregoing list is simply representative of expenditures which may be deductible. For additional assistance, contact the national treasurer.

5.71 Dissolution of a Squadron. Should a squadron for any reason discontinue its organization or cease to function, any recent officer may send notice to that effect in writing to the district commander of the district to which the squadron is assigned.

Should the district commander determine that the charter of the squadron should be revoked, he shall report such action in writing to the national executive officer.

In the absence of such notice from a squadron officer, the district commander or district secretary, upon receiving approval of the district council, shall notify the national secretary for reference to the national executive officer. The national executive officer shall report the action, with recommendations, to the Board of Directors for its determination.

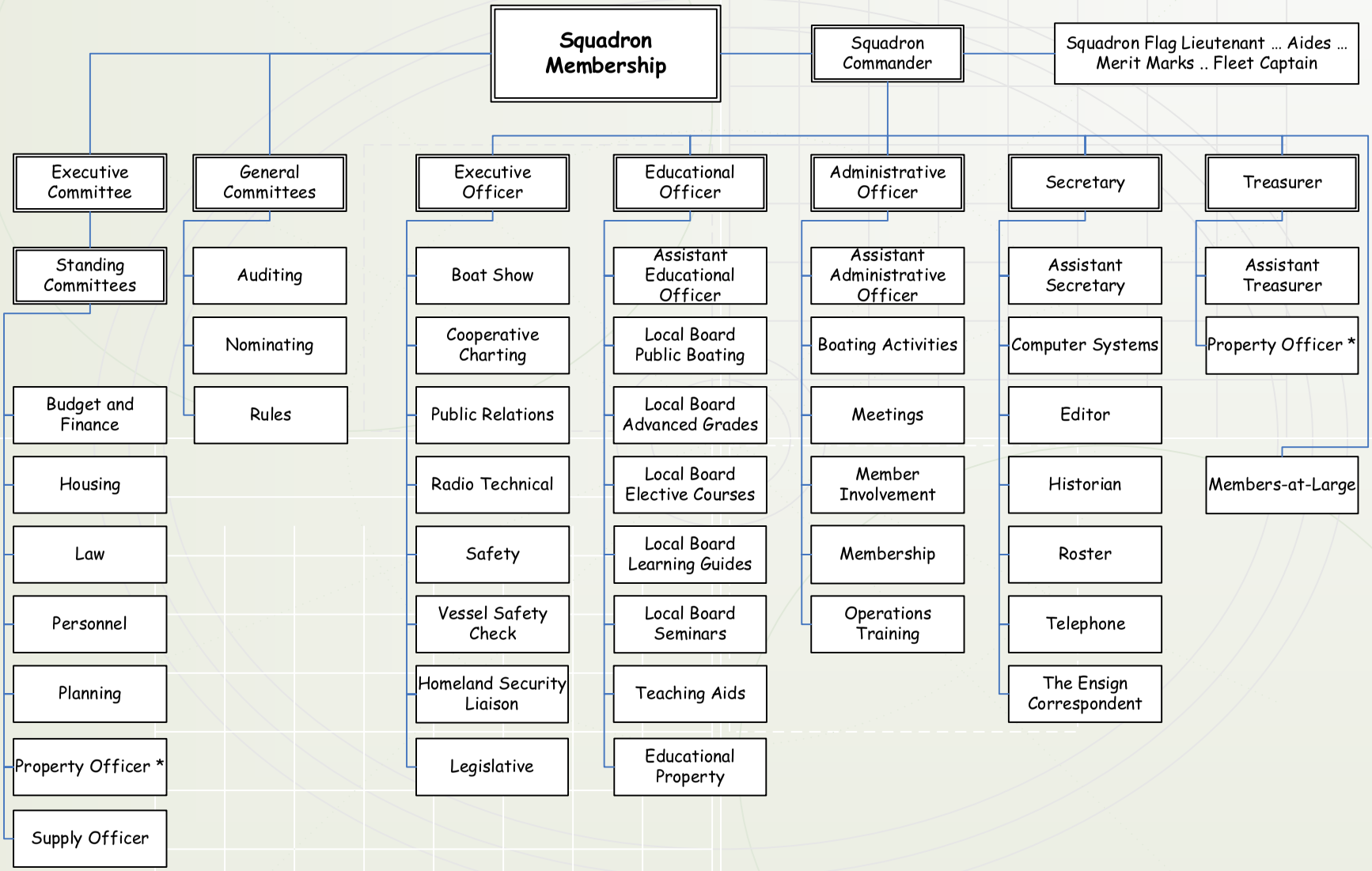
In the event of the dissolution and voluntary surrender or revocation of a squadron charter, all assets then belonging to the squadron are assigned to USPS or to an institution which qualifies for tax exemption under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or such other section of the code by which USPS is exempt. The receipt of such assignment is selected by the squadron's executive committee or other comparable body of the squadron. In the absence of such election, the selection is made by the Board of Directors.

5.72 The **Squadron Legislative Officer (SLegO)** works with state and federal elected officials in the states that have been assigned to them by their National Government and Partner Relations Committee Team Leaders. They report to, and receive direction from District Legislative Officers.

5.73 The **Squadron Liaison Officer (SLO)** is a member of the District Liaison Committee and carries out duties as assigned by the DLO. The SLO may also function as the Homeland Security Officer and reports to the DLO on matters pertaining thereto.

United States Power Squadrons®

Typical Squadron Organization Chart



* Check your bylaws as these responsibilities may be assigned elsewhere

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Chapter 11
MEETINGS AND CEREMONIES

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Meetings at all levels of USPS are conducted according to USPS Bylaws 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 USPS, particularly business meetings, begin with members joining in reciting the *Pledge of Allegiance*. It is as follows:

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.

11.2 Order of business. It is strongly suggested that all business meetings at all levels follow this outline for the order of business:

A) Roll call
B) Determination of quorum
C) Reading of minutes
D) Reports of officers
E) Reports of committees
F) Unfinished business
G) Elections (when appropriate)
H) New business

11.3 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 often contributes to an unfortunate "them/us" atmosphere. When a head table is appropriate, such as at a strictly business meeting, officers do have designated seating. 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.

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.

11.4 Bridge meetings. Squadrons and 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 squadron or district is also appropriate. This exchange of plans, thoughts and actions prevents problems and misunderstandings.

11.5 Board of directors. The executive committee in the squadron, the council in the district and the Governing Board on the national level serve as the *board of directors*. These committees meet on a regular basis and handle the business of that specific level.

11.6 In the **squadron,** the **executive committee** usually consists of the bridge officers (commander, executive officer, educational officer, administrative officer, secretary and treasurer) and three or more members-at-large elected by the membership; the bylaws specify the exact number of members-at-large. In addition, a squadron may, if its bylaws so provide, permit its immediate past commander to serve as a voting member of the executive committee. All members of the executive committee are elected by the squadron's membership at the annual meeting.

11.7 Duties. This committee advises the commander on most aspects of squadron activities. The squadron bylaws usually define the powers and functions of the executive committee.

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, and its recommendations for the following year must be presented to the membership for vote in time for dues notices to be prepared and mailed by headquarters.

Another responsibility of the executive committee is the approval of applications to membership. Applicants are recommended by the membership committee, and these recommendations are acted upon by the executive committee. This committee also approves nominations for associate membership, honorary membership and for transfers into the squadron.

The executive committee approves the selection of apprentices as provided for in USPS and squadron bylaws.

Any vacancy in an elective office in the squadron is filled by the executive committee until the next meeting of the squadron or until a successor is duly elected.

11.8 District council. Each district has a council consisting of, as a minimum, the district bridge officers and squadron commanders of that district. The membership of the council may include the chairs of the standing committees. All members of the council are elected and must be active members of a squadron within that district.

11.9 Functions. The council meets several times a year so that its members thoroughly discuss all matters to come before the district conference.

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 no 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.

By reason of conspicuous service to USPS or to the district, the district council elects persons who are not members of USPS as honorary members of USPS. Such elections are valid for one year at a time. Persons elected to honorary membership by district councils enjoy the same privileges and restrictions as those elected by squadron executive committees.

11.10 The **Governing Board (GB)** regulates the management and policies of USPS, its districts and its squadrons. Its membership is composed of three classes of members:

1) Those who acquire membership by virtue of office held (i.e. members *ex officio*);
2) Those who are elected as individuals;
3) Members emeritus (members with fifty merit marks).

Members *ex officio* include the chief commander, vice commanders, rear commanders, district commanders, district educational officers, members of the national general committees, squadron commanders, past chief commanders and past vice commanders who have served a minimum of two full elected terms as such. District and squadron commanders may be represented by authorized alternate: the district commander by the district executive officer or the district administrative officer (in that order); the squadron commander by another member of his squadron or his district commander. Elected individuals are referred to collectively as “general members”.

Special meetings of USPS may be called at any time or place by the chief commander, by the Governing Board or by active members. Notice of annual and special meetings is mailed to each member of the Governing Board no later than 60 days in advance.

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 minutes upon written request. Other members subscribe individually.

11.11 Procedures. Voting procedures at Governing Board meetings are explained. In order to vote, all members of the Governing Board or authorized alternates and delegates are registered and in attendance at the time the vote is taken. The secretary is responsible for registration of voters. The Committee on Rules advises the chair on parliamentary matters and passes on the credentials of delegates and proxies.

General members are elected at the annual meeting in the ratio of one for every six hundred

active members of USPS 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 general membership of USPS, 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 USPS. They are to report back to their districts. The number of general members shall not be exceeded by the number of rear commanders.

The Governing Board normally holds two regular meetings each calendar year: the organizational meeting of the newly-elected Governing Board, in conjunction with and immediately following the annual meeting at which it was elected; and an optional meeting in the Fall; and, finally, a meeting of the retiring Governing Board in conjunction with and immediately prior to the ensuing annual meeting. A motion to allow the Board of Directors to "Schedule and hold *regular* and *special meetings* of the Governing Board and/or Board of Directors at such times and places as it may designate" was approved at the Annual Meeting conducted in Orlando on 23 February 2019. Thus, the time and locations of all Governing Board and Board of Directors meetings are designated by the Governing Board and/or the Board of Directors.

Certain USPS officers and committees report directly to the Governing Board, namely the Board of Directors and the standing committees (auditing, finance, law, marketing and planning).

11.12 Duties. The Governing Board:

A) Regulates the management and policies of USPS, its districts and its squadrons;

B) Makes and executes contracts and makes expenditures provided the liability of USPS does not exceed reasonably anticipated uncommitted funds;

C) Makes and amends bylaws and rules for its own governance;

D) Enforces the authority given it under USPS Bylaws and takes action to advance the best interests of USPS, its districts and its squadrons, including disciplinary action and/or imposition of penalties for violation of USPS policy and bylaws;

E) Holds regular and special meetings at such times and places as it designates as well as sets the time and place of USPS annual meeting;

F) Establishes committees of the Governing Board and of the departments and makes appointments and establishes offices to be held and designates rank for the holders of such offices;

G) Controls the educational policies and practices of USPS as administered through the educational department and its officers; including the award of grades, skill levels and other recognitions of proficiency;

H) Is empowered to waive district conferences and to constitute and reconstitute the districts and to form districts into groups;

I) Passes upon applications for squadron charters;

J) Elects to elective office members other than those elected at an annual meeting;

1) the district officers of any district;

2) chairs and assistants of the committees of the Governing Board.

K) Makes appointments to appointive committees and department offices;

L) Fills vacancies in any elective or appointive national office; any such officer to hold office until the next annual meeting of USPS or until a successor has been elected or appointed;

M) Admits persons to membership in USPS;

N) Fixes requirements for transfer of members and for resignations by members;

O) Promulgates specifications for and regulates the wearing of uniforms and insignia by members of USPS and flags and pennants to be used by members or flown from vessels commanded by members;

P) Publishes an official magazine of USPS, a manual for the guidance of officers and others, and other publications as it is ordered;

Q) Fixes all national fees and dues.

11.13 Meetings. The Governing Board meetings are normally scheduled in different cities around

the country to reflect the diversity and interests of the membership. These meetings are usually "hosted" by a USPS district in or near the site of the Governing Board meeting. 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 amenities.

The host district for a Governing Board meeting works under the direction of the National Meetings Committee. The National Meetings Committee has the direct responsibility for all aspects of these meetings.

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, or by the written request of 100 members of the Governing Board. Only business as is referred to in the notice of meeting is transacted at a special meeting.

Notices of all meetings of the Governing Board, including a report of nominees, if any, by the Committee on Nominations, are mailed by the national secretary to each member of the Governing Board at least 30 days before the meeting. An announcement by the chief commander at a special meeting of USPS is sufficient notice for holding a special meeting of the Governing Board immediately following a special meeting for the purpose of organization, election and appointment of officers, approval of committee members and chairs and implementation of any policies or resolutions adopted by the immediately preceding special meeting. At all meetings of the Governing Board, 100 members constitute a quorum.

11.14 Board of Directors (BOD). When the Governing Board is in recess, or in between meetings, the Board of Directors carries on routine business of USPS.

11.15 Composition. The Board of Directors is comprised of the National Bridge and the most recent past chief commander willing and able to serve, such directors to be elected by the Governing Board at its annual meeting.

All actions taken at an 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.

11.16 Responsibilities. The power of the Board of Directors to establish policy is limited to urgent matters which have no significant effect upon district or squadron operations. Unless specifically adopted by the Governing Board, any policy expires at the meeting of the Governing Board next following the Board of Directors meeting at which such policy was made.

The duty of the Board of Directors in making appointments is limited to filling of vacancies created since the last meeting of the Governing Board, and all such appointments are for a term that expires at the meeting of the Governing Board following the Board of Directors meeting at which such appointments were made.

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.

11.17 Restrictions. The Board of Directors cannot:

- Change the composition of the Governing Board or the Board of Directors
- Amend USPS Bylaws

11.18 Squadron membership meeting. 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 (picnic, pig roast or rendezvous). 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.

11.19 The **squadron's annual meeting** is the meeting at which squadron officers are elected. The Governing Board recommends that the meetings be held in March of each year, with the change of watch to take place before 31 May. Some squadrons have their annual meeting between 01 October and 01 December. This timetable permits a smooth transition at the national, district and squadron levels. The period between election and assumption of command permits orderly winding up of the old administration's affairs and preliminary organization time for the new. 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.

11.20 Actions. At the annual meeting the order of business outlined by USPS is followed. All elected and appointed officers give complete reports on activities within their responsibility. The commander's report outlines what has been accomplished by the squadron generally and includes a brief resume of what USPS 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.

All appointed officers are discharged with thanks by the retiring commander, in deference to selections which are made by his successor. The chair 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.

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, and 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.

11.21 District conference. Each district is required to hold a district conference between 1 March and 1 May and between 1 October and 1 December each year unless the requirement is waived by the Board of Directors. 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, and participation by all squadrons in that district is important to consolidate ideas on these subjects.

In planning a District Conference, the Conference Planning Committee should pay particular attention to both civil and religious holidays occurring during the planned conference dates. Every effort should be made to avoid planning a conference that spans those holidays. District Chaplains should advise the planning committee on scheduling conflicts with religious holidays. A listing of the Jewish holidays can be found in the Table of URLs in Chapter Zero.

11.22 Procedures. The district commander or secretary sends notice of a district conference as far in advance as possible to the commander of squadrons in the district as well 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. Because district commanders and their staffs are usually elected and installed at the spring conference, with the chief commander or his representative present, the D/C notifies 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.

There are two means by which district conferences are arranged:

1) 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;

2) 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.

11.23 Agenda. Squadron commanders of the district communicate with the DXO well in advance, giving a brief summary of the subjects they wish presented at the conference. The D/C 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 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 D/C 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.

11.24 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 the resolution will report its recommendations, and 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.

11.25 Social activities. 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 the meeting.

11.26 Attendees. A squadron is represented by its commander and delegates, the number of delegates varying with bylaws of the various districts. It is important that delegates attend the conferences. It is also desirable that representatives of the educational department of the squadrons attend conferences because one of the functions of a conference is to provide an interchange of information among squadrons on educational matters. Attendance by all squadron members is encouraged.

The order of business at district conferences is suggested and should appear in the district bylaws. The vote at a district conference is binding on the district and its squadrons insofar as it relates to district matters, provided it does not conflict with USPS or district bylaws.

11.27 Annual meeting. USPS annual meeting is held early each year, usually in January, at a time and place designated by the Governing Board. The chief commander, with the concurrence of the Board of Directors, is responsible for recommending to the Governing Board for its decision suitable times and places for holding the annual meeting. The National Meetings Committee, under the direction of the national executive 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, transportation and publicity for all national meetings.

11.28 Order of Business. The order of business at the annual meeting is prescribed in the bylaws. Unless otherwise provided by the members or the presiding officer, the order of business shall be as outlined.

11.29 Actions. The annual meeting is 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:

A) The bylaws of USPS may be amended by a two-thirds vote of those present and voting at any annual or special meeting of USPS or 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;

B) The national bridge, the chair and members of the Committee on Rules, the chair and three-year members of the Committee on Nominations and general members of the Governing Board are elected at the annual meeting;

C) The annual presentation of awards is made to members, squadrons and districts in a wide vari-

ety of programs or activities in the furtherance of the objectives of USPS.

11.30 Recognition. Traditionally, special honors are presented at the annual meeting by the chief commander.

11.31 Special meetings. Special meetings of USPS may be called at any time or place by the chief commander, by the Governing Board or by active members if called by written request filed with the national secretary not less than 60 days before the meeting. If called by the Governing Board, the request is signed by at least 100 members of the Governing Board. If called by the members, the request is signed by at least 10 active members from each of at least 10 districts.

Notice of annual and special meetings, including a report of nominees, if any, by the Committee on Nominations, is mailed by the national secretary to each member of the Governing Board no later than 60 days before the date of the meeting. Any list of nominations by petition validly received by the national secretary is mailed to each member of the Governing Board at least 15 days before the date of the meeting. Squadron commanders notify delegates representing the squadron.

At any annual or special meeting of USPS, 75 members of the Governing Board plus 75 delegates actually present or 150 or more alternate voter authorizations held by members of the Governing Board or delegates present constitutes a quorum.

At national 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 consistent with USPS Bylaws and any special rules of order which USPS may adopt. All questions of interpretation of *Robert's Rules* or USPS Bylaws are answered by the chair of the Committee on Rules or the chair's designee.

11.32 Committee meetings. 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.

11.33 Uniforms. Customs vary with respect to wearing uniforms at squadron membership meetings. Some squadrons are quite formal, with the bridge in uniform, while others will have not a uniform in sight. USPS blazer is most often the preferred dress at squadron meetings. While no uniform is ever to be "required", the custom of an individual squadron is the deciding factor. Uniforms are not ordinarily worn at bridge meetings or meetings of the executive committee, socials, rendezvous, unless these activities are in conjunction with another activity or meeting where uniforms are appropriate (See Appendix B for more information on uniforms).

Uniforms are customarily worn at district conference and Governing Board meetings. They are not usually worn at district council meetings or meetings of the Board of Directors.

Special occasions and ceremonies

11.34 Induction of 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 USPS ensign to each new active member with appropriate ceremony, the cost of the ensign being borne by the squadron.

11.35 Administering the USPS Pledge. Although new active members sign the USPS 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 greatest significance and dignity, the pledge is administered by the highest ranking USPS 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.

11.36 The Pledge preamble. The inducting officer will address all candidates as follows:

Ladies (and/or) gentlemen: You have accepted an invitation to membership in United States Power Squadrons, 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 USPS and of _____ Squadron.

11.37 USPS Pledge.

I do solemnly pledge
to abide by the bylaws
of United States Power Squadrons;
promote high standards of
navigation and seamanship;
maintain my boat and operate it legally;
render assistance whenever possible;
and conduct myself in a manner
that will add prestige, honor and respect
to United States Power Squadrons.

Following recitation of the pledge, membership certificates, if available, are ceremoniously distributed by the inducting officer with the squadron commander assisting.

11.38 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.

Installation ceremonies are usually conducted by the senior officer present. In the case of a squadron change of watch, the installing officer is a national or district officer. At a district ceremony, a national officer officiates. 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 typed or 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.

Installation of assistant department heads (first lieutenants) and executive committee members is optional. Appointed officers (lieutenants) are not normally formally installed.

11.39 Utility pledge. The following pledge, quite broad in character, is 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 United States Power Squadrons and the bylaws of _____ 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 this is a fellowship organization dedicated to the advancement of boating and the self-education of members.

11.40 Short form. This short but completely adequate pledge is also used:

I do solemnly pledge myself to perform faithfully and impartially the duties of the office which I am about to assume.

11.41 Squadron commander. A squadron commander is pledged individually as follows:

You have been selected by your peers to take command of _____ Squadron. 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 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 United States Power Squadrons.

11.42 District commander. A district commander is installed as follows:

You have been selected by the 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 United States Power Squadrons, 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.

11.43 Other district bridge officers. Other district bridge officers are installed as a group as follows:

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 United States Power Squadrons 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 USPS. I will always remember that United States Power Squadrons is a fellowship organization, dedicated to the advancement of boating and the self-education of its members.

Formal Banquets

11.44 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.

11.45 Planning. An invitation to formal squadron functions should always be directed to the district commander and, usually, to the commanders of neighboring squadrons. 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. Make sure that the proper use and placement of the ensign and squadron burgee appear on any printed matter.

11.46 Dress code (Uniform of the Day). The commander of the sponsoring entity stipulates the dress code or "uniform of the day" 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 if there might be a question and advice is given to guests as to whether the uniform cap or hat is required. Appropriate dress for non-members is also noted, "formal", "semi-formal" or "informal".

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. 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 wearing uniforms, there is no requirement that any member buy or wear any uniform. Although many members may not choose to wear a uniform, those who do so will want to wear it correctly.

11.47 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.

11.48 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.

Opening and closing ceremonies

11.49 Although it is not recommended, at squadron and district business meetings it is occasionally desirable that flags be advanced and retired ceremoniously.

11.50 Flags to be used. When flags are advanced or retired, one does not require the other, the U.S. flag and USPS ensign are used as a minimum; if it is desired to honor a foreign country, organization or visitor, that flag(s) is included. The correct positioning of flags in procession and when mounted is most important and should be studied prior to the activity.

11.51 Advancing the colors. The route of march in advancing the colors will depend 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 USPS 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, "Breast 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 USPS 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 and 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 center 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 USPS 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.

11.52 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, "Breast 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 now calls for a benediction, orders the meeting adjourned, or seats the audience if informal activities follow.

Founders' Day

11.53 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".

Pass-in-review

11.54 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 cannon is fired. In some municipalities, a permit is required for discharging a saluting cannon. The hand salute is held until answered. Whistle salutes are inappropriate.

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 USPS vessels fly the U.S. ensign 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.

Religious Activities and Ceremonies

11.55 Services and prayers. It is common at gatherings of USPS members that time be set aside for devotions and prayers. These take various forms, from a blessing at meals to formal worship services and funerals. While these are a valued part of USPS 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.

11.56 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.

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.

It should be noted that some denominations have minor deviations in the working above, e.g. "debts/debtors" or "sins/sin against".

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 USPS members and guests. (Before a meal) Bless the food we are about to receive from Your bountiful hands. Amen.

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.

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 landfall when the course is run. Now, bless us and the food we are about to receive from Your bountiful hands. Amen.

A 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.

11.57 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.

11.58 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 USPS ensign with mourning streamer [Refer to 12.54 on page 12-17]
- act as pall bearers [Refer to 11.65 on page 11-20]
- be represented on a grave marker [Refer to 11.66 on page 11-20]
- 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 [Refer to 11.59 on page 11-16] as part of the funeral or internment 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 a group, the commander notifies all concerned as to the uniform required. 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*.

11.59 USPS funeral or memorial service (Christian or Jewish). A member's death is information which is communicated immediately to 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, USPS headquarters is informed; which, in turn, will notify appropriate officers.

The squadron or district commander contacts the spouse or a family member to express sympathy and determines if a USPS service, in uniform, is desired. If so, request that a family member furnish the deceased's personal history, names and relationships of surviving family and other pertinent information. This, when added to USPS record of the member, enhances any eulogy.

Contact as many members as possible and advise 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 USPS service. Have the funeral director set aside sufficient rows of pews on the front left side to accommodate squadron members. Spouses take seats with the congregation.

The "conducting officer" may be any USPS member; 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, USPS ensign is placed on the right side prior to the service.

USPS membership forms outside and starts 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, "Breast salute". The color guard goes forward, stops in front of the casket (or picture if it is memorial service) and dips USPS ensign. He then turns right and posts the flag in its stand. The order, "Two", is given 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, USPS conducting officer proceeds to the rostrum and starts USPS 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.

11.60 USPS service script. A member of United States Power Squadrons 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. (Name of the deceased) was a valued member of the ____ Power Squadron and District _____. Now the Supreme Commander has called our shipmate to sail with Him in eternal calm waters, forever free from the storms and tempests 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.

Christian service: *Let us repeat together the family prayer which Jesus taught us, saying* - 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 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 pay our respects to the memory of (name). 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 (name) 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 (name)'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 (name) 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 (name) 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 <u>us</u>, 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 (name) 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 hold 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 (name)'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 USPS ensign. Then the order is given, "Please, all rise. Members, breast 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 will 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.

11.61 Annual memorial service. Many squadrons and districts hold an annual memorial service 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.

11.62 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 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
crowd 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.

11.63 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.

11.64 The USPS ensign. Covering a casket with the USPS ensign is not authorized; however, it may be displayed with mourning streamer on a staff near the casket [Refer to 12.54 on page 12-17].

11.65 Pallbearers. The USPS 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.

11.66 Grave markers. Use of the USPS logo 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 Protocol Committee.

Chapter 12
PROTOCOL, ETIQUETTE AND FLAG CODE

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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 of the United States Power Squadrons®, America's Boating Club®, are elected or appointed to offices based 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 the organization 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; and
14) Lieutenants and aides.

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 events, 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); and
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. [See Chapter 11].

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, <u>all</u> 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 chief 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. For officers holding multiple ranked positions at various levels, using their *highest active* rank is always correct. When no ranked position is currently held, the highest recognized past rank achieved may of course be used. 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 the organization's 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; and

D) Remain currently informed through communication with the Heritage and Protocol 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.

POWER SQUADRONS FLAG CODE

12.8 Power Squadrons 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 is 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 of the way up the leech of the aftermost sail. On boats with an outboard motor or an over-hanging boom which prevents the flag staff from being amidships, the flag staff may be offset to starboard (preferably) from the boat's centerline.

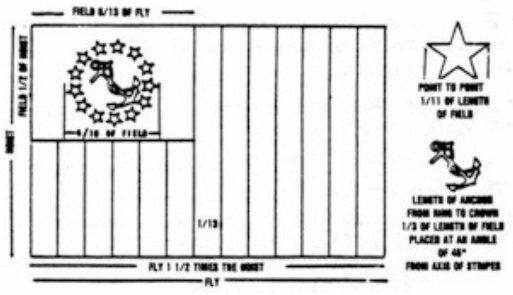
The United States ensign, or any authorized substitute such as the yacht ensign, is flown only between 0800 and sunset, except when entering or leaving port.

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 Power Squadrons Ensign. After spearheading the founding of the United States Power Squadrons, Past Chief Commanders Roger Upton and Charles Chapman designed a distinctive flag for the organization. Commander Upton filed for a patent on the design in 1914, and it was officially adopted by the organization in 1915. Early on, the Power Squadrons Ensign assumed much the same dignity as the yacht ensign and was flown in place of the United States Ensign while in domestic waters.



The Power Squadrons ensign may be flown only when the vessel is under direct command of a member of the organization.

The preferred place to wear the Power Squadrons 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 Power Squadrons ensign is displayed only from 0800 till sunset. The Power Squadrons Ensign is never flown in place of the United States ensign in foreign waters.

The design and physical specifications of the Power Squadrons ensign are described in United States Power Squadrons Bylaws. 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.

Designed to be flown in place of the United States ensign while in domestic waters, the material colors for the Power Squadrons ensign follow the federal specifications of the United States ensign, DDD-F-416E. It specifies the colors by reference to "Standard Color Cards of America" maintained by the Color Association of the United States, Inc. These are:

Cable # 70180, Old Glory Red
Cable # 70001, White
Cable # 70075, Old Glory Blue

Various color parameters for the flag are listed in the table at the bottom of the page. Please note that white is considered to be a color since it is the presence of the three primary colors of light and black is the absence of those primary colors.

12.13 Power Squadrons Ceremonial Pennant. A special ceremonial pennant, in the form of a tapered, swallow-tail Power Squadrons 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 the organization, 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 of 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.

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

Squadron burgees must be approved by the national secretary (who has been delegated that responsibility to the Governing Board) upon recommendation by the Heritage and Protocol Committee (HAPCom). This committee, in turn, requires the approval of the squadron and the squadron's district. [See 12.16] The color parameters are listed in the table on page 12-5. New squadrons and squadrons desiring to modify their design should make introductory inquiry of the assistant chair of the HAPCom to ascertain whether their proposed burgee meets fundamental technical requirements and general organization 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 HAPCom 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. (HAPCom does not require indication of approval by the squadron membership or district conference);

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 HAPCom, who will work to achieve a satisfactory result. A HAPCom member will edit the depiction as required to render a suitable copy for projection at a Governing Board and inclusion on the HAPCom web page.

HAPCom 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.

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. HAPCom 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, seventy-fifth or one hundredth anniversaries may embellish their burgee or flag with a border. The border consists of a band (gold for the 50th or plat-

inum for the 75th) measuring 1/24th of the hoist in width and extending along the outer sides of the burgee or flag, but not on the hoist. For the 100th anniversary, a band of platinum measuring 1/48th of the hoist with another band of gold measuring 1/48th of the hoist outside the platinum band. Regardless of the anniversary, the band must not obscure any existing elements of the design; to do so would constitute a change in the burgee's heraldry. Contact HAPCom 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 HAPCom is authorized to approve anniversary changes.

12.17 Officer Flags. Like officers of most yacht clubs, officers of the Power Squadrons are accorded the privilege of flying officer flags. Moreover, the organization 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 the Power Squadrons, elected officers 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, Governing Board or general committee at any level, although elected, does not enjoy individual authority in that capacity and is not considered an "officer."

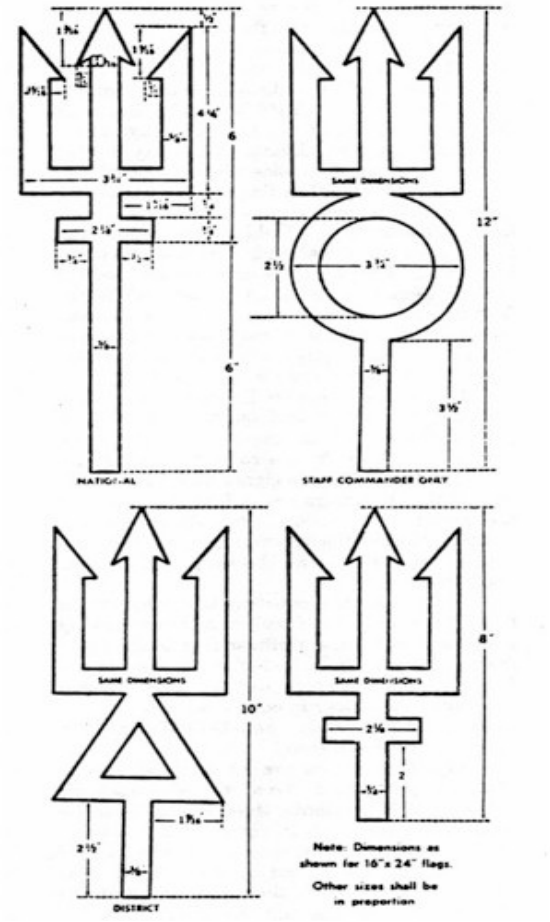
Generally, an officer flag embodies the same officer insigne worn on the sleeve of the uniform. Field colors reflect the seniority of the officer within each of the three levels of USPS: blue for commander, red for vice or lieutenant commander and white for first lieutenant, rear commander or staff commander.[1] On blue and red flags, tridents are white; on white flags, tridents are blue for elected officers and red for appointed.

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 officer flags are unique designs, not the generic "commodore" style flags employed by many clubs, it is improper to fly a Power Squadrons 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

1) Canadian Power and Sail Squadrons field color denotes organization level: white for squadron, red for district and blue for national.

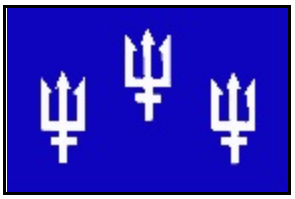
command of the vessel. Apart from that, only one officer flag may be flown at any given time.



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

- **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.

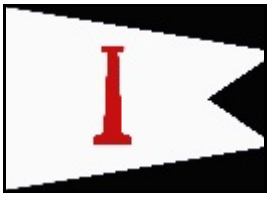


- **Lieutenant commanders** display a red flag with two white short-staffed tridents, placed vertically and centrally, with the distance between centers of the shafts of the tridents equal to one-third the fly of the flag.

- **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.

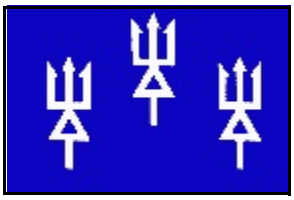


- **Fleet captains** display a white tapered swallowtail flag on which is depicted a red fouled anchor of a length five-eighths the hoist, placed centrally and vertically, ring upward.

- **Port captains** display a white tapered swallowtail flag on which is depicted a red lighthouse, of a length five-eighths the hoist, placed centrally.

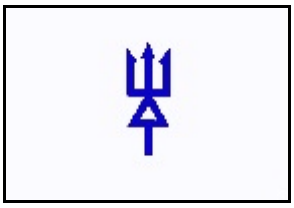
12.19 District Officers

- **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.

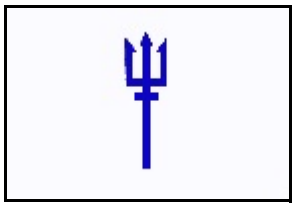
- **District chaplains** and **aides to the district commander** display a white tapered swallow-tail flag on which is depicted a red binocular with eyepieces upward, of a height one-half the hoist, placed vertically and centrally.

12.20 National Officers

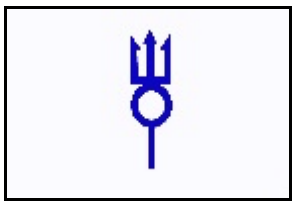
- The **chief commander** displays a blue rectangular flag with three crossed long-staffed white tridents placed centrally, with the middle trident vertical and the shafts of adjacent tridents intersecting at an angle of 45°, one-third the distance from their base.

- **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.

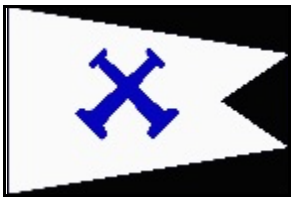
- **Rear commanders** display a white rectangular flag with one long-staffed blue trident placed vertically and centrally.



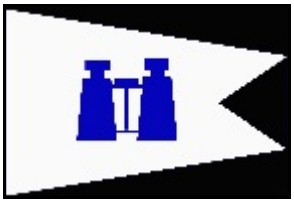
- **Staff commanders** display a white rectangular flag with one long-staffed blue trident placed vertically and centrally. In place of the trident's normal cross-bar is a circle, tangent to the base of the spearhead, with outside diameter equal to the width of the trident.



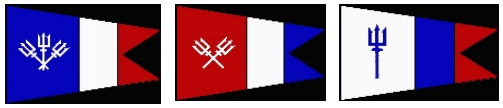
- The **national flag lieutenant** displays a white tapered swallowtail flag on which are depicted two crossed blue speaking trumpets of length three-quarters of the hoist, placed centrally with mouthpieces upward and the center lines of the trumpets at an angle of 45° to the vertical.



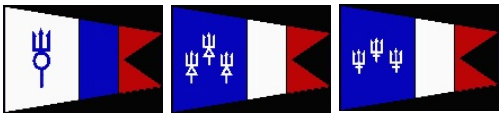
- The **national chaplain** and **aides to the chief commander** display a white tapered swallowtail flag on which is depicted a blue binocular, eyepieces upward, of a height one-half the hoist, placed vertically and centrally.



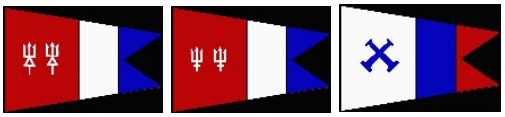
12.21 Past-Officer Flags. Past-officer flags are authorized to be flown during active membership by those who are entitled to wear a past-officer insigne on their uniforms.



P/C/C P/V/C P/R/C



P/Stf/C P/D/C 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 of the fly. The trident insigne 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 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 United States Power Squadrons identifying pennant, flown by Roger Upton and other early members above their yacht club burgee before the Power Squadrons 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 America's Boating Club 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 the Power Squadrons 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 out-board signal halyard of the foremost starboard spreader (main starboard spreader in the case of schooners). In the latter case, the Power Squadrons 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.[1] 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 Power Squadrons 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 Power Squadrons 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 Power Squadrons ensign is displayed in lieu of the national ensign, the boat may not wear the auxiliary ensign.

12.28 Association Flags. Flags of associations, that is, a cruising club or a Power Squadrons 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.

1) The British refer to their state (civil national) flag also as the union jack.

12.30 Diver-Down Flag. When a boat is engaged in diving operations, prominently display the dive flag, a red flag with a diagonal white stripe. The stripe runs from the upper left corner of the flag to the lower right corner. This flag is only recognized in the United States. 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 a 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. 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. The Alpha flag is not to be confused with the "diver down" flag as described in [12.30] although countries other than the United States use it for that purpose. 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 skies 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 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

sleep-ing), battle axes (mother-in-law aboard) and the like are viewed as unbecoming of any United States Power Squadrons, America's Boating Club, 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. The Power Squadrons acceded to the change shortly thereafter. The Power Squadrons 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 12.20**.

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 Power Squadrons ensign from spreader halyards, multiple hoisted where necessary, provided that the proper order of precedence is observed. The Power Squadrons 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 cruise pennant may be placed above the 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
$PO r_3 R N r_1 ST0CX9WQ8ZY r_2$

where r_1, r_2 and r_3 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 Power Squadrons 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.

America's Boating Club vessels flying the yacht or Power Squadrons ensign from the flag staff (or gaff or leech) may exchange salutes by dipping such flags. The Power Squadrons 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. Next comes the ensign of a foreign country - a courtesy flag. Following that come organizational flags (Power Squadrons 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 Power Squadrons 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 Power Squadrons 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 the Power Squadrons 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, Power Squadrons 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.

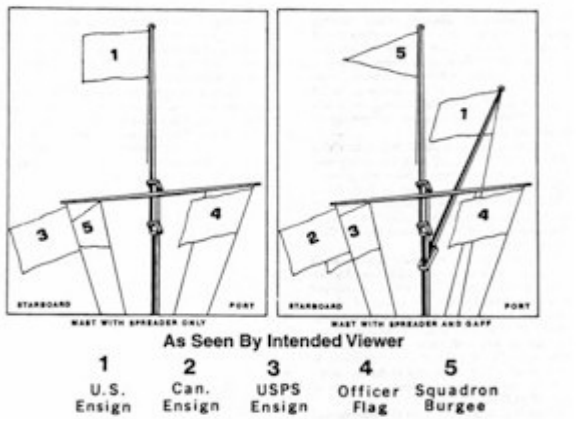
As on board, the United States flag is flown from the gaff. The truck of the mast is reserved for the flag of the displaying entity, squadron burgee at a squadron building, private signal at a member's home, house flag at a business[1].

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 two yardarm halyards, the inboard halyards are not used. For example, a Canadian flag flies to starboard with the Power Squadrons ensign to port. At a member's home, the Power Squadrons 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.



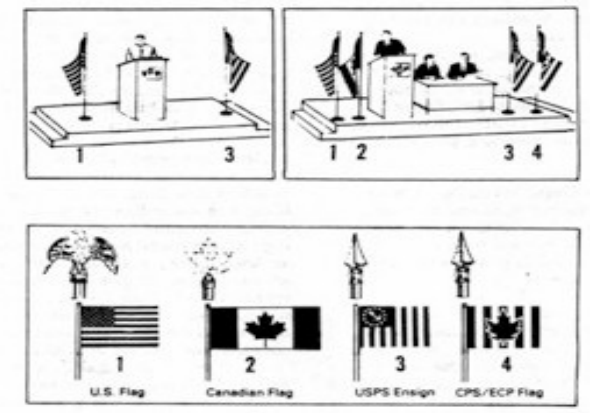
1) Laymen occasionally question this, arguing that the United States flag should not fly lower than the flag at the truck. The "highest point" rule, which holds that the American flag should be uppermost, applies only to individual and certain masted flag staffs. Obviously, the flag staff on a vessel is not the highest point either.

When flown ashore, the United States flag may be displayed for 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 Power Squadrons 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 their members are officially in attendance. Many border squadrons display the Canadian and Canadian Power Squadrons flags regularly at membership functions where the Canadian members are routinely in attendance.



Arrangement of flags follows the regular hierarchy with the United States flag at the 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 US Power Squadrons ensign and, further to the right, the Canadian Power Squadrons 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 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 Power Squadrons ensign is displayed in a similar fashion, alone, it is to be hung in a similar manner.

On some occasions, the United States flag, Power Squadrons 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

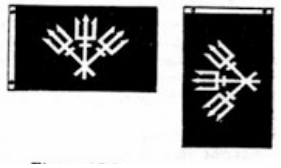
to the audience's left and the upper corner of the hoist will be to the left or toward the front.

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 Power Squadrons 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 Heritage and Protocol 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 used, his flag may be presented as for honored guests. Occasionally, flags of all officers at the head table are displayed at their places.

12.53 Power Squadrons Ensign on Commercial Property. The Power Squadrons 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 Power Squadrons Ensign in Mourning. When a member passes, the Power Squadrons 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 Power Squadrons 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 Power Squadrons ensign by tying the mourning streamer at its center around the ferule 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. The United States Power Squadrons, America's Boating Club, is not a military organization. Still, certain naval traditions are observed by its members, just as they are in other yachting organizations. 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.

Members of the US Power Squadrons 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. Please note there is no insigne for a skill level, only a grade as defined in Appendix B. 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 in any pleasure does not reflect creditably on the organization.

Further, it is the skipper's duty to assure decorum of his guests and crew. No one flying a Power Squadrons 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 member of United States Power Squadrons, America's Boating Club, 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 POWER SQUADRONS 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 outboard halyard)	Starboard spreader (alone on outboard halyard)	Starboard spreader (alone on outboard 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
POWER SQUADRONS ENSIGN (WHEN NOT FLOWN IN LIEU OF U.S. ENSIGN)	Day and night but only when in commission and under command of 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 Power Squadrons ensign may be flown in lieu of the United States ensign ONLY in United States waters.

Figure 8

RESERVED FOR FUTURE USE

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
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[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
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[14.22] Expressing grades and skill levels
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[14.26] Squadron letterheads
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[14.31] Matching paper
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Flexibility in artistic design
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[14.34] Placement of the USPS ensign and burgees
USPS Corporate seal and logos
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[14.36] USPS logos, restrictions on use preservation of USPS intellectual property
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[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-subparagraphs 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 identification 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 communicating 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.

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 "TM" 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 occurrence) 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

SELF EDUCATION CIVIC SERVICE
USPS
FRATERNAL BOATING CLUB

SQUADRON
DISTRICT
NATIONAL

AMERICA'S BOATING CLUB®

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
Alaska	Alas., Ak.	AK
Alberta	Alta.	AB
Arizona	Ariz.	AZ
Arkansas	Ark.	AR
British Columbia	B.C.	BC
California	Calif., Cal.	CA
Colorado	Colo., Col.	CO
Connecticut	Conn., Ct.	CT
Delaware	Del.	DE
District of Columbia	D.C.	DC
Florida	Fla.	FL
Georgia	Ga.	GA
Hawaii	Hi.	HI
Idaho	Ida., Id.	ID
Illinois	Ill.	IL
Indiana	Ind.	IN
Iowa	Ia.	IA
Kansas	Kans., Kan.	KS
Kentucky	Ky.	KY
Labrador	Lab.	LB
Louisiana	La.	LA
Maine	Me.	ME
Manitoba	Man.	MB
Maryland	Md.	MD
Massachusetts	Mass.	MA
Michigan	Mich.	MI
Minnesota	Minn.	MN
Mississippi	Miss.	MS
Missouri	Mo.	MO
Montana	Mont.	MT
Nebraska	Nebr., Neb.	NE
Nevada	Nev.	NV
New Brunswick	N.B	NB
New Hampshire	N.H.	NH
New Jersey	N.J.	NJ
New Mexico	N.Mex., N.M.	NM
New York	N.Y.	NY
Newfoundland	Nfld.	NF
North Carolina	N.C.	NC
North Dakota	N.Dak., N.D.	ND
Northwest Territories	N.W.T.	NT
Nova Scotia	N.S.	NS
Ohio	O.	OH
Oklahoma	Okla.	OK
Ontario	Ont	ON
Oregon	Ore	OR
Pennsylvania	Pa., Penna.	PA
Prince Edward Island	P.E.I.	PE
Puerto Rico	P.R.	PR
Quebec	Que.	PQ
Rhode Island	R.I.	RI
Saskatchewan	Sask.	SK
South Carolina	S.C.	SC
South Dakota	S.D.	SD
Tennessee	Tenn.	TN
Texas	Tex.	TX
Utah	Ut.	UT
Vermont	Vt	VT
Virginia	Va.	VA
Virgin Islands	V.I.	VI
Washington	Wash., WA.	WA
West Virginia	WV	WV
Wisconsin	Wis	WI
Wyoming	Wyo., WY	WY
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
ACN ..... Advanced Coastal Navigator
Ad ..... administrative, administration
AG ..... advanced grades
AO ..... administrative officer
AP ..... advanced piloting
B ..... boating
BA ..... boating activities
BBS ..... on-line bulletin board
BDU ..... biographical data upload
Bud ..... budget
Bus ..... business
/C ..... commander (as in V/C, Lt/C)
Capt ..... captain
C/C ..... chief commander
Cdr ..... commander
Ch ..... chair
Cl ..... class
CN ..... Coastal Navigator
CoCh ..... cooperative charting
Com ..... committee on, committee for
ComSys ..... computer systems
CPS or CPS/ECP ..... Canadian Power and Sail Squadrons
Crs ..... course
CS ..... computer systems
D ..... district
D/C ..... district commander
DEO ..... district educational officer
Dept ..... department
Div ..... division
DL ..... district liaison
EC ..... elective course
ECP ..... Escadrilles Canadiennes de Plaisance
Ed, Edu ..... education, educational
Ed Fund ..... educational fund
ED ..... editorial development
EDM ..... educational department manual
EDN ..... educational department notice
EDR ..... educational development & review
EG ..... educational graphics
EM ..... engine maintenance
EO ..... educational operations
Ex ..... executive (as in ExCom)
FE ..... flag and etiquette
Fin ..... finance
F/Lt ..... flag lieutenant
FM ..... forms management
G/B, GB ..... Governing Board
GM ..... general member of the GB
HQ ..... headquarters
IN ..... Inland Navigator
IM ..... instructional manual
1/Lt, Ist/Lt ..... first lieutenant
ID ..... instructor development
IT ..... information technology
IQ ..... instructor qualification
JN ..... junior navigator, Junior Navigation
LB ..... local board for
LD ..... leadership development
Leg ..... legislative
Lt ..... lieutenant
ME ..... marine electronics
ME ..... member emeritus (of the GB)
Mem ..... membership
MI ..... member involvement
Mar ..... marketing
MM ..... merit marks
Mtg ..... meeting
N ..... navigator, navigation, national
NEO ..... national educational officer
NM ..... national meetings
Nom ..... nominating, nominations
NSBW ..... National Safe Boating Week
O ..... officer
OM ..... Operations Manual
ON ..... Offshore Navigator
Op ..... operations
OT ..... operations training
P ..... pilot, piloting
P/ ..... past (as in P/C)
Plan ..... planning
Prog ..... program, programming
PR ..... public relations
R/ ..... rear (as in R/C)
R ..... rules
RT ..... radio technical
S ..... seaman, seamanship, safety
S ..... squadron (as in SEO but never SC)
Sa ..... sail
Sec, Secy ..... secretary
SEO ..... squadron educational officer
SL ..... squadron liaison
SM ..... student manual
SN, N ..... educational achievement award (senior navigator)
SP ..... supplemental programs
Stf/ ..... staff (as in Stf/C)
Sqdn ..... squadron
Su ..... support
TA ..... teaching aids
Treas ..... treasurer
V/ ..... vice (as in V/C)
VSC ..... vessel safety check
Wx ..... weather
XO ..... executive officer

EXAMPLES

CoChCom DSec P/C/C TACom SEO D/1/Lt DSO GM/GB ChMemCom

Chapter 15
FORMATION AND/OR CHANGE OF STATUS OF SQUADRONS AND DISTRICTS

[15.1] Introduction
[15.2] Formation of a provisional squadron
[15.3] Selecting a location
[15.4] Approval of provisional squadron status
[15.5] Provisional squadron operations
[15.6] Name and burgee
[15.7] Procedure for chartering
[15.8] Formation of a new district
[15.9] Operating district division
[15.10] Full status
[15.11] Doing Business As
[15.12] Squadron mergers and consolidations
[15.13] Transfers
[15.14] Unattached Members

15.1 Introduction. The formation, merger, consolidation or dissolution of a squadron or district involves a number of details that must be coordinated or approved by squadrons, the district commander, district education officer and/or national executive officer. The primary source of assistance in the formation of a new squadron is the Squadron Development Committee. This committee bears the primary responsibility to assist a new squadron in preparing the proper documentation, coordinating the approvals of various national committees and evaluating the potential success of the new squadron. Squadrons may be organized by either the provisional squadron or the squadron division method. Of the two, the provisional squadron is less complex. In either case it is important that at least a few people with some knowledge of USPS be available as a guiding hand throughout the process. If the proposed squadron is remotely located or if there is doubt as to which district has jurisdiction, an inquiry is addressed to the national executive officer for clarification.

15.2 Formation of a provisional squadron. USPS members should make a dedicated effort to form provisional squadrons in areas where USPS is not represented by an existing squadron. Squadrons, districts or a combination of these may work to build provisional squadrons.

Communication of intent is important. The Chairman of the Squadron Development Committee as well as the District Commander of the local district must be contacted to inform them of the intent to form a provisional squadron and to request their help and support in the effort.

Endeavor to find a "key" leader, one who is known in the community and one who has had some experience in clubs and organizations.

Members of a provisional squadron consist of current members of another squadron who intend to transfer into the squadron when it is chartered, unattached members and unattached (new) members who join after meeting membership requirements as prescribed by the Bylaws and Governing Board.

Only six active members are required in order to organize a provisional squadron. Public safe boating courses may be offered to reach the minimum of six members required. The provisional squadron functions with a commander, educational officer, secretary/treasurer and three executive committee members.

After provisional squadron status has been approved, the squadron has three years to build its membership to a minimum of 25 active members in order to submit its request for a squadron charter.

15.3 Selecting a location. Any community that has boaters not now served by a squadron is a potential location. While the priority may be locations with boating activities, there are other possibilities. If there is a metropolitan area with 100,000 or more population, and there is a good boating area within 50 to 100 miles, many boaters from the metropolitan area travel to that boating area. USPS has strong squadrons located in areas that are not themselves boating areas.

Availability of a facility for teaching courses and for meetings is another consideration; yacht clubs, marine stores, marinas or a United States Coast Guard facility are potential locations.

Contact local Chambers of Commerce, Lake Associations, organizations that promote tourism et cetera. They can provide useful information about the area and valuable contacts. They also are very useful in publicizing the organizational efforts to form the provisional squadron.

15.4 Approval of provisional squadron status. The Board of Directors has the authority to grant provisional squadron status. The procedure to be followed is not complicated, difficult nor time consuming. The process is documented in the Squadron Development Manual available on the USPS Operations Manual website.

The first step is to find the six active members required to operate a provisional squadron. Current members of other squadrons who reside in the area and unattached members is a start. USPS headquarters will conduct a zip code search to find current or prior members. Conducting public safe boating courses in the area to obtain new members is another source to recruit the minimum of six. Other procedural steps that must be followed and ideas to be considered are:

A) Have at least two USPS members who will work together closely to promote provisional status and file the necessary request for provisional squadron status with the national executive officer. The NXO will present all properly prepared requests to the Board of Directors which has the authority to grant provisional status. The request is to be in letter form to the national executive officer and must include the following:

1) The geographical area that the proposed provisional squadron is to include;

2) The need for a new squadron in that area;

3) The potential for growth: how membership growth will affect other squadrons in the area;

4) In a few words, describe the plan for creating the squadron including the proposed name and the length of time it may take to charter the new squadron. The name may apply only to the provisional squadron and another name can be selected when the provisional squadron requests its charter.

B) The national executive officer will review the letter request and, although not a requirement, will normally discuss it with the district commander to whose district this provisional squadron would be assigned for administrative purposes. If all is in order, the national executive officer will seek the Board of Directors' approval for provisional squadron status;

C) Board of Directors' approval is subject to the approval of the proposed provisional squadron bylaws by the chair of the Committee on Rules. The Board of Directors will also assign this proposed provisional squadron to a district for administrative purposes. The district to which the provisional squadron is assigned has the responsibility of helping the provisional squadron with its efforts to become a chartered squadron. Normally the Board of Directors will encourage the group by approving conditional provisional squadron status with the understanding that formal provisional squadron status will only be granted upon the approval of the provisional squadron bylaws by the Chairman of the Committee on Rules;

D) Upon conditional or formal provisional squadron approval, the national executive officer will then request that Headquarters send a new squadron kit to help the provisional squadron toward chartering. Upon that request, Headquarters will send up to 100 free copies of the public safe boating course texts (does not include the plotting kits) to facilitate the teaching of public safe boating courses in their area;

E) The conditional or formally approved provisional squadron should have an initial meeting with all those interested in participating in a provisional squadron in the area;

F) Secure a copy of the model by-laws for provisional squadrons and elect members to the six leadership positions as required. Adopt the provisional squadron bylaws in the exact format as the

model and send the adopted copy to the chair of the Committee on Rules for approval. This is a requirement for formal provisional squadron status.

15.5 Provisional Squadron Operations. The provisional squadron should begin to function as a regular squadron. Its primary activity is to conduct public safe boating courses to recruit new members in order to reach the required minimum of 25 active members for squadron chartering. Consider the following to attract individuals to public safe boating courses and to find other potential new members.

A) If the state has a safe boating exam that has been approved by USPS as meeting USPS membership requirements, try to get the names of those who have taken and passed the state exam from the state officials. They qualify directly for USPS membership. Contact these boaters and advise them of the benefits of USPS membership. A list of all courses that meet the membership requirements is listed on the membership committee's page on the USPS website;

B) Make plans to offer public safe boating courses in order to recruit new members for the provisional squadron. Find a location: school, library, marina or marine supply center in which to hold a course. **Hold the classes as often as practical, day, night or weekends and be "up front" with the students.** Tell them a new squadron is being formed and stress the value of USPS membership and its boating educational opportunities. Also inform the students that when they join a new squadron, they are charter members and the first commander is a charter commander, a distinction that is important to some;

C) Marinas might well provide a listing of boaters. The state licensing authorities and/or state boating law administrators are also good sources of information. Try contacting yacht clubs seeking names of boaters. Inform them that a squadron is being formed and tell them of the advantages of USPS membership. Ask them to publicize the dates and locations of the public safe boating courses and include the name and phone number or email address of a local contact from the provisional squadron;

D) Develop a list of all area media, newspapers, radio, TV, community websites, et cetera. Distribute releases with dates and locations of public safe boating courses. Area radio and TV stations frequently have various "community bulletin board" type features offering "no charge" announcements for non-profit organizations. Local news programs and interview programs also may be used to publicize the courses;

E) Posters and other material for publicizing the courses are also available from the USPS marketing and public relations committee at no charge;

F) Students who pass the course join USPS as unattached members who are assigned to the provisional squadron and will become charter members of the new squadron when chartered. Also encourage them to help with subsequent courses. Urge the members to enroll in the Boat Handling course immediately;

G) Continue teaching public safe boating courses and squadron advanced and elective courses. When active membership reaches 25, complete the requirements for squadron chartering as stated below.

15.6 Name and Burgee. Squadron names must have geographical significance and not conflict with other squadrons. Guidelines for squadron burgees and squadron names are included in other sections of this Operations Manual. The provisional squadron may petition the Committee on Rules to approve or reserve the proposed squadron name and the Heritage and Protocol Committee to approve the burgee design it desires at any time after provisional squadron status has been granted by the Board of Directors.

15.7 Procedure for Chartering. The forms and procedures for requesting a charter for a provisional squadron are included in the new squadron kit that was sent upon approval of provisional squadron status. The Committee on Rules requires that the forms be used, and that the following procedure be adhered to on all applications. Any deficiency is likely to delay charter approval.

A) Notice of the organizational meeting must be sent out at least 10 days in advance to all prospective charter members. Forms for this notice are in the new squadron kit; additional copies may be reproduced locally;

B) Squadron bylaws must be drafted to conform in format to the model bylaws for squadrons, a copy of which is in the new squadron kit. Deviations will be allowed in case of conflict with local laws or other compelling circumstances provided, however, that there is no deviation from the policy and authority of USPS. A copy of the proposed bylaws should be submitted for preliminary approval to the chair of the Committee on Rules before being voted on by the membership. Any deviation from the model must be underlined in red or highlighted and explained. It is recommended that the proposed bylaws be included with the notice of the organizational meeting or that multiple copies be made available for examination by members attending the meeting;

C) The organizational meeting should be held as outlined in the notice. At least 25 active members of USPS must sign the petition to the Governing Board, form NSK-4a and Petition for Group Transfer, form HQ-114 for the charter to be granted. Minutes of the meeting should contain the following:

- Names of members present and designation by grade and skill level
- Approval of the motion to petition the G/B for a charter
- Adoption of the proposed name of the squadron
- Adoption of the proposed bylaws
- Election of officers
- Approval of the motion authorizing USPS to include the squadron in a request for federal tax exemption

D) The following must be completed and forwarded to the chair of the Committee on Rules with a copy furnished to the district commander:

- Minutes of the organizational meeting
- Squadron Bylaws as adopted and formally approved by the Chair of the Committee on Rules
- Form HQ-114, Petition for Group Transfer for each squadron from which members are transferring
- List of unattached members transferring into the squadron approved by the national secretary
- Form NSK-4b, list of charter members with certificate numbers
- Form NSK-4a, petition to the Governing Board
- Form NSK-3, Notice of the Organizational Meeting
- Letter to USPS signed by squadron commander authorizing USPS to include the squadron in the yearly request for group federal tax exemption
- Form OD-2, Listing of Squadron Officers and Committee Chairs

15.8 Formation of a new district. USPS, with approval of the Governing Board, may establish new districts. The desire of a district to be divided originates within the district. It may come from district officers, or it may come from squadrons within the district. In either case, the district commander verifies that the squadrons affected agree with the decision to divide the district and the district conference approves the petition. The petition is sent to the national executive officer for presentation and approval by the Board of Directors for submittal to the Governing Board for their approval. There is no form for such petition, but the Committee on Rules will furnish precedents, which may be adapted to the circumstances.

The national executive officer will consult with the Board of Directors inasmuch as new districts can have a far-reaching effect throughout USPS. Realignment of neighboring districts or squadrons may also be necessary.

Upon approval by Governing Board, a meeting of representatives of the squadrons in the new district is held, at which time bylaws, election of temporary officers and other organizational issues are considered. Bylaws for a new district must follow the "model" bylaws for districts verbatim except for considerations required by local law or special circumstances. Such exceptions require prior approval by the Chairman of the Committee on Rules. Copies of these model bylaws are available

from USPS Headquarters or may be downloaded from USPS Website. Bylaws must receive formal approval by the Committee on Rules before any new district may begin to function officially.

15.9 Operating district division. A proposed district may initially operate as a "division" of a district as assigned by the national executive officer. A division functions with certain autonomy, subject to direction by the parent district. Temporary officers chosen by a district division have no rank as such. For this reason, installation and changes-of-watch ceremonies are inappropriate. Such officers may, of course, retain their insignia of previous rank.

Divisions must hold a conference meeting and at least two council meetings annually. The Chief Commander will assign a C/C's Representative when possible. If a division is not granted full district status within two years, the national executive officer may terminate its status in which event the division's squadrons will revert to the district to which they were assigned at the time the division was formed.

15.10 Full status. When the division commander feels that the division has made sufficient progress and is financially stable, he may request full district status by formal letter to the national executive officer. This request must be endorsed by the council and conference of the parent district.

If the national executive officer and the Chairman of the Committee on Rules agree that the division is well prepared and is functioning satisfactorily, the national executive officer requests that the Board of Directors ask the Governing Board to grant full district status including the district number or other designation.

Provisional squadron full status will be effective on the date the Governing Board approves the squadron's charter.

15.11 Doing Business As. Use "America's Boating Club" along with a local name. Example, the Rockville Sail and Power Squadron can market itself as "America's Boating Club® Rockville". This leverages the national name and includes the locality. Note that the words "power" and "squadron" are not used in this example.

Recommendation: Consider whether the name of the locality should be changed. There are many squadron names associated with landlocked towns, small geographic areas, or esoteric locations. If the squadron does not have instant name recognition, think about selecting a name that is associated with the area in which is boating, hold meetings, and so on. Of course, also consider whether the intended name overlaps with another squadron and may confuse the boating public. Review the Marketing Handbook for more details

Squadron DBA are to be approved by their District and District DBAs approved by Board of Directors

15.12 Squadron mergers and consolidations. (There are no provisions in the USPS bylaws for mergers or consolidations.) A squadron merger takes place when one squadron renounces its charter and its members transfer to another squadron. The procedure to be followed to effect a squadron merger is that the merging squadron transfers its property to the remaining squadron and follows the procedure for dissolution (Use forms HQ 114 - Request for Transfer of a Member Group to Effect a Merger and HQ 116 - Transfer of Assets Between Squadrons). It is also acceptable for each member to sign form HQ 110 (Letter of Transfer) if that is simpler than getting the HQ 116 circulated.

A squadron consolidation takes place when two or more squadrons are combined to form a new and distinct squadron. The procedure to be followed for squadron consolidation is the same as for a merger with the addition that the remaining squadron follows the procedure to change its name by amending its bylaws.

Transfer to a currently chartered squadron will be effective on the date the Governing Board approves the merger.

15.13 Transfers A member who desires to transfer from one squadron to another, or from unattached member status to a squadron, may make

written application to the secretary of the squadron to which transfer is desired.

If the executive committee of the squadron to which transfer is desired finds the applicant acceptable on the basis of known information, it will direct its secretary to supply the applicant with two copies of a transfer letter, form HQ-110, available from headquarters. The applicant should furnish the required information, including reason for transfer, and return the form to the secretary with a check for the applicable amount.

The secretary will endorse the transfer letter and send it to the national secretary together with the applicant's check (or a squadron check) for the applicable transfer fee, retaining one copy of the transfer letter. The transfer will become effective immediately upon processing by headquarters but will be subject to revocation for satisfactory cause if, as noted below, protest is filed by the releasing squadron within 45 days.

The national secretary will record the transfer, indicating that date as the effective date, and will send one copy of the transfer letter to each of the following:

1) The secretary of the squadron accepting the transfer;

2) The transferee;

3) The secretary of the releasing squadron, if one.

These letters carry the notice that, “unless a protested transfer letter, showing satisfactory cause, is returned to the national secretary within 45 days, the transfer will continue to be valid.”

In the case of an attached member, if the executive committee of member squadron is not in agreement with the transfer, for satisfactory cause as provided by USPS Bylaws: 1) is indebted to a squadron or USPS for dues or otherwise, 2) is the respondent in a pending disciplinary action, or 3) has failed to return squadron property, its secretary will note the reason for denial and return the transfer letter to the national secretary within 45 days. The national secretary will then notify the applicant and the commander of the squadron to which transfer was intended that the transfer was not acceptable and return the transfer fee to the applicant.

If, on receipt of the transfer letter, the national secretary finds that the applicant is no longer a USPS member, he will notify the commander of the prospective receiving squadron and will return the applicant's transfer fee.

A member transferring to become a charter member of a new squadron is not required to pay a transfer fee.

A member who desires to transfer to unattached member status must make written application to his squadron secretary, who will supply the applicant with four copies of a transfer letter, form HQ-110, available from headquarters. The applicant should complete the form, including reason for requesting unattached status, and return four copies to the squadron secretary with a check for the applicable transfer fee.

No member is permitted to transfer to unattached member status except for assignment to a provisional squadron, unless, in the opinion of the secretary of USPS, there is no suitable squadron within a reasonable distance of the member's place of residence to which the member may belong.

The squadron secretary will forward three copies of the transfer letter and the applicant's check (or a squadron check) to the national secretary, retaining a copy. If the national secretary approves the transfer to unattached status, he/she will endorse and record the transfer, indicating the effective date, and send one copy of the endorsed transfer letter to:

1) the transferee, and

2) the secretary of the releasing squadron.

These letters carry the notice that “unless a protested transfer letter, showing satisfactory cause, is returned to the national secretary by the squadron within 45 days, the transfer will continue to be valid.”

If the executive committee of the releasing squadron is not in agreement with the transfer, for satisfactory cause as provided by USPS Bylaws, its

secretary will note the reason for denial and return the transfer letter to the national secretary within 45 days. The national secretary will then notify the applicant that the transfer was not acceptable and return the applicant's transfer fee.

A member of the Canadian Power and Sail Squadrons, if otherwise qualified, may become a USPS member in the same way as anyone else. USPS will recognize grades awarded the applicant while a member of CPS. New member fees apply.

Transfer to a newly chartered squadron will be effective on the date the Governing Board approves the squadron's charter.

15.14 Unattached Members of USPS are those not enrolled in a squadron and who do not pay national dues through a squadron. The provision for this class of membership is intended to make it possible for members, after having participated in squadron affairs before relocating to an area where there is no local USPS activity, to maintain contact with the national body, to receive The Ensign and to provide a desirable nucleus to possible USPS expansion .

The strength of USPS and the unique services it renders depends on activities of the squadrons. For this reason, it is desirable for members to seek and maintain association with a squadron even though they may live some distance from a community served by one.

Any applicant for membership or reinstatement in USPS may apply to the national secretary for unattached membership or unattached membership assigned to a provisional squadron. Except for assignment to a provisional squadron, no application for unattached status shall be accepted unless, in the opinion of the national secretary, there is no suitable squadron within a reasonable distance of the applicant.

Unattached members are represented at USPS annual and special meetings by delegates appointed annually by the national secretary. The number of delegates appointed is one for each one hundred unattached members or fraction thereof. If a member wishes to be classified as an unattached member, the member's squadron should handle the application in accordance with outlined procedures.

Chapter 16
MERIT MARKS

[16.1] Definition of a merit mark
[16.2] Merit mark chairman
[16.3] How recommendations are made
[16.4] Service records
[16.5] Supplementary recommendations
[16.6] Posthumous award
[16.7] Resubmittal recommendations
[16.8] Retroactive recommendations
[16.9] Notice of awards
[16.10] District commander procedures
[16.11] National committee procedures
[16.12] V/C and national chair procedures
[16.13] CPS members
[16.14] Area monitors
[16.15] Points to consider
[16.16] Acceptable recommendations
[16.17] Unacceptable recommendations
[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 insigne 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 committee 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 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 public 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. 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, 6.3; note the period between the 6 and the 3. This is a reference to section 3 of chapter 6. All cross-references in the document are in the section reference format; for instance: 8.1, 6.4, et cetera. Please note that section 6.3 will probably NOT be on page 3 of chapter 6. For section and page numbers, the Operations Manual uses 0 through 24 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 6-3; note the dash between the 6 and the 3. This is a reference to page 3 of chapter 6. All entries in the index are in the page number format, 6-3, 7-4, 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 a manual:

- 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. Of course, Chapter Five is supplemented by Chapter Six, Squadron Educational Activities, a must-read for Squadron Educational Officers.

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 in the following graphic:

[5.1] Role of the commander
[5.2] Commander, member of Governing Board
[5.3] Call to G/B and annual meetings
[5.4] "Commander's Kit"
[5.5] Importance of delegation
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[5.19] Duties of secretary
[5.20] Squadron member information

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.

As well, Adobe reader also has a feature allowing you 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 22) 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:

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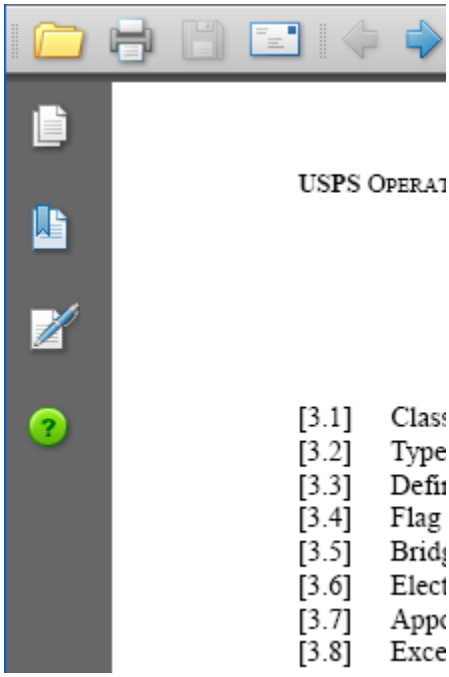
meetings, programs & entertainment 7-7

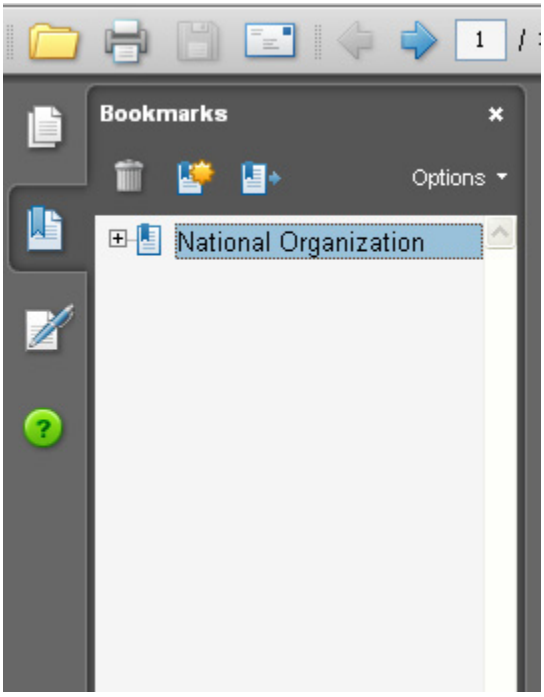
Note that entries are sorted alphabetically from A to Z with any numeric entries being located at the beginning of the index. Entries in the index are located by finding the desired subject and then locating the indicated page. For instance, information on Additional Active Members can be found in Chapter 22 on Page 4 (22-4) and Chapter 23 Page 5 (23-5). 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:



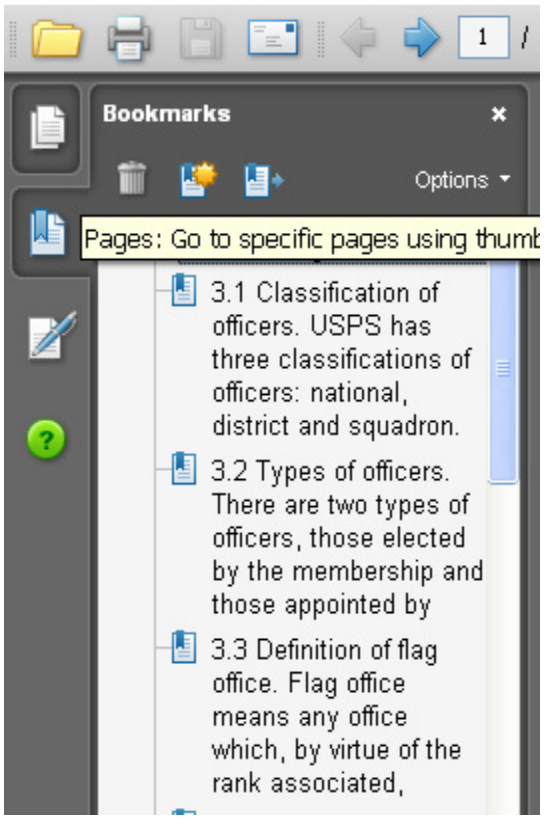
Note the second small icon located on the left hand side second from the top which appears to have a blue bookmark on the page. Generally, the term icon is used in a wide number of contexts for an image, picture, or representation as a sign or likeness that stands for an object by signifying or representing it either concretely or by analogy. I not already displayed, book marks 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:

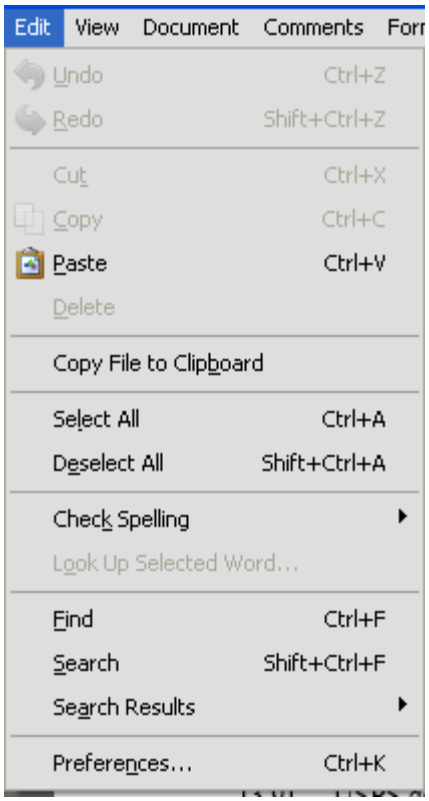


The bookmarks in each manual are essentially the sections of each chapter. Since there are more section listings than will display in the limited space, a scroll bar is provided on the right side of the bookmark window. Scrolling to the desired section and clicking on the bookmark text will cause the reader to jump to that section. Normally, but not always, the section will be at the top of the page.

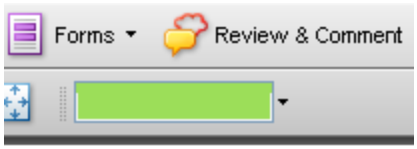
The use of bookmarks and how they function on any given computer can be controlled by settings in the Adobe Reader software. If your version is not functioning as you think it should, investigate the settings for the bookmark function and set them to the desired functionality.

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 left click or press and hold the Control key while pressing the F key. Either produces the same result, a screen similar to the following:

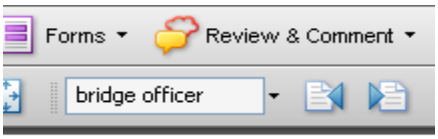


If you are interested in finding every reference to the phrase "Bridge Officer" in chapter 3 and chapter 3 is loaded into the Adobe reader, key in the words Bridge Officer in the find box and press the enter key. Entries in the document matching the words "bridge officer" are highlighted in the document. 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.2] Purpose of the uniform
[B.3] Uniform categories
[B.4] Dress code
[B.5] The uniform jacket
[B.6] Long-sleeved shirt
[B.7] Short-sleeved shirt
[B.8] Headgear
[B.9] Shoes
[B.10] Belt
[B.11] Tie
[B.12] Gloves
[B.13] Women members
[B.14] Purse
[B.15] United States Power Squadrons blazer
[B.16] Accessory clothing
[B.17] United States Power Squadrons emblem
[B.18] Blazer and cap device
[B.19] Formal squadron emblem
[B.20] Model design
[B.21] Designs
[B.22] Name plate
[B.23] Sash
[B.24] Ancillary attire
[B.25] Informal or casual attire
[B.26] Insignia
[B.27] Membership pin
[B.28] Some exceptions
[B.29] 25-year pin
[B.30] Life member pin
[B.31] 50-year pin
[B.32] Officer tags
[B.33] Merit mark tabs
[B.34] Insignia of rank
[B.35] Squadron level
[B.36] District level
[B.37] National level
[B.38] Insignia of position
[B.39] Sleeve stripes (braid)
[B.40] Squadron sleeve stripes
[B.41] District sleeve stripes
[B.42] National sleeve stripes
[B.43] Consistency of tridents and stripes
[B.44] Merit marks
[B.45] Shoulder tabs
[B.46] Past-officer tabs
[B.47] Mutually-exclusive insignia
[B.48] Squadron sleeve insignia
[B.49] District sleeve insignia
[B.50] National sleeve insignia
[B.51] Grade and skill level insignia
[B.52] Design
[B.53] Insigne for educational achievement
[B.54] Insigne for educational proficiency
[B.55] Insigne for senior member
[B.56] Insigne for life member
[B.57] Uniform cap insignia
[B.58] Buttons
[B.59] Name tags
[B.60] Miscellaneous United States Power Squadrons patches and insignia
[B.61] Incidental insignia
[B.62] Aides to the chief commander
[B.63] Jewelry
[B.64] Boat insignia
[B.65] Front license plates
[B.66] Service club signs
[B.67] VSC insignia

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, insigne, 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 insigne 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 Wooly 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 simultaneously. 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 insigne 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 insigne with tridents.
- Emeritus members of the Governing Board: The insigne for general member of the Governing Board surrounded by a gold laurel wreath. Refer to Part Two for more information regarding wearing this insigne 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 insigne 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 Insigne for educational achievement. A member who qualifies for the educational achievement award may wear the insigne for navigator surrounded by a gold rectangle. The border of the

rectangle is to be of the same material as the navigator insigne.

B.54 Insigne for educational proficiency. A member who qualifies for the educational proficiency award may wear immediately below the grade insigne a gold line extending the same width as the grade insigne.

B.55 Insigne for senior member. A senior member is entitled to wear a distinctive insigne 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 insigne is placed below the grade insigne 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 Insigne for life member. A life member may wear a distinctive insigne identical to the senior member insigne 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.69] Squadron officers
[B.70] District officers
[B.71] National officers
[B.72] Uniform jacket sleeve
[B.73] Uniform jacket pocket
[B.74] Shirt
[B.75] Blazer
[B.76] Blazer insignia
[B.77] Cap device
[B.78] Insignia of grade
[B.79] Merit marks
[B.80] Senior member insigne
[B.81] Life member insigne
[B.82] Lapel buttons and tabs
[B.83] Name Tags
[B.84] Squadron insigne
[B.85] District insigne
[B.86] National insigne
[B.87] Men's uniforms
[B.88] Women's uniforms
[B.89] Gloves
[B.90] C/C Aide ribbon
[B.91] USPS buttons
[B.92] Local squadron blazer emblem
[B.93] Service club sign

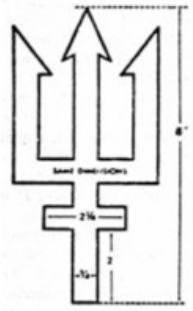
Insignia of grade, rank and seniority may be sewn on the black uniform jacket and the shirts. Merit marks may be sewn on the jacket and the long sleeved shirt, but not on the short sleeved shirt. The blazer patch may indicate grade and rank as well as the ship's wheel/ensign device. Members should recognize 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.

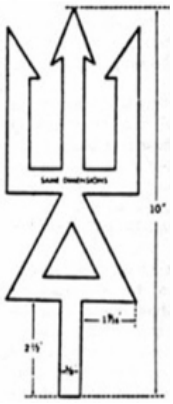
B.68 Trident The trident forms the basic element in all ranks of USPS. It is found in gold, silver or red, depending respectively on whether its wearer is an active elected officer, a past elected officer or an appointed officer.

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-

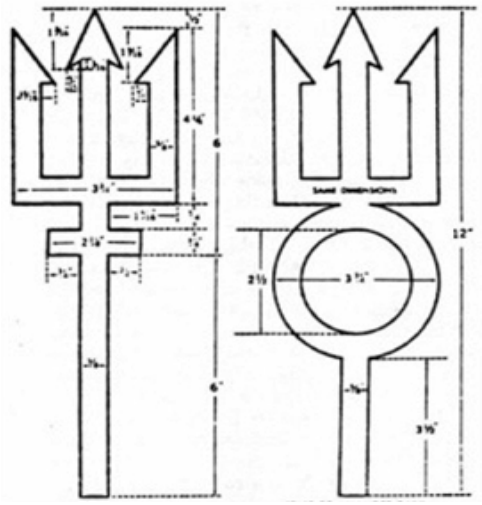
ance of the different designs.



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.

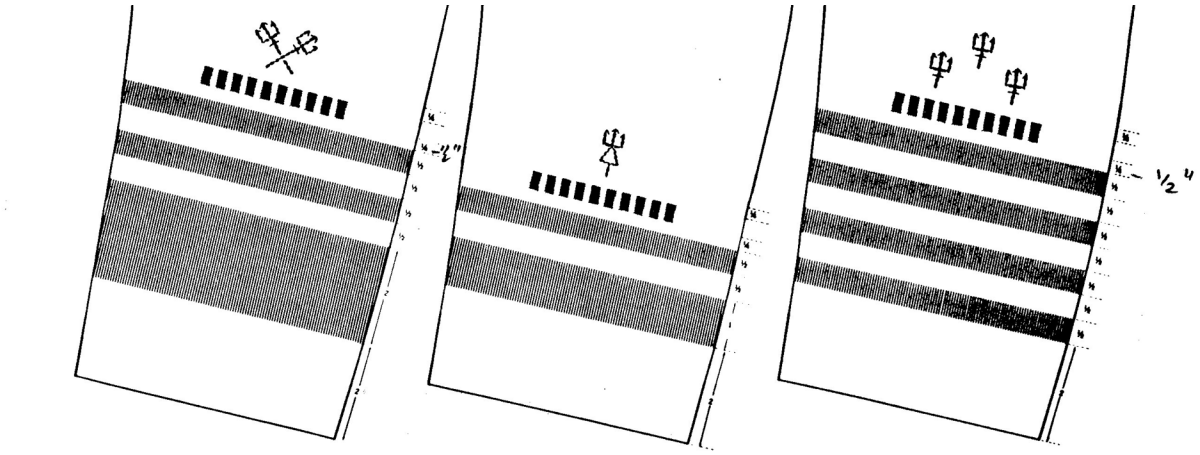
General and emeritus members of the Governing Board who are eligible to wear tridents of their current or past office may also wear the GB member insigne as illustrated in Part Two centered above their tridents, except that no GB insigne shall be worn if the tridents worn are clearly those of a current 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.

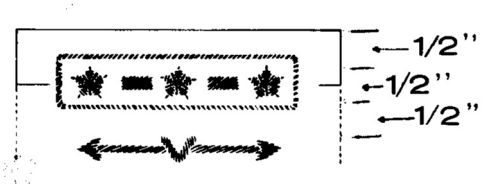
Merit marks are placed centered and no more than ½ inch above the uppermost stripe. If there are no stripes, the merit marks are placed three inches above the cuff. A rule of thumb for placing merit marks, tridents or other symbols is to let the arm hang normally, left hand against the thigh – then center 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.



VICE COMMANDER DISTRICT FIRST LIEUTENANT COMMANDER

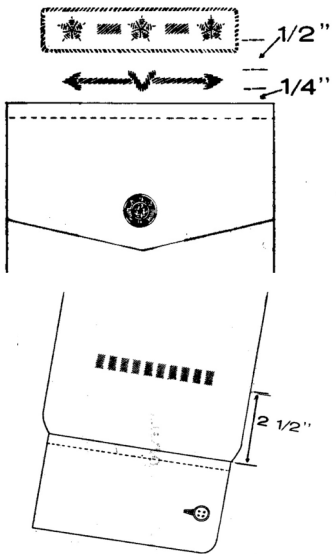
B.73 Pocket. The Grade insigne[1] and senior/life membership insigne are placed as shown. Note that in the Educational Achievement Award, the rectangle is outside the .5 inch measurement; likewise for the Educational Proficiency Award.

1) The word insigne [pronounced in-sig-nee] is the singular form; insignia is the plural

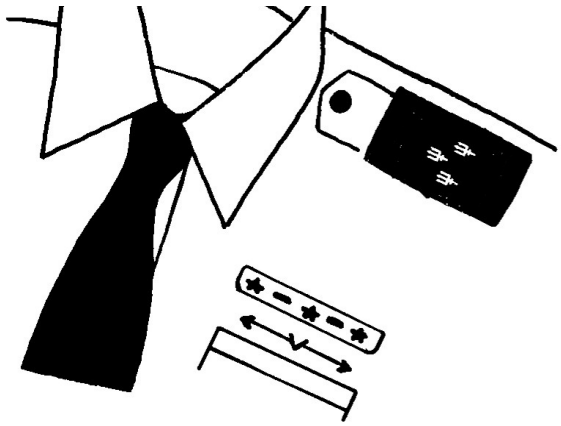


UNIFORM SHIRT

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.



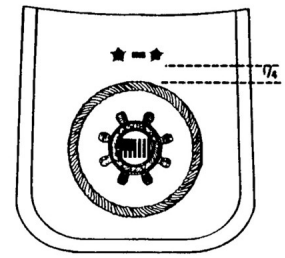
BLAZER

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".

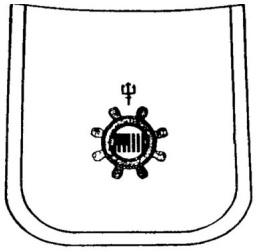
Three examples of the pocket patch are shown below, one that of a squadron commander with the educational achievement award, another showing a member with a JN insigne but without displaying a rank and one showing rank but no grade. The pocket patch appears on the breast pocket and may be either sewn 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.

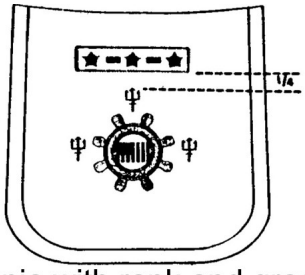
B.76 Blazer insignia.



Insignia with grade



Insignia with rank



Insignia with rank and grade

UNIFORM CAP

B.77 Cap device. The insigne 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 insigne 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 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°.

cap device with rank

Insignia other than tridents are placed at the 12 o'clock position.

The blazer patch when worn without an insigne 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.

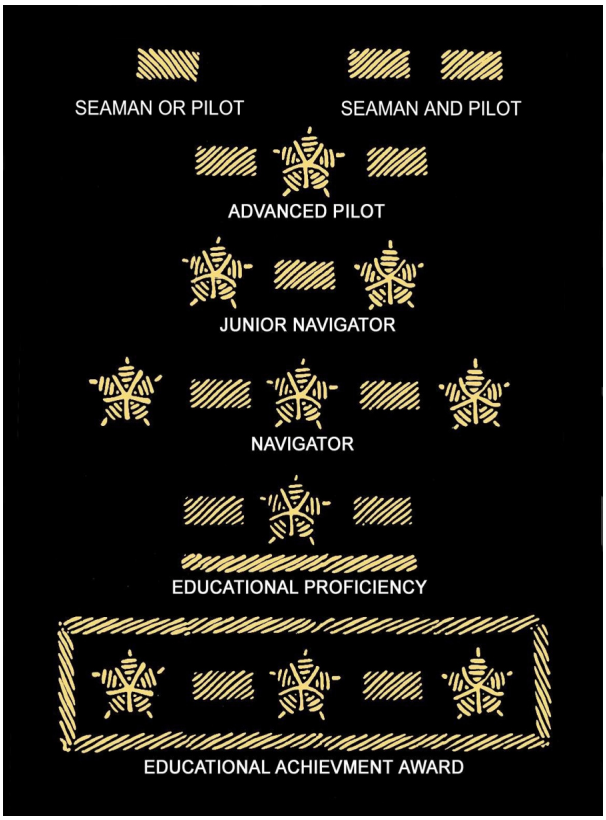
On both the cap and the blazer, the insignia of rank and grade are smaller in size than those on the uniforms. They are sized so that the insigne of a senior navigator measures 2.5 inches across (the same size as the gold circle). For squadron and district ranks, the tridents measure approximately 83 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 insigne (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.



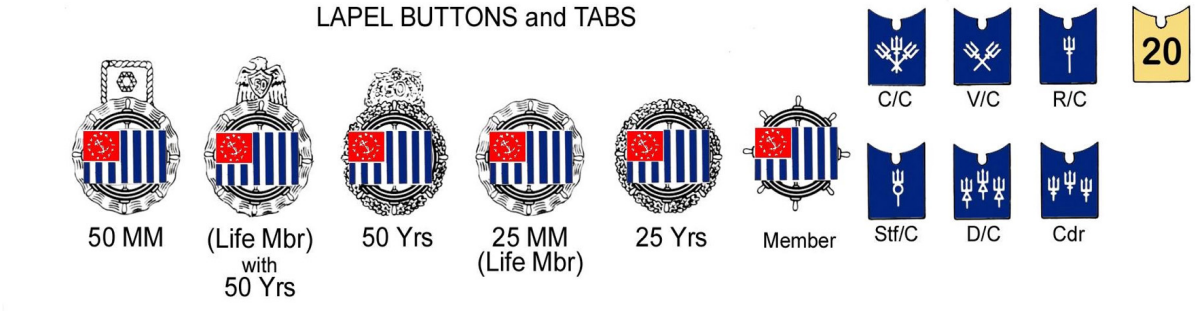
B.79 Merit marks are positioned on the sleeve of the uniform jacket and the uniform shirt – as shown in the diagrams below.

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 insigne (five merit marks or more) measures 2.75 inches in width and on the uniform jacket, is placed .5 inch below the grade insigne 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.

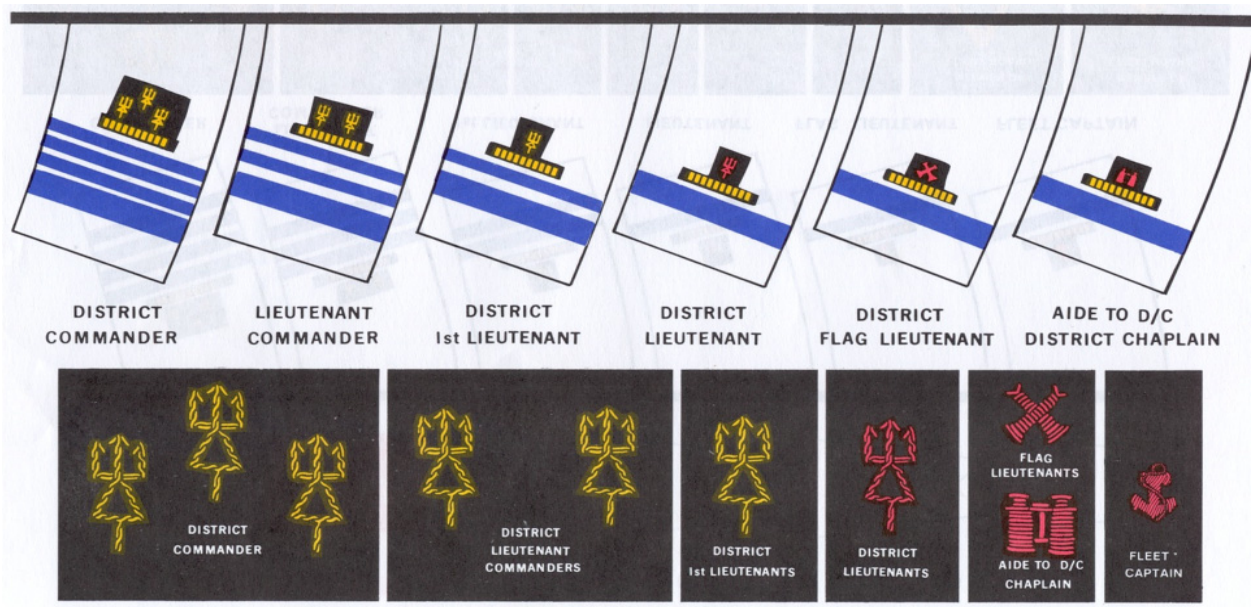
B.81 Life member insigne (25 merit marks or more) is of the same overall dimensions and is placed in the same fashion.

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.

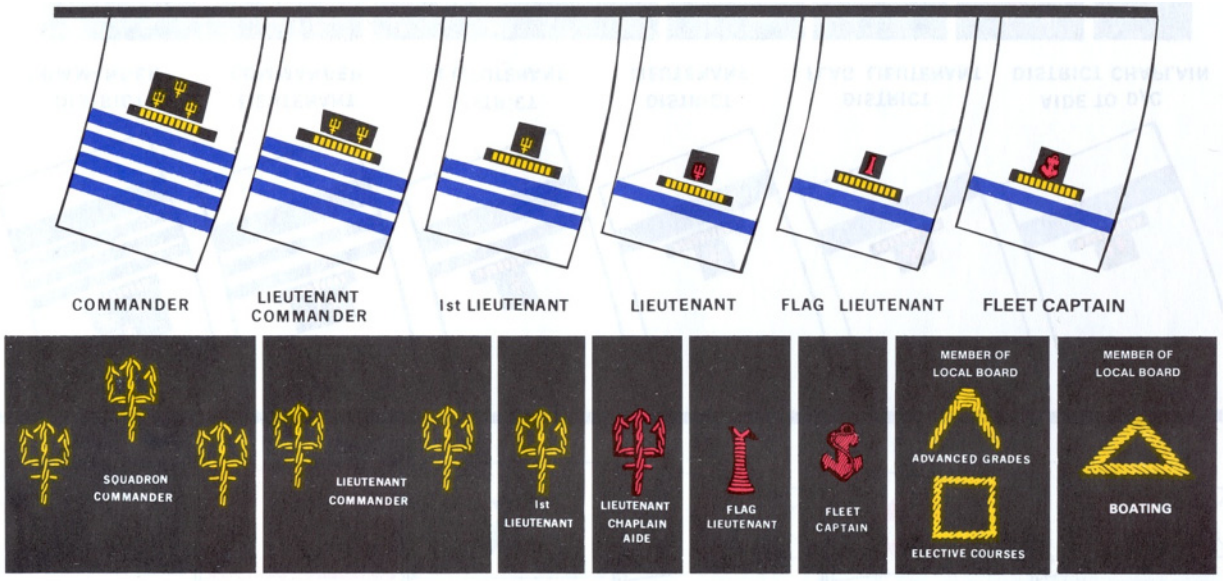


B.83 Name Tags. A complete and current description of the format, lettering and wearing of USPS Name Tags can be found by referring to the USPS Branding Manual using the link on the USPS National website.

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. Squadron 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.

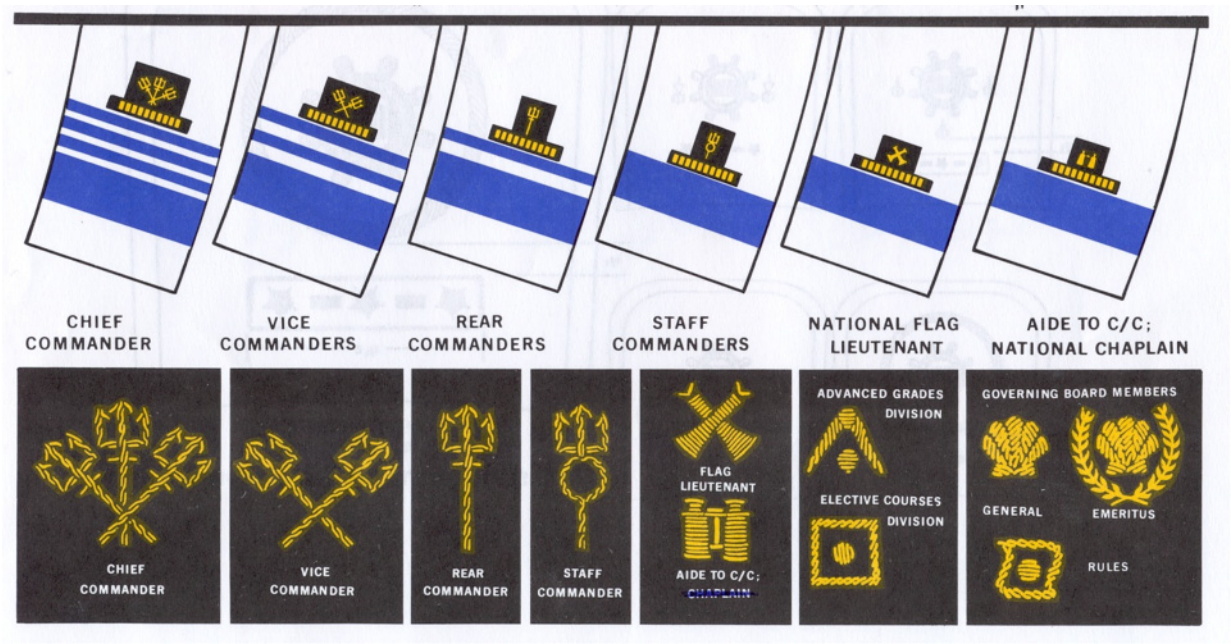
B.85 District Insignia

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).

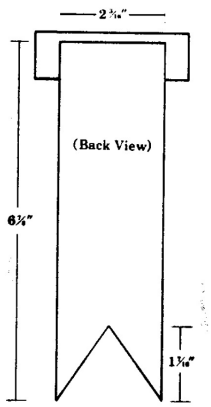
- **Uniform E:**
  Regulation short-sleeved, open-neck shirt; white knee-length Bermuda-type trousers; white belt; white socks; white shoes; cap; white purse (if carried).

- **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).

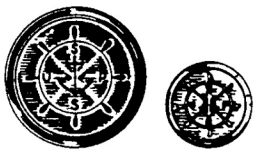
- **Uniform G:**
  Regulation short-sleeved, open-neck white shirt; black skirt or slacks; black belt; natural hosiery; black shoes; cap; black purse (if carried).

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
National Secretary - Communications Committee						
Distinctive Communicator[a]	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
National Administrative Officer - Membership Committee						
Raymond Finley Sea Scout Service Award	I	Joint Services to USPS and Sea Scouts, BSA	Annual Meeting	NAO	P, O[b]	Membership Committee
William D. Selden IV Member Involvement Retention Award - MIRA[c]	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

National Administrative Officer - Squadron Support and Development Committee						
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[a]	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
National Educational Officer - Education						
Educational Achievement Award	I	Successful completion of all advanced academic grade and any six elective courses	Upon Qualification	N/A	O[b]	Headquarters
Educational Proficiency Award[c]	I	Successful completion of Advanced Piloting and any three elective courses	Upon Qualification	N/A	O[d] P[e]	Headquarters
Chapman Award (3 awards given)	I	Demonstrated excellence in teaching; selected from District nominees	Annual Meeting	C/C, NEO	P[f] 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
e) Plaque resented by C/C at Annual Meeting or by DEO at District Conference
f) Sextant, or equipment of comparable value, awarded to recipients' squadrons

National Educational Officer - Instructor Development

Teaching Aids Exhibits Award[a] (First, Second, Third in each category)	D	Judges for overall effectiveness as a teaching aid	Annual Meeting	C/C, NEO	C	Instructor Development Committee

a) Formerly known as the Ship's Bell Award

National Executive Officer - Cooperative Charting						
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[a]	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[b]	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[c]	NOAA
Coast Survey Award[d]	I	Consistently among top performers over 5 year period	Annual Meeting	C/C, NOAA rep, NXO and Ch/Cooperative Charting Committee	P O[e]	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[f]	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[g]	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[h]	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

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[a]	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[b]	I	Recognizes members successfully completing a solo circumnavigation of the globe	Annual Meeting'	C/C, NXO, Ch/Public Affairs Committee	P S[c]	Board of Directors

a) First place winner receives bowl
b) Awarded only when warranted
c) Permanent trophy featuring a globe

National Executive Officer - Safety						
Excellence in Boating Safety Education[a]	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[b]	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[c]	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

Chief Commander - Services and Longevity						
Meritorious Service Award	I	Retirement of Chief, Vice and Rear Commanders and Ad Hoc Committee chairs	Retirement	C/C	P	N/A
Governing Board Member Emeritus	I	On award of 50th merit mark	Annual Meeting	C/C	O[a]	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[b]	N/A
Senior Membership	I	On award of 5th merit mark	Email / Postal Mail	Headquarters	C O[c]	Headquarters
Merit Mark	I	Substantial contribution of personal effort which benefits or promotes the interest of USPS	Email / Postal Mail	C/C	O[d]	Headquarters
Sustaining Membership	I	On lump-sum payment of 20 times current national dues	Receipt of Payment	Headquarters	O[e]	Headquarters
25-year Member	I	On payment of dues for 25th time[f]	Receipt of Payment	Squadron Commander	O[g]	Headquarters
50-year Member	I	On payment of dues for 50th time[h]	Receipt of Payment	Squadron Commander	O[i]	Headquarters

a) Special uniform insigne; a special lapel-pin tab is presented as evidence of earning 50 merit marks
b) Special lapel-pin device
c) Special uniform insigne
d) Special uniform insigne 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

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

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
EDUCATIONAL FORMS				
ED-1[a]	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 auto-mated processing and REQUIRED DOCUMENTA-TION OF APPROVAL FOR CLASS PARTICI-PATION 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[b]		Boating course information	SEO	To DEO
NPR-101	2000	Report from Boating Class	SPRO	To DPRCom
HISTORIAN FORMS				
H-701	2004	Squadron historian report	Squad historian	To Dist historian
H-720	1991	District historian report	District historian	To Natl historian
MEMBERSHIP FORMS ... All Award Applications Forms available on-line.				
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
MERIT MARK FORMS				
	On-line	Merit Mark Forms	Squadron commander	Complete by 15 November
OPERATIONS TRAINING FORMS				
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
PUBLIC RELATIONS FORMS				
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[c]	1994	Cooperative advertising district planning	DPRO	submit to NPRCom
NPR-103	04/05	PR materials order form	Commander/PRO /Secretary	
NPR-104[c)]	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[c)]	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[c)]	No data ... on website	Roger Upton rules and entry form (video competition)	SPRO DPRO	Due 1 March to DPRO Due 1 April to NPRCom
MISCELLANEOUS				
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[b)]
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 disburser 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 COMMITTES. 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 a 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. FIDELTIY 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. PROIDBITATION 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 deducible 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

[G.1] Investment Policy
[G.2] Teaching Boating Safety Courses
[G.3] On-the-water policy
[G.4] Boating Education and Operator Training
[G.5] Non-USPS Boating Course Examinations
[G.6] Reimbursement of Travel and Expenses
[G.7] Squadron Auxiliaries
[G.8] Electronic Data
[G.9] Liaison
[G.10] Lobbying
[G.11] Whistleblower
[G.12] Conflict of Interest
[G.13] Grants and External Funding Procedures
[G.14] VSC Vessel and Owner Data Protection
[G.15] Administration of MOUs

A Chart describing the Liaison and Lobbying functions appears at the end of this appendix.

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. A description of this coverage may be found at http://www.uspsboatinsurance.com.

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;

5) USPS members will continue to provide educational support in all states.

G.5 - APPROVAL OF NON-USPS BOATING SAFETY COURSE EXAMINATIONS AS FULFILLING EDUCATIONAL REQUIREMENTS FOR USPS MEMBERSHIP

Approved at the 2013 Annual Meeting; Bylaw 3.6 was changed from:

Section 3.6 Any person who is able and willing to contribute time, energy and skills to the objectives of USPS or their squadron and has passed an examination approved by the Board of Directors may be admitted to active membership in USPS under such conditions as these Bylaws and the Governing Board may prescribe.

Section 3.6 Any person who is able and willing to contribute time, energy and skills to the objectives of USPS or their squadron may be admitted to active membership in USPS under such conditions as the Bylaws and the Governing Board may prescribe.

This approved bylaw change makes this policy (G.5) null and void and thus has been deleted from this appendix.

G.6 - REIMBURSEMENT OF TRAVEL AND RELATED EXPENSES POLICY

UPDATED EFFECTIVE 10/24/20

Reimbursement Code **Position Qualifying for Reimbursement**
A District Commanders or Voting Representatives
District Educational Officers or Voting Representatives
Chairperson of General and Standing Committees
Chairperson of Department Committees or Programs or Voting Representatives

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 50th 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

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.

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. We can/do 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 your 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

Four days are approved at both the Annual and Governing Board Meetings for those listed on page G-4.

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

Governing Board Emeritus Members - Members receiving their 50th Merit Mark at a National meeting.

Transportation - Up to $200.

Lodging and Meals - Up to two nights 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 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

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

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.7 - USPS REVISED POLICY INVOLVING SQUADRON AUXILIARIES

Approved by the BOD 12/09/87

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 to 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, we started over from ground zero 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.8 - 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 though 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.9 - USPS Liaison Policy/Procedure

Approved by the BOD 04/05/14.

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 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 Table of URLs on www.usps.org.

To eliminate possible confusion or duplication of effort, squadron and district liaison officers will refrain from initiating Liaison activities with an office which is the national headquarters of any organization without first obtaining authorization from the Public Affairs Committee chairman.

G.10 - USPS Lobbying Policy

Approved by the BOD on 12/04/09.

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 at http://www.usps.org/national/govpr-com/policy_items.htm.

- 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.11 - USPS Whistleblower Policy

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.

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 committee or 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.12 - 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 increment, 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.13 - Grants and External Funding Procedures

The Grants and External Funding Team of the Public Affairs Committee (PA-Com) publishes the following procedures effective 12/01/10:

1) The Grants and External Funding 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 Grants and External Funding Team (GEF) 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 and 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 the GEF Team Chair the Department V/C, the Treasurer and Law Officer for practical fiscal and legal compliance and capability review. Upon completion of this review the BOD may approve and direct the GPR 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.14 - Protection of Vessel Safety Check (VSC) Vessel and Owner Data

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.
- 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 agencies or organizations

G.15 - Administration of Memoranda of Understanding

Approved by the BOD 08/06/13.

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.[1]

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

1. 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.

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.

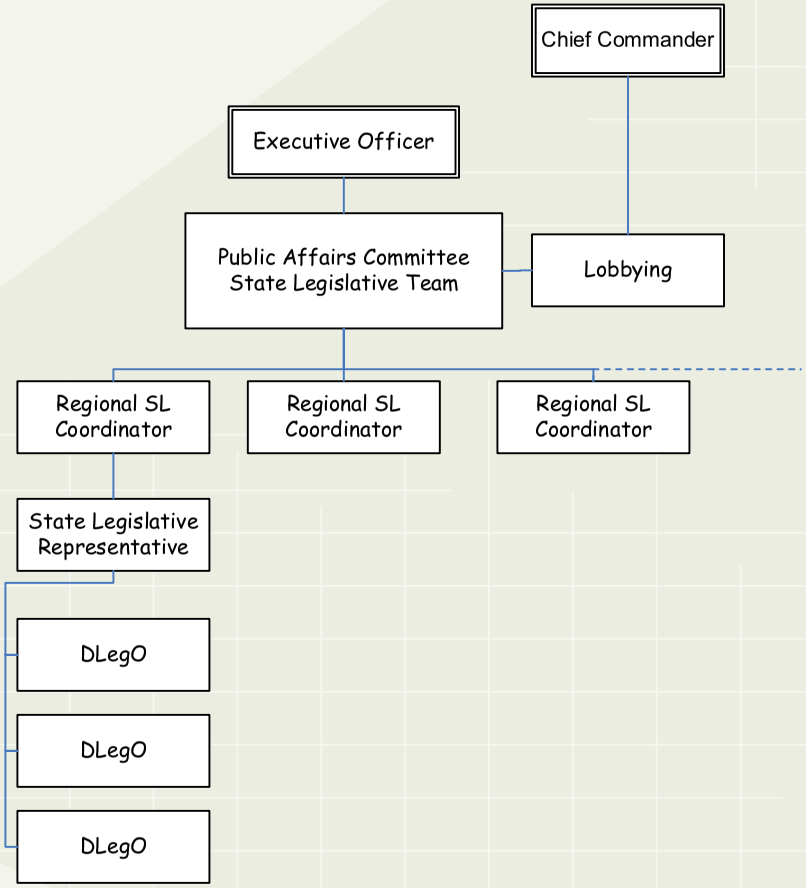
g. PA-Com also maintains downloadable files of all current MOUs on its pages of the USPS website.

Original executed MOUs are filed at the USPS headquarters and maintained by headquarters staff.

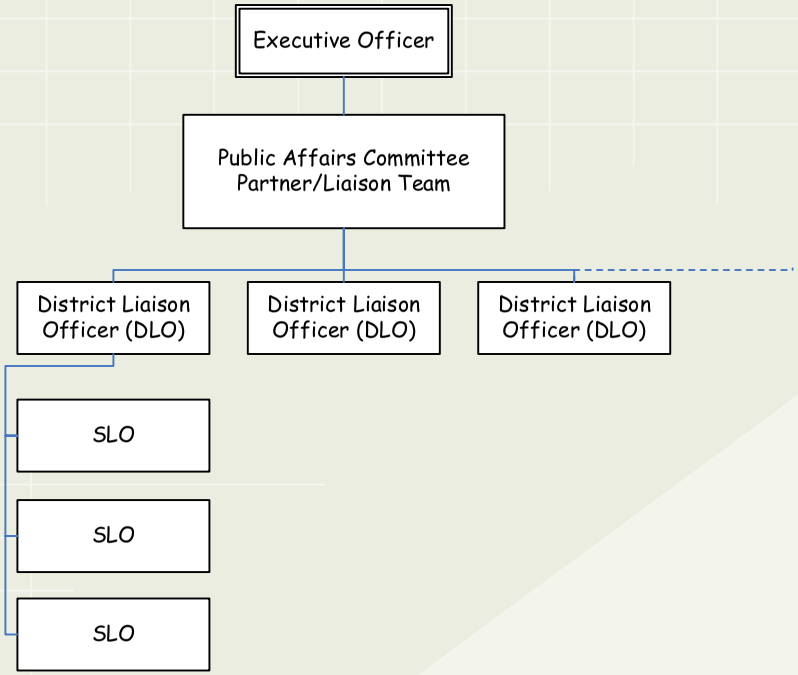
United States Power Squadrons®

Legislative and Liaison Function Organization

State Legislative Function



Liaison Function



Appendix H
USPS MANUALS AND PUBLICATIONS[1]

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

1) 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

DUE DATES

Item	From	To	Date Due
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:

	CPS	USPS
A. Structures	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. Officers		
1. National	Chief commander Executive officer National training officer Administrative officer Secretary Treasurer Certain designated positions plus chairs of committees at national level Any person serving on a committee at national level not a permanent rank position (re: regalia)	Chief commander Vice commanders • Executive officer • Educational officer • Administrative officer • Secretary • Treasurer Rear commanders • certain designated positions plus chairs of committees at national level Staff commanders • assistant to chairs of a committee at national level a permanent rank position (re: regalia)
2. District	**Elected Officers** 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 **Appointed Officers ... Can be elected** 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	District commander District lieutenant commanders • District executive officer • District educational officer • District administrative officer • District treasurer • District secretary District first lieutenants • District assistant educational officer • District assistant administrative officer • District assistant treasurer • District assistant secretary District lieutenants • Historian, supply officer, property officer and committee chairs

Table 1:

3. Squadron	Commander Executive Officer Training Officer Administrative Officer Secretary Treasurer Membership P. R. Officer Squadron Newsletter editor Squadron Social Officer Squadron Regalia Officer Remaining appointees same as district	Commander Lieutenant commanders • Executive officer • Educational officer • Administrative officer • Treasurer • Secretary First Lieutenants • same as district Lieutenants • same as district
4. Permanent rank officers (rank preceded by "P" after retirement from office)	Chief commander District commander Squadron commander The only rank used is Commander; other officers are titled by their job; that is, squadron secretary, et cetera.	Chief commander Vice commander Rear commander Staff commander District commander District lieutenant commander Squadron commander Squadron lieutenant commander National flag lieutenant Provided that district and squadron lieutenant commanders have served at least 3 years at the rank
C. Flags, uniforms, and regalia		
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	Color of field denotes level of office • blue - national • red - district • white - squadron swallow tail design for past officers While CPS no longer uses certain ranks to address members, the use of existing flags and insignia to present positions remains unchanged	Color of field denotes rank • blue–commander • red–vice or lieutenant commander • white–rear commander, staff commander or district and squadron first lieutenant swallow tail design for some junior officers (white field) as well as for past permanent rank officers

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	• Bar for Seaman • Star for Advanced Pilot • Bar-star-bar for Advanced Pilot and Seaman • Star-bar-star for Junior Navigator • Star-bar-star-bar-star for Navigator	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	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 retired rank indicated by "R" above insignia	Worn on cap, uniform, blazer pocket and on shoulder boards of regulation USPS shirts Retired rank indicated by silver instead of gold insignia Junior officer insignia in red
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:

D. Membership		
Types of membership	Regular member • complete application for membership, approved by squadron executive board	Active member • complete application for membership, approved by squadron executive committee
	see family member below	Additional active member • ½ national dues, active member not necessarily related to but at same address as active member
	Family member • ½ all dues, regular member who is spouse or dependent of a regular member and at same address not equivalent to USPS family member	Family membership was discontinued and changed to active member as of the GB of 09/04/10
	Junior member • is under 18 years of age	Apprentice • essentially same as CPS between the ages of 12 and 18
	Life member • past chief commander or 20 merit marks	Life member • past chief commander or 25 merit marks
	Associate member • available to those attaining a passing grade in CPS PCOC examination or other examinations as approved by the Operating Committee. • has all the rights of a regular member except the right to fly the flag	Associate member • active member of USPS or additional active member of family member of CPS who takes a form of social membership in a USPS squadron • not a voting member of this second squadron, not truly a form of membership
	Corporate member • Operating Com may designate a firm, organization or corporation as a corporate member. • Must give a donation to CPS as determined by the GB • Has none of the rights of a CPS member	Corporate member • 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

Table 1:

	Sustaining member • No longer available in CPS	Sustaining member • Available by payment of 20 times yearly dues at time of application.
	Honouary member • 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 • 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	
Becoming a member	Membership open to all	By application and approved by squadron executive committee
E. Terminology equivalents		
1. Departments/committees	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:

F. Customs, etiquette and general		
1. Commencement of meetings	National annual meetings begin with the singing of the National Anthem	usually commences with Pledge of Allegiance and playing of national anthem
2. Saluting the flag	Stand at attention	Salute only if formal cap worn, otherwise by holding right hand over left breast ("breast salute")
3. Name plate	Squadron and office indicated	Generally, only name and squadron indicated
4. Identification of district	By name	By number
5. National documents (in order)	Bylaws Governing Board regulations District regulations Squadron regulations Policies	USPS Bylaws District bylaws Squadron bylaws
6. Originating document (squadron)	Warrant	Charter
7. Rank differences	Documented in B-4	Staff commander - Stf/C Past commander - P/C
8. Grades	AP - advanced pilot, without Boat Handling	AP - advanced pilot
	AP - advanced pilot with Boat Handling	No equivalent
9. National magazine	The *Port Hole/Le Hublot* ... published as part of a nationally circulated magazine four times per year	*The Ensign*
10. Squadrons	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
11. Tax deductions	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

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