



District Simplification Project

Guidebook for Planning Your Club's Organization

**National Planning Committee
November 2022**

Preface

The Governing Board approved recommendations to amend *Article 7: Squadron Organization* of the *Bylaws of the United States Power Squadrons* at its September 2022 meeting.¹ The amendments help clubs² to have organizational structures and procedures that meet their business needs and support their success.

The new Article 7 provisions shift primary responsibility for planning club structures from the national organization to clubs. If your club is happy with its current structure, no further action is needed. To use the new Article 7 provisions, your club will need to update its bylaws.

This *Guidebook for Planning Your Club's Organization* will help you understand the new flexibility that is available. It also provides examples and tools to support your club's planning and decision-making. The Committee on Rules has issued a new *Model Bylaws for Squadrons of USPS* document.³ Its "History of Revisions to Model Bylaws for Squadrons – Significant Changes included in this edition – October 2022" included on page ii of that document lists 14 changes.

A *Guidebook for Planning Your District's Organization* was published in September 2022 and is a useful companion.⁴ The planning that each club does to establish priorities, define structures, and identify other resource needs is essential input to its district's planning to support its constituent clubs' success.

National Planning Committee – District Simplification Team

R/C Ken Smith, Chair
 Stf/C Bill Stano, Assistant Chair
 P/R/C Mike Skelley
 P/C/C (CPS/ECP) Doreen Hinksman
 P/R/C Jan Wright
 P/D/C John Crawford
 P/C/C Ernie Marshburn

November 2022

¹ The Governing Board also approved recommendations to amend *Article 6: District Organization* of the 2021 *Bylaws of the United States Power Squadrons* at the same meeting. The 2022 *Bylaws of the United States Power Squadrons* document is available on the Committee on Rules' website, under the National Bylaws menu.

² For the purposes of this Guidebook, "clubs" should be understood to mean "squadrons."

³ The *Model Bylaws for Squadrons of USPS* document is available on the Committee on Rules' website, under the Squadron Bylaws menu. The *Model Bylaws for Districts of USPS* document is available on the Committee on Rules' website, under the District Bylaws menu.

⁴ The *Guidebook for Planning Your District's Organization* is available on the Planning Committee's website, under the District Simplification menu.

Table of Contents

| Topic | Page |
|--|-----------|
| Introduction | 1 |
| High-Level View of Bylaws Changes and Required Actions | 3 |
| Detailed View of Bylaws Changes and How Clubs Can Benefit | 3 |
| Sections with Changes Related to Club Organization | |
| • Section 7.2 – Executive Committee | 5 |
| • Section 7.3 – Officer and Definition of Bridge | 5 |
| • Section 7.3.3 – Waivers | 6 |
| • Section 7.4 – Assistant Officers | 7 |
| • Section 7.5 – Commander Membership in Committees | 8 |
| • Section 7.6 – Appointed Committees and Local Boards, Chairs, Aides | 9 |
| • Section 7.8 – Required Standing for Officers | 9 |
| • Section 7.11 – Local Boards | 10 |
| • Section 7.12 – Nominations, Rules, Financial Review and Other Elected Committees | 11 |
| Sections with Other Changes | |
| • Section 7.1 – Squadron Name | 4 |
| • Section 7.18 – Squadron Dissolution | 13 |
| Unchanged Sections | |
| • Section 7.7 – Rank Restrictions | 9 |
| • Section 7.9 – Reserved | 9 |
| • Section 7.10 – Educational Officer | 10 |
| • Section 7.13 – Entrance Fees and Dues | 12 |
| • Section 7.14 – Billing and Settlement of Dues | 12 |
| • Section 7.15 – Dues Schedule Notification | 12 |
| • Section 7.16 – Discharge of Financial Obligations Prior to Severance of Squadron Affiliation | 13 |
| • Section 7.17 – Transfer to Another Squadron or Unattached Status | 13 |
| • Section 7.19 – Provisions for Continued USPS Membership Following Squadron Dissolution | 14 |
| • Section 7.20 – Forming a New Squadron | 14 |
| • Section 7.21 – Bylaws Effectiveness and Notification | 14 |
| • Section 7.22 – Pre-Approval of Publications and Notices | 14 |
| • Section 7.23 – Pre-Approval of Incorporation, USPS Group IRS Exemption | 15 |
| • Section 7.24 – Annual Boating Event | 15 |
| Considerations for Determining Your Club’s Organization | 15 |

| Topic | Page |
|---|-------------|
| Pulling It All Together: Illustrative Examples | 16 |
| Example: <i>Status Quo</i> Structure | 17 |
| Example: Minimum Structure | 17 |
| Example: Minimum Plus Structure (2 examples) | 18 |
| Next Steps | 19 |
| Attachments | |
| • Attachment 1: Club Survey Worksheet | 20 |
| • Attachment 2: Club Roles Worksheet | 21 |
| • Attachment 3: Club Planning for Elected Officers | 22 |
| • Attachment 4: Club Planning for Other Structures | 23 |

District Simplification Project⁵: Guidebook for Planning Your Club's Organization

Introduction

Many clubs have been asking for relief from organizational structures and procedures that make it harder to play their role successfully. For some clubs, simplification is the goal. These clubs have requested authority to operate with fewer officers and other structures for a variety of reasons: (a) they have already been doing so⁶, notwithstanding their bylaws requirements, and would like to be in compliance; (b) they can operate successfully with fewer officers and other structures; or (c) they have been unable to fill all positions under prevailing rules. For other clubs, having more flexibility to define their organization is key.

What is a club, and what is its role? A club is a local unit of USPS/ABClub, dedicated to the organization's mission.⁷ The objectives of a club, as stated in the USPS Bylaws, each club's bylaws, and the Operations Manual, are:

- To selectively associate congenial persons of good character having a common love and appreciation of boating as a nationwide fraternity of boaters;
- To encourage and promote boating, power and sail, and to provide through local squadrons and otherwise, a practical means to foster fraternal and social relationships among persons interested in boating;
- To encourage and promote a high amateur standard of skill in the handling and navigation of boats, power and sail;

⁵ "District Simplification Project" is the name of the task assigned to the Planning Committee by the Board of Directors earlier this year. It derives from Strategy One, Initiative One of the Strategic Transition Plan (STP) Outline that was approved by the Board of Directors in 2019. That initiative was to "initiate squadron, district, and national simplification to ensure success." The STP Outline document is posted on the Planning Committee website. (From the member page, under the Committees menu, select Standing, then Planning Committee. On the Planning Committee home page, select Strategic Plan from the left-hand menu. Alternatively, the URL once you've logged in as a member is <https://www.usps.org/images/Planning/SP2019.pdf>.) As a first, essential step, the Planning Committee consulted closely with the Committee on Rules (ComRules) to remove national-level bylaws constraints on district organization and enable districts to determine the organizational structures and procedures they need to succeed. ComRules extended the project to remove national-level bylaws constraints on clubs. At the Governing Board meeting, the Chief Commander extended PlanCom's assignment to prepare this Guidebook.

⁶ OD-2 is an online form used that all clubs are expected to complete before their change of watch to designate incoming club officers and committee chairmen. As of August 9, 2022, USPS/America's Boating Club comprised 30 districts and 318 clubs. Districts had an average of 11 clubs and 619 members, within a range of 3–18 clubs/district and 74–2,192 members/district. According to OD-2 reporting for the 276 clubs (87%) that filed OD-2 reports for the 2022 watch year, 136 clubs (49%) were operating without a full complement of required officers. The positions most frequently left vacant were executive officer and administrative officer. Source: USPS/ABClub Information Center, (a) Show Information about a Squadron or District and (b) Squadron Jobs by District report (based on OD-2 reporting compiled on September 14, 2022).

⁷ Our mission has been represented by "self-education, fraternal boating club, and civic service" on the USPS triangle and, more recently in USPS/ABClub marketing by "learn (boating skills), engage (in the fun), and connect (with the boating community)."

- To encourage and promote the study of the science and art of navigation, seamanship and small boat handling; to develop and promote instructional programs for the benefit of members; and to stimulate members to increase their knowledge of and skill in boating through instruction, self-education, and participation in marine sports activities and competitions;
- To encourage its members to abide by recognized boating traditions, customs and etiquette; and
- To render, and encourage its members to render, such altruistic, patriotic or other civic service as it may from time to time determine or elect.

A key goal of the club-level companion to the District Simplification Project is to enable clubs to update and “size” their organization. This does not mean same-sizing or adopting uniform procedures, nor does it mean once-and-for-all sizing. Clubs vary by their size; member demographics, interests, and willingness/ability to volunteer; their district; and by their opportunities to add value.⁸ Having flexibility to change organizational structures and procedures easily, as may be needed through time, is essential.

Article 7: Squadron Organization of the USPS Bylaws governs club organization. As a first major step, the Committee on Rules prepared recommendations to amend Article 7 to provide clubs flexibility for their organizational form to follow the substance of what they need and want to do.⁹ Since squadron bylaws cannot violate USPS Bylaws, amending USPS Bylaws had to come first. The new Article 7 was unanimously approved at the September 17, 2022, Governing Board meeting, clearing the way for clubs to update their bylaws to create the organizational structures they need to succeed.

This *Guidebook for Planning Your Club’s Organization* provides a high-level view of key changes and what your club needs to do to use them. Then, for each Article 7 section, you will be able to see the changes and examples of how a club might use the offered flexibility. The Guidebook provides a discussion of how clubs may consult and plan, as input to deciding which organizational structures and procedures make the most sense. It continues with illustrative examples of how clubs might “pull it all together” to take advantage of Article 7’s offered flexibility and concludes with next steps.

Attachments to this Guidebook provide tools your club may use to support its consultation and decision-making:

- Attachment 1: Club Survey Worksheet
- Attachment 2: Suggested Club Roles Worksheet
- Attachment 3: Club Planning for Elected Officers
- Attachment 4: Club Planning for Other Structures

The Guidebook does not address how to update your club’s bylaws. The Committee on Rules has provided that guidance in its new *Model Bylaws for Squadrons of USPS*, available on the committee’s website. There you will also see the Committee on Rules members who are assigned to support your club and other clubs in your district.

⁸ As of November 14, 2022, club membership (of clubs with one or more members) ranged as follows: D1 (13 clubs, 12–83 members), D2 (13, 5–193), D3 (15, 23–133), D4 (12, 17–81), D5 (28, 4–117), D6 (10, 5–93), D7 (8, 14–173), D8 (10, 1–207), D9 (15, 16–137), D10 (11, 12–349), D11 (2, 34–38), D13 (9, 7–92), D15 (8, 7–67), D16 (14, 14–157), D19 (6, 27–84), D20 (12, 2–76), D21 (14, 12–197), D22 (15, 23–510), D23 (7, 23–125), D24 (6, 15–64), D25 (6, 10–119), D26 (13, 5–328), D27 (17, 13–180), D28 (4, 53–88), D29 (6, 14–127), D30 (6, 4–93), D32 (5, 7–62), D33 (7, 8–42), and D34 (13, 5–148). Source: ITCOM special query report. For monthly reports, see the Membership Committee’s Statistics and Reports page, available once you’ve logged in as a member at <https://www.usps.org/departments/14000/14500/14500-statistics-and-reports>.

⁹ The Committee on Rules also prepared recommendations to amend *Article 6: District Organization* of the USPS Bylaws to provide similar flexibility for districts.

High-Level View of Bylaws Changes and Required Actions

The new Article 7 supports club organizational structures that:

- Are simpler and more responsive, enabling clubs to have a fewer number of required structures and, beyond that, only the additional structures they need; and
- Are flexible, enabling clubs to adjust their structures easily as business priorities change.

The new Article 7 defines the minimum club organizational structure that satisfies current 501(c)(3) requirements¹⁰ and USPS's requirement that all clubs have an educational officer. In this document, we call that the "minimum structure." Each club will be free to decide whether to retain its current structure, to adopt the minimum structure, or to adopt a structure that provides for more than the minimum structure ("minimum-plus structure").

There are five main changes:

- A reduction in the number of required bridge officers,
- New flexibility to add elected officers and committees, as needed, and use them in new ways,
- New flexibility to assign nominating, bylaws amendment, and financial review procedures,
- A recognition that some functions may be temporary, for which *ad hoc* structures may be appropriate, and
- A further shift from prescriptive language to enabling language (e.g., replacing "shall" with "may" and adding "if any" for guidance on optional structures).

The changes provide most of the organizational relief that clubs have been seeking.

What action does your club need to take? The first step is to review your club's goals and decide whether its current organizational structure fully supports its success. If so, your club should embrace that structure and no further action is needed.

If your club decides it will be better served by adopting the minimum structure or a minimum-plus structure, it will need to update its bylaws. The new *Model Bylaws for Squadrons of USPS* provides a starting point for your club's bylaws update. It includes specific language on the minimum structure. It also provides language that clubs may include in their bylaws for a minimum-plus structure.

Detailed View of Bylaws Changes and How Clubs Can Benefit

Article 7 has 24 sections, including one section (Section 7.9) that was previously marked "Reserved." "Reserved" means the section's provisions have been removed.¹¹ The 2022 USPS Bylaws:

- Mark 2 more sections as reserved: Within Section 7.3, 7.3.3 has been reserved; and Section 7.11 has been reserved in its entirety.
- Amend language for 8 sections. Sections 7.1–7.6, Section 7.12, and Section 7.18.
- Retain the language of 15 sections: Sections 7.7–7.10, Sections 7.13–7.17, and Sections 7.19–7.24.

The following tables present 2021 Bylaws and 2022 Bylaws as reported to the Governing Board by the Committee on Rules in the August 16, 2022, Call to Meeting, as clarified from the podium and

¹⁰ Section 501(c)(3) of the Internal Revenue Code specifies how an organization must be organized and operated to be tax-exempt.

¹¹ Marking a section as reserved ensures that other section numbering does not change as bylaws are updated through time.

unanimously approved.¹² For your ease of reference, each section includes a brief descriptor heading. 2021 Bylaws text that was deleted or replaced is marked with a strikethrough. Text that was added as part of the 2022 Bylaws is underlined.

Article 7: Squadron Organization

Section 7.1: Squadron Name

| 2021 Bylaws | 2022 Bylaws |
|--|---|
| <p>Section 7.1 The name of each squadron shall have geographical significance and not conflict with the name of an existing squadron. It shall include its geographical name followed by the words “<i>Power Squadron (Inc.)</i>,” or “<i>Sail and Power Squadron (Inc.)</i>.” A squadron may change its geographical name with the approval of its district council and the Committee on Rules and the Governing Board. A squadron may otherwise change its name with the approval of the Committee on Rules.</p> <p>7.1.1 After notice in accordance with these bylaws, by vote of the voting members of the squadron at any regular or special meeting, and in accordance with the requirements of the Bylaws of the United States Power Squadrons, the Squadron may adopt a d/b/a name (in the format “America’s Boating Club of _____”), provided that any state requirements for registration of a d/b/a are met.</p> | <p>Section 7.1 The name of each squadron shall have geographical significance and not conflict with the name of an existing squadron. It shall include its geographical name followed by the words “Power Squadron (Inc.)”, or “Sail and Power Squadron (Inc.)” A squadron may change its geographical name <u>by applying to the Governing Board with the endorsement of the district commander. A squadron may change between the “Power Squadron” and “Sail and Power Squadron” options by notifying the Committee on Rules.</u></p> <p>7.1.1 After notice in accordance with these bylaws, by vote of the voting members of the squadron at any regular or special meeting, and in accordance with the requirements of the Bylaws of the United States Power Squadrons, the Squadron may adopt a d/b/a name <i>in the format “America’s Boating Club of _____”</i>, provided that any state requirements for registration of a d/b/a are met.</p> |

Discussion: The 2022 bylaws streamline the process for a club to change its geographical name. Applications for a name change can go directly to the Governing Board for approval, provided the proposed change is endorsed by the district commander. Changing between Power Squadron and Sail and Power Squadron does not require approval, only notification to the Committee on Rules.

Examples: Changing from North Beach to Grand Beach would require the district commander’s endorsement and Governing Board’s approval. Changing from North Beach Power Squadron to North Beach Sail and Power Squadron (or vice versa) would only require notifying the Committee on Rules.

Please note that d/b/a (doing business as) names do not have to match the geographical name. For example, Tybee Light Sail and Power Squadron (named after the Tybee Lighthouse on Tybee Island, Georgia, which is part of greater Savannah) decided to do business as America’s Boating Club of Savannah.

¹² The clarified report is available on the Committee on Rules website, under the ComRules Reports menu. The National Secretary’s department will address any clerical or style guide issues prior to final publication of the 2022 USPS Bylaws.

Section 7.2 – Executive Committee

| 2021 Bylaws | 2022 Bylaws |
|---|--|
| <p>Section 7.2 Each squadron shall be governed by an <i>Executive Committee</i>, the voting members of which shall be the commander, the lieutenant commanders and three or more members at-large, and if so provided in the squadron's bylaws, the immediate past commander or the most recent past commander willing and able to serve, all of whom shall be elected or, if applicable, installed at the squadron's annual meeting. The squadron bylaws shall specify the exact number of members at large.</p> | <p>Section 7.2 Each squadron shall be governed by an Executive Committee, the voting members of which shall be the commander, the lieutenant commanders, and if so provided in the squadron's bylaws, <u>by a specified number of at-large members, and/or</u> the most recent past commander willing and able to serve, all of whom shall be elected or, if applicable, installed at the annual meeting.</p> |

Discussion: Section 7.2 offers flexibility for a club's executive committee to be comprised of its bridge (its commander and lieutenant commanders) or its bridge plus at-large members and/or its most recent past commander. Your club's bylaws must provide for the composition of your club's executive committee. When at-large members are included, the specified number may be a number or a formula based on total active club membership. When a formula is used, the number of at-large members has traditionally been determined as one at-large member for every 25 active members or fraction thereof; but your club may use a different formula.

Examples: There is value in having at-large members, both to ensure broader perspectives are part of deliberative discussions and to expose those members to club leadership as part of succession planning. Some clubs may find it useful to elect committee chairs to serve concurrently as at-large members, especially for committees whose work will feature regularly in executive committee discussions. That said, small clubs may decide that their bridge or bridge plus the past commander is both practical and sufficient.

Section 7.3 – Officers and Definition of Bridge

| 2021 Bylaws | 2022 Bylaws |
|---|---|
| <p>Section 7.3 Each squadron shall be presided over by a <i>squadron commander</i> who shall be assisted by a squadron executive officer, a squadron educational officer, a squadron administrative officer, a squadron secretary and a squadron treasurer, which officers shall comprise the squadron Bridge.</p> | <p>Section 7.3 Each squadron shall be presided over by a squadron commander. <u>The commander shall be assisted by other elected, supervising officers as defined by the squadron bylaws.</u></p> <p><u>Required supervising officers: The squadron bylaws shall provide for an educational officer supervising the education department, a secretary supervising the communications and records of the squadron, and a treasurer supervising the finances of the squadron. The squadron bylaws shall also provide for filling mid-term vacancies in these required offices.</u></p> <p><u>Optional supervising officers: The squadron bylaws may provide for election of an executive officer, an administrative officer, or both, or such other supervising officers for other departments defined in those bylaws. The squadron bylaws may also reserve to the squadron annual meeting the right to elect no one to an optional supervising office.</u></p> |

| 2021 Bylaws | 2022 Bylaws |
|---|---|
| <p>7.3.1 The Squadron Commander shall serve with the rank of <i>commander</i>; the executive officer, educational officer, administrative officer, secretary and treasurer shall each serve with the rank of <i>lieutenant commander</i>.</p> <p>7.3.2 The offices of secretary and treasurer may be held by the same person.</p> <p>7.3.3 A squadron may apply to its District Commander and with the approval of the National Executive Officer for a waiver to conduct its affairs under such organization and operational structure as deemed appropriate by said District Commander. The District commander will monitor said squadron and activities and report to the National Executive Officer. This waiver may be withdrawn at any time by the District Commander with approval of the National Executive Officer.</p> | <p>7.3.1 The Squadron Commander shall serve with the rank of commander. <u>The elected supervising officers</u> shall each serve with the rank of lieutenant commander. <u>The commander and the lieutenant commanders shall constitute the squadron bridge.</u></p> <p>7.3.2 The offices of secretary and treasurer may be held by the same person.</p> <p>7.3.3 [Reserved]</p> |

Discussion: For many clubs, the new Section 7.3 is the most powerful of all Article 7 revisions, as it:

- Defines “minimum structure” bridge officer requirements;
- Defines bridge-level flexibility to have a “minimum-plus structure;” and
- Eliminates Section 7.3.3 waiver provisions that were introduced as an interim measure to help clubs that could not meet earlier USPS bylaws requirements.

Your club must have a commander supported by three other officers with department supervision responsibility: an educational officer, a secretary, and a treasurer.¹³ Section 7.3.2 clarifies that the offices of secretary and treasurer may be held by the same person.¹⁴ These “minimum structure” positions must be filled. If any becomes vacant during the incumbent’s term of office, it must be refilled.

Section 7.3 offers great flexibility to clubs whose bylaws adopt a minimum-plus structure. It allows those clubs to have additional supervisory positions that may be filled with elected officers or left vacant. Your club may have:

- An executive officer, supervising an Executive Department;
- An administrative officer, supervising an Administrative Department;
- One or more [named] officers, each supervising a [Named] Department.

The new Section 7.3.1 establishes that your club’s educational officer, secretary, treasurer, and additional elected officers (if any) are peers who serve with the rank of lieutenant commander. It also provides that the commander and lieutenant commanders make up your club’s bridge.

¹³ Clubs may use other terms when referring to these offices if those terms are synonymous with these job titles.

¹⁴ Pursuant to the “one flag rule,” no other bridge positions may be held by the same person. Article 4, Section 4.5.3 states, “Except as otherwise provided in these 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.”

Examples:

Status Quo. If your club determines that its success is well served by having all officer positions required by the 2021 USPS Bylaws, it should continue to have a commander, executive officer, educational officer, administrative officer, secretary, and treasurer. It can achieve this by retaining its existing bylaws or adopting minimum-plus bylaws.

Minimum Structure. If your club is small, has a simple financial structure, or has a limited number of financial transactions, it could decide to adopt the minimum structure, with the secretary and treasurer offices filled by the same person. Operational duties that traditionally have been performed by another officer can be shared by the Commander, Executive Committee, and/or elected or appointed committees. This structure is also appropriate for clubs at risk that otherwise could have been candidates to apply for a waiver.

Minimum-Plus Structure. If your club wants flexibility to decide when to have an executive officer, an administrative officer, or both and wants to avail of other benefits from the 2022 USPS Bylaws, it will need to adopt the minimum-plus structure. Your club’s bylaws could provide for electing an executive officer and an administrative officer, each with “*ad hoc* duties as assigned” as part of its job description. Then, if your club decides not to fill (or is unable to fill) one of those positions, it would be left vacant and your membership could assign the vacant position’s responsibilities to the filled position as an *ad hoc* duty. For example, an elected administrative officer could be assigned responsibilities that traditionally would be assigned to an executive officer under the *ad hoc* assignment provision, and vice versa. This arrangement does not violate the one flag rule.

If your club wants to invest in succession planning through only one additional position, that position could be created for the elected officer to understudy the current commander while also supervising a portfolio defined in your club’s bylaws . For example, that “commander-elect” could be assigned to supervise all operations not supervised by the educational officer, secretary, and treasurer. Your club may decide to use an existing title (e.g., executive officer or administrative officer) or to use a new title that resonates with your club, your community, and the role the officer will be playing (e.g., Commander-Elect, Operations Officer (or Operations Director), Activities Officer/Director, Special Projects Officer/Director, etc.)

The possibilities are only limited by your club’s understanding of what it intends to do and its vision to create structures to achieve it.

Section 7.4 – Assistant Officers

| 2021 Bylaws | 2022 Bylaws |
|--|---|
| <p>Section 7.4 When provided for in their bylaws, each squadron is authorized to elect an <i>assistant squadron educational officer, an assistant squadron administrative officer, an assistant squadron secretary and an assistant squadron treasurer</i> each of whom shall serve with the rank of <i>first lieutenant</i>. These assistant officers shall assist their principals as required and in the principals’ absence act in their stead.</p> | <p>Section 7.4 When provided for in their bylaws, each squadron is authorized to elect an assistant <u>for each elected supervising officer</u>. <u>If a supervising officer is left vacant by the annual meeting, the corresponding assistant shall be left vacant as well.</u> Elected assistants shall serve with the rank of first lieutenant. These assistant officers shall assist their principals as required and in the principals’ absence act in their stead.</p> |

Discussion: Section 7.4 offers flexibility, if allowed by your club’s bylaws, for each lieutenant commander to have an assistant. The only constraint is that assistants may not be elected for unfilled officer positions. All assistants will serve with the rank of first lieutenant and, in their principals’ absence, will act in their stead.

Examples: Having assistants reduces the burden on any principal officer. It adds resources for club priorities and creates a leadership pipeline that may make it easier to fill future vacancies. Your club’s planning will inform whether or not to have assistant officers or to provide for having them in the future. Having assistants is optional, and assistant positions authorized by your bylaws may be left vacant.

Education is so core to the USPS/ABCclub mission that your club may value having an assistant educational officer to help ensure your club succeeds with specific programs. For example, an assistant educational officer could help your club to maintain its certified instructor cadre and to have one or more America’s Boating Course offerings each year.¹⁵ Having an assistant could help your club to offer or expand on-the-water training programs that are key to delivering more value than classroom education alone.

Your club may also consider having an assistant in departments that have special projects, so they get focused attention. For example, if your club is responsible for hosting a district event, the assistant could be assigned to lead that effort or to assume other duties so the principal officer can.

In departments that have committees that merit ongoing executive committee attention, there may be benefits to elevating a committee chair to an assistant officer position.

Section 7.5 –Commander Membership in Committees

| 2021 Bylaws | 2022 Bylaws |
|--|--|
| <p>Section 7.5 The Squadron Commander shall be, <i>ex officio</i>, a member of all committees of the squadron, except the Auditing, Nominating and Rules committees.</p> | <p>Section 7.5 The Squadron Commander shall be, <i>ex officio</i>, a member of all <u>appointed</u> committees of the squadron <u>and chair of the Executive Committee, but shall not be a member of any other elected committee of the squadron.</u></p> |

Discussion: The new Section 7.5 language clarifies that a club’s commander is an *ex officio* member of the club’s appointed committees (discussed in Section 7.6). It states in general terms that the commander is not an *ex officio* member of committees elected by its membership. This change was necessary because the number of elected committees can vary from club to club. (Procedures for auditing, nominating, and rules functions are covered in Section 7.12.)

Examples: Your club may decide other elected committees are needed and to elect members with multi-year terms. In those cases, the commander would not be an *ex officio* member of the committee. If your membership wants the commander to be more closely involved, it could elect the commander to be a committee member.

¹⁵ Districts have an important role to play in helping their clubs to advance USPS’s educational mission. This goal has been included because offering a public boating course annually is required by *Article 17: Boating Safety Courses*. When compliance is measured using reported America’s Boating Course completion data, just over half (55%) of clubs currently comply. For the Educational Year ended June 30, 2022, compliance rates for clubs by district were 0-24% (3 districts), 25-49% (7 districts), 50-74% (16 districts), 75-99% (3 districts), 100% (one district). Source: ABC_Stats_YTD_2022-08-01, as posted on the Educational Department website.

Section 7.6 – Appointed Committees and Local Boards, Chairs, Aides

| 2021 Bylaws | 2022 Bylaws |
|---|--|
| <p>Section 7.6 If so provided in the squadron bylaws, the Squadron Commander may create committees and appoint and assign duties to such aides and lieutenants as deemed necessary.</p> | <p>Section 7.6 If so provided in the squadron bylaws, the Squadron Commander may create committees and local boards, <u>appoint chairs of the respective committees and boards, appoint aides, and assign duties and areas of responsibility as the commander deems necessary. The appointed chairs of the committees and local boards shall serve with the rank of lieutenant.</u></p> |

Discussion: The new language is housekeeping to provide for all appointed positions in one section. As a result, Section 7.11 (local boards) has been reserved. It also clarifies the scope of the commander’s role in creating, appointing, and assigning responsibilities to local boards, committees, and aides.

Section 7.7 – Rank Restrictions¹⁶ (Unchanged)

| 2021 and 2022 Bylaws |
|---|
| <p>Section 7.7 No [squadron] rank shall be authorized or conferred except as provided for in this article.</p> |

Section 7.8 – Required Standing for Officers

| 2021 Bylaws | 2022 Bylaws |
|--|---|
| <p>Section 7.8 All elected squadron officers shall be active members at least 18 years of age and in good standing of that squadron and shall be elected as prescribed in the squadron bylaws except that the squadron educational officer and assistant squadron educational officer, if any, shall be elected as prescribed in 4.6 herein.</p> | <p>Section 7.8 All elected squadron officers shall be active members at least 18 years of age and in good standing of that squadron and shall be elected as prescribed in the squadron bylaws.</p> |

Discussion: This update is housekeeping related to an earlier Section 4.6 amendment. That section now provides: “District and Squadron educational officers shall be elected by their respective units in the same manner as the district and squadron officers.” Section 4.6 no longer requires the district educational officer, acting with delegated authority on behalf of the national educational officer, to approve club educational officer and assistant educational officer nominees.

Section 7.9 – Reserved (Unchanged)

| 2021 and 2022 Bylaws |
|--------------------------------------|
| <p>Section 7.9 [Reserved]</p> |

¹⁶ Ranks denote organizational hierarchy and are a reflection of USPS’s heritage and culture. Your club’s bylaws will contain ranks for organizational purposes. Your club may decide not to use ranks as descriptors when communicating with members, prospective members, and the public.

Section 7.10 – Educational Officer (Unchanged)

| 2021 and 2022 Bylaws |
|---|
| <p>Section 7.10 Each squadron shall have an educational officer who shall:</p> <p>7.10.1 Be a member of the National Educational Department;</p> <p>7.10.2 Have general supervision of the squadron Educational Department as directed by the Squadron Commander or the Executive Committee;</p> <p>7.10.3 Advise the squadron commander on all squadron educational matters and appointments;</p> <p>7.10.4. Coordinate, in conformance with national educational policies and procedures, the educational activities within the squadron; and</p> <p>7.10.5. Be, <i>ex officio</i>, a member of all squadron Educational Department boards and committees.</p> |

Section 7.11 – Local Boards

| 2021 Bylaws | 2022 Bylaws |
|---|--|
| <p>Section 7.11 Each squadron may have <i>Local Boards for Boating, Advanced Grades, Elective Courses, and Seminars</i>. Such boards shall at all times be subject to the direction and supervision of the squadron educational officer.</p> <p>7.11.1 Local board chairmen and members shall be appointed by the Squadron Commander upon advice of the Squadron Educational Officer.</p> <p>7.11.2 No person whose qualifications are unacceptable to the District Educational Officer shall be appointed to serve on a local board.</p> <p>7.11.3 The Local Board for Boating, if appointed, will be responsible for the squadron program of instruction and examination in boating courses offered to the public.</p> <p>7.11.4 The Local Board for Advanced Grades, if appointed, will be responsible for the squadron program of instruction and examination in advanced grade courses.</p> <p>7.11.5 The Local Board for Elective Courses, if appointed, will be responsible for the squadron program of instruction and examination in elective courses.</p> <p>7.11.6 Local Board for Seminars, if appointed, will be responsible for the squadron program of instruction in seminars to members and to the public.</p> <p>7.11.7 <i>[Reserved]</i></p> <p>7.11.8 <i>[Reserved]</i></p> <p>7.11.9 <i>[Reserved]</i></p> | <p>Section 7.11 <i>[Reserved]</i></p> |

Discussion: This update removes the national and district organizations from club decision-making on whether or not to have local boards. Section 7.6 provides for your commander to create one or more local boards and appoint their chairmen.

Examples: OD-2 provides space for clubs to appoint up to four local board chairmen. Whether or not a club needs any of the four defined local boards—boating, advanced grades, elective courses, or seminars—it may be useful to create one or more because local board chairman roles are recognized by USPS/ABCclub systems as authorized to update HQ800. This assistance can be a tremendous support to instructors and elected educational officers who want or need technical support.

Section 7.12 – Nominations, Rules, Financial Review and Other Elected Committees

| 2021 Bylaws | 2022 Bylaws |
|--|--|
| <p>Section 7.12 Each squadron shall have a <i>Nominating Committee</i>, an <i>Audit (or Financial Review) Committee</i>, and a <i>Rules Committee</i>. The members of these committees shall be elected or, if applicable, installed, at the squadron's annual meeting.</p> | <p>Section 7.12 <u>The squadron bylaws shall specify</u></p> <ul style="list-style-type: none"> a. <u>a procedure for nominating candidates for elected office</u> b. <u>a procedure for amendment of the squadron bylaws</u> c. <u>a procedure for review of the squadron's financial records independent of the squadron bridge.</u> <p><u>Such procedures may be assigned to</u></p> <ul style="list-style-type: none"> d. <u>one or more standing elected committees such as a Nominating Committee, a Rules Committee and/or a Financial Review Committee</u> e. <u>one or more ad-hoc committees formed and appointed from time-to-time upon a motion adopted by the squadron members in a regular or special meeting, or</u> f. <u>a regular or special meeting of the squadron members.</u> <p><u>Additionally, each squadron may have such other elected committees as provided in its bylaws.</u></p> |

Discussion: The new Section 7.12 addresses nominating, bylaws amendment, and financial record review functions that were previously only undertaken by general committees. It requires your club's bylaws to specify procedures for each of these functions. It provides three ways these procedures can be assigned and does not require all to be assigned the same way.

Examples:

Nominating function: Clubs with an ample supply of prospective nominees for elected office may decide to have a standing nominating committee, with members who serve multi-year terms. Clubs with a weaker leadership pipeline may also decide to retain a standing nominating committee, perhaps taking advantage of model squadron bylaws flexibility not to include restrictions on Nominating Committee members.¹⁷

¹⁷ Model Bylaws for Squadrons of USPS (October 2022), Section 6.8.2.

Membership meetings already have the power to accept nominations from the floor. Assigning the nominating function to a special or regular meeting of your members may also be useful whenever a mid-term vacancy needs to be filled.

Bylaws amendment function: Clubs that anticipate only infrequent updating of their bylaws may decide to have their membership select an *ad hoc* committee to recommend updates when updates are needed. That could be triggered by decisions of the Governing Board to amend USPS Bylaws or issuance by the Committee on Rules of new Model Bylaws for Squadrons of USPS.

Financial record review function: Clubs with simple balance sheets and routine financial transactions may decide not to have a standing audit committee. A general or special meeting of your club's members could assign an *ad hoc* financial review committee to review the adequacy of fiduciary controls and the integrity of financial reporting, on the frequency specified in the club bylaws. Or your Executive Committee could assign this review to a special or regular meeting of members. Of course, should your club be registered in a state that requires an audit by a certified professional, your club would have to comply.

Discussion: The new Section 7.12 has been expanded to provide for a club to have other elected committees, as provided in its bylaws. Please refer to the discussion for elected and appointed committees in Sections 7.5 and 7.6 above.

Section 7.13 – Entrance Fees and Dues (Unchanged)

| 2021 and 2022 Bylaws |
|--|
| Section 7.13 Reasonable entrance fees and annual dues shall be fixed by each squadron, according to the method prescribed in its bylaws, in amounts to be paid as a condition of membership in that squadron. |

Section 7.14 – Billing and Settlement of Dues (Unchanged)

| 2021 and 2022 Bylaws |
|---|
| Section 7.14 Each member's annual squadron dues and other fees, as determined by the squadron executive committee, shall be billed by USPS Headquarters and payable on the same date as the member's annual dues. Bills for the subsequent year's dues shall be mailed to members by USPS headquarters no later than 30 days before the end of the member's current dues year. Dues for members of the dues category of "family unit" shall be billed to the associated primary active member. Notwithstanding the above headquarters action, the squadron treasurer shall collect dues and other fees, when due, from new members, transferring members, reinstating members and associate members and remains responsible for settling district assessments with the district treasurer. |

Section 7.15 – Dues Schedule Notification (Unchanged)

| 2021 and 2022 Bylaws |
|--|
| Section 7.15 Annually, no later than 90 days before the effective date of a new squadron dues schedule, each Squadron Treasurer shall report to the National Treasurer the new dues schedule to be used for billing members of that squadron. |

Section 7.16 – Discharge of Financial Obligations Prior to Severance of Squadron Affiliation (Unchanged)

| 2021 and 2022 Bylaws |
|--|
| <p>Section 7.16 Any member in good standing of a squadron who elects to sever squadron affiliation shall fully discharge any squadron financial obligation prior to such severance.</p> |

Section 7.17 – Transfer to Another Squadron or Unattached Status (Unchanged)

| 2021 and 2022 Bylaws |
|--|
| <p>Section 7.17 Any member in good standing of a squadron who desires to transfer to another squadron or to the status of unattached member, or any unattached member who desires to transfer to a squadron shall:</p> <p style="margin-left: 20px;">7.17.1 Make application for membership in the squadron to which transfer is desired. If accepted, the commander or secretary of such squadron will supply the transferee with the appropriate forms furnished by the national secretary and when properly filled in and authenticated, forward them to the national secretary.</p> <p style="margin-left: 20px;">7.17.2 If desiring to transfer to the status of unattached member, apply to the National Secretary for permission to so transfer. No member shall be permitted to transfer to unattached member status unless in the opinion of the national secretary there is no suitable squadron within a reasonable distance of the member's place of residence to which the member may belong. If transfer is approved, the National Secretary will provide the transferee with the appropriate forms to be properly filled in, authenticated and returned.</p> <p style="margin-left: 20px;">7.17.3 Upon compliance with subsection 7.17.1 or 7.17.2 and unless the member: (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; approval of the proposed transfer shall be mandatory.</p> |

Section 7.18 – Squadron Dissolution

| 2021 Bylaws | 2022 Bylaws |
|---|--|
| <p>Section 7.18 Should a squadron for any reason discontinue its organization or cease to function, notice to that effect in writing shall be sent by any recent officer thereof 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, such action shall be reported 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 so 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 as provided in Section 7.20.2 below.</p> | <p>Section 7.18 Should a squadron for any reason discontinue its organization or cease to function, notice to that effect in writing shall be sent by any recent officer thereof 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, such action shall be reported 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 <u>(or equivalent body exercising the duties of a district council under section 6.1 of the USPS Bylaws)</u> shall so notify the National Secretary for reference to the National Executive Officer. The National Executive Officer shall report the recommendations to the Board of Directors for its determination as provided in Section 7.20.2 below.</p> |

Discussion: This section is unchanged except to recognize that duties of a district council may be exercised by your District Council (if any) or as specified in your district's bylaws pursuant to USPS Bylaws Section 6.1. That section states, "Where the USPS Bylaws describe an action by a district council,

the district bylaws may assign those duties to the District Bridge. If not assigned in the district bylaws to the District Council or the District Bridge, they are deemed to have been reserved to the District Conference.

Section 7.19 – Provisions for Continued USPS Membership Following Squadron Dissolution (Unchanged)

2021 and 2022 Bylaws

Section 7.19 Membership of active and apprentice members in good standing in USPS shall not be affected by the revocation, withdrawal, or suspension of the charter of a squadron to which a member belongs provided the member transfers to a currently active squadron, a consolidated (new) squadron, or to unattached status.

Section 7.20 – Forming a New Squadron (Unchanged)

2021 and 2022 Bylaws

Section 7.20 Application for a *charter* for a new squadron may be made by a group of 25 active members of USPS, unless otherwise approved by the Board of Directors, by submitting a written application, addressed to the Governing Board but sent to the chairman of the Committee on Rules, accompanied by a set of bylaws proposed for that squadron, and by meeting other requirements as the Governing Board shall from time to time prescribe. Members signing the application shall attach thereto 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, as provided by Section 7.17. Unattached members assigned to a provisional squadron being chartered shall be automatically transferred.

7.20.1 Unless otherwise ordered by the Governing Board, a charter shall be effective as of the date upon which its issuance is authorized and it shall bear that date. Names of members appearing on the charter shall be in alphabetical order without rank or title except grade designation.

7.20.2 The squadron charter shall be issued by the National Secretary upon approval by the Committee on Rules in accordance with section 5.7.4, and such charter may be revoked, withdrawn, or suspended by the Board of Directors when in its judgment continuation of the squadron is not in the best interests of USPS.

Section 7.21 – Bylaws Effectiveness and Notification (Unchanged)

2021 and 2022 Bylaws

Section 7.21 Squadron bylaws and amendments thereto shall not become effective until approved by the Committee on Rules. Notice of the approval shall be provided to the members by the squadron secretary.

Section 7.22 – Pre-Approval of Publications and Notices (Unchanged)

2021 and 2022 Bylaws

Section 7.22 All publications or notices of any nature whatsoever issued by a squadron shall have the prior approval of its Squadron Commander or Executive Committee before being sent to the members or to the public.

Section 7.23 – Pre-Approval of Incorporation, USPS Group IRS Exemption (Unchanged)

2021 and 2022 Bylaws

Section 7.23 A squadron wishing to incorporate shall obtain approval of the national law officer before submitting an application to a state or equivalent body.

7.23.1 Squadrons shall not be permitted to make individual applications to the Internal Revenue Service to qualify under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, but shall be included under the USPS Group Exemption.

Section 7.24 – Annual Boating Event (Unchanged)

2021 and 2022 Bylaws

Section 7.24 Except for good cause shown, each squadron is expected to annually host or sponsor singly, jointly or severally, an invitational regatta, rendezvous, predicted log contest, or other appropriate boating competition or event. <end>

Considerations for Determining Your Club's Organization

When determining your club's organization, planning is key. The first step is to consider your planning horizon and decide what your club intends to do. Considering USPS/ABCclub's education, fraternal boating, and community service mission and your club's membership and its boating community, what are your club's goals, plans, and aspirations? What membership experience does your club want to provide to attract and retain members? Beyond the scope of this Guidebook, how will your club measure success?

Knowing what your membership wants your club to do and taking stock of the resources available within your club will inform your staffing decisions. It will also help your club be able to request support from your district, as may be needed.

Club leaders and members of your planning committee (if any) or a representative sample of your general membership should be involved in this determination. The 2022 USPS Bylaws provide considerable flexibility for clubs to focus their priorities and do business in ways that achieve greater success. Clubs should think out of the box as they consider organizational change.

These questions may help your club define the structure it needs:

- What is your club trying to achieve? How is it doing? What help does it need? Where could it help other clubs in your district?
- What roles does your club plan to fill? What priority does your club assign to each role? What accountability is there for each role?
- What officers does your club need?
- What other structures does your club need? Are club functions better achieved by ongoing or *ad hoc* structures?

Attachments 1–4 provide tools that can help your club answer these questions.

- **Attachment 1** is a club survey worksheet that will help you understand your club's priorities and capacity to achieve them. It also provides a means for clubs to provide feedback to the district on needed support and for the district to note actions for its planning.

- **Attachment 2** lists suggested club roles and provides space for your club to note priority, accountability and structures.
- **Attachment 3** supports your club’s planning for elected officers.
- **Attachment 4** deals with other staffing: your club’s governing body, elected committees, and other functions for which individual or committee assignments may be appropriate.

For your convenience, the attachments are also available on the national Planning Committee’s webpage as a Word document and fillable PDF.¹⁸ Feel free to modify these tools to support your club’s decision-making. It may also be useful to refer to planning processes outlined in the Operations Training in “3” presentation materials, available on the Squadron Support & Development Committee website, under Tools and Other Presentations.¹⁹

Pulling It All Together: Illustrative Examples

Let’s look at four examples of how hypothetical clubs could use flexibility offered by the new USPS Bylaws to define organizational structures. The first example is of a club that wants to keep its current structure because it works well. The second example is of a club that can operate using a minimum structure. The third and fourth examples are of clubs that would benefit from adopting a minimum-plus structure.

In each case, form follows function. The club’s planning assumptions are given, followed by a possible structure to achieve its goals. The planning assumptions are not all-inclusive, of course. For the purposes of this Guidebook, they simply highlight one or more specific priorities (in addition to general bridge responsibilities) that could influence a club’s structure and staffing decisions.

These examples are illustrative. They do not recommend planning assumptions for your club. Your club’s plans should serve your club’s needs and its ability to support the success of the national organization. Nor do they advocate that only one structure could be effective. For example, while your club might elect an additional officer, another club might elect or appoint a committee.

As your club considers its planning assumptions and how best to define its structure, think boldly. Do not be constrained by how business has always been done.

¹⁸ From the member page, under the Committees menu, select Standing, then Planning Committee. On the Planning Committee home page, select District Simplification Project from the left-hand menu. This Guidebook and the Word and fillable PDF versions of the Attachments are posted there.

¹⁹ From the member page, under the Committees menu, select Committees L-Z, then Squadron Support & Development. Other Tools and Presentations is the last item in the left-hand menu.

Example: *Status Quo* Structure

Planning Assumptions: Your club determines that its success is well supported by its current structure, it decides to retain that structure, it has sufficient volunteers to fill required positions, and each position has meaningful work to do. Congratulations! Embrace your current structure. No changes to your club's bylaws are needed.

We would be remiss, however, not to state clearly that keeping your current structure can also be achieved by adopting the minimum-plus structure. Your amended club bylaws could specify the same officer positions and standing committees. Doing this would have the benefit of adding flexibility to your bylaws, which may be useful in the future, should your club's needs change.

Possible Structure:

Required Officers: Commander, Executive Officer, Educational Officer, Administrative Officer, Secretary, and Treasurer

Optional Officers: Assistant Officers, as needed (individual assistants supporting the Educational Officer, Administrative Officer, Secretary, or Treasurer)

Other Required Structures:

- Governing bodies
 - Bridge: Commander and lieutenant commanders
 - Executive Committee: Bridge members, plus at-large members and past commander
- Standing committees (Nominations, Rules, Audit/Financial Review)

Optional Structures:

- Appointed committees, as needed

Example: *Minimum* Structure

Planning Assumptions: Your club has experienced declining membership, is not currently offering America's Boating Course, and has few boating activities. Your club could be characterized as a "club at risk." It does not currently need (or has been unable to fill) all previously required positions and decides to adopt a simpler structure to meet minimum organizational requirements as it regroups and makes plans for its near-term future. (These planning assumptions mirror conditions that could have led your club to apply for a waiver, pursuant to 2021 USPS Bylaws Section 7.3.3.)

Possible Structure:

Required Officers: Commander, Educational Officer, Secretary, and Treasurer. Your club decides to elect one person to hold the offices of Secretary and Treasurer.

Other Structures:

- Governing structures:
 - Bridge: Commander and lieutenant commanders
 - Executive Committee: Bridge members only (or Bridge members and/or at-large members and past commander)
- Nominating: Regular or special meeting of club membership
- Bylaws amendment: *Ad hoc* committee
- Financial records review: *Ad hoc* committee
- Planning committee: *Ad hoc* committee
- Aide(s)

Example: Minimum-Plus Structure

Planning Assumptions: Your club is a small- to medium-sized club. Its priorities are to meet or exceed core expectations for clubs and invest in succession planning while maintaining a lean bridge.

Possible Structure:

Required Officers: Commander, Educational Officer, Secretary, and Treasurer. Your club decides to elect one person to hold the offices of Secretary and Treasurer.

Additional Officers:

- One Operations Director – “Commander-elect,” an officer expected to understudy the current commander and supervise all functions not supervised by the Educational Officer, Secretary, and Treasurer.
- Two assistant officers:
 - Assistant Educational Officer
 - Assistant Operations Director

Other Structures:

- Governing structures:
 - Bridge: Commander and lieutenant commanders
 - Executive Committee: Bridge members only (or Bridge members and/or at-large members and past commander). Your club may also decide to invite assistant officers and aides to attend Executive Committee meetings.
- Nominating: Standing committee
- Bylaws amendment: *Ad hoc* committee
- Financial records review: *Ad hoc* committee
- Appointed Committees reporting to the Operations Director: Safety (focusing on vessel safety checks and cooperative charting), Boating Activities (focusing on on-water activities), and Membership (focusing on promoting a positive member experience)
- Aides, as needed

Example: Minimum-Plus Structure

Planning Assumptions: Your club is a relatively large club, with stable to growing membership. It aspires to expand its educational programs; develop community partnerships to raise your club’s profile, promote safe recreational boating, and increase membership; and expand/diversify its boating activities to enhance member experience.

Possible Structure:

Required Officers: Commander, Educational Officer, Secretary, and Treasurer. Your club decides not to elect one person to hold the offices of Secretary and Treasurer.

Additional Officers:

- Executive Officer (called Executive Director)
- Administrative Officer (called Activities Director)
- Community Partnership Officer
- Asset Manager (if your club has significant physical property or financial endowments that require officer-level supervision)
- Assistant Educational Officer
- Assistant Administrative Officer (focusing on Boating Activities)

Other Structures:

- Governing structures:
 - Bridge: Commander and lieutenant commanders
 - Executive Committee: Bridge members, at-large members, and past commander. Your club decides to invite assistant officers and aides to attend Executive Committee meetings.
- Nominating: Standing elected committee
- Bylaws amendment: *Ad hoc* committee
- Financial records review: Standing elected committee
- Appointed committees (including local boards): Vessel safety check, cooperative charting, local boards for education, membership, membership meetings, communications/technology, other appointed committees, as needed
- Aides, as needed

Next Steps

We are all part of the greater USPS/ABClub organization, dedicated to promoting skilled, safe recreational boating through member fellowship, education, and civic service. Each club can succeed by planning its priorities, aligning its organizational structures to achieve them, and asking its district for help as may be needed. It is an exciting time for our organization, one that clubs and districts have been demanding.

Updating the USPS Bylaws, updating the Model Bylaws for Squadrons of USPS, and preparing this Guidebook are important first steps. The next steps are up to each club and its district. If you have questions on the USPS Bylaws or model squadron bylaws, please contact the Committee on Rules. To provide feedback on this Guidebook, please contact planning@usps.org.

Your participation and feedback are an essential part of the commitment and progress that are needed to renew our organization and strengthen its capacity to succeed.

Attachment 1: Club Survey Worksheet

To be updated at least annually by your club (and shared with your district as input to its planning)

| | | | | |
|--|-----------|---------------------------------------|---|----------|
| Club Name: | | | | |
| DBA Name (if any): | | | | |
| Office | Commander | Squadron Educational Officer | | |
| Name | | | | |
| Phone | | | | |
| Email | | | | |
| Club Membership (comments): | | # Members | Membership Trends (Growing, Steady, Declining) | |
| | | | | |
| Goals/Priority Areas | | Status of Goals/Priority Areas | | |
| Be specific: Is there a goal in each Learn/Engage/Connect ²⁰ area? Is there a goal about club leadership/administration? | | On track | Need help | Can help |
| 1. Offer at least one ABC3 class annually ²¹ | | | | |
| 2. Offer at least one boating event annually ²² | | | | |
| 3. | | | | |
| 4. | | | | |
| 5. | | | | |
| 6. | | | | |
| Club comments: Anything noteworthy (e.g., BOAT: club's perspective on what it does Best and its Opportunities, Aspirations, Tip-over risks); challenges/concerns; feedback for the district/national, etc.) | | | | |
| | | | | |
| For District Planning/Action: Immediate club needs, priority areas for district support, priority areas where club can/would like to help | | | | |
| | | | | |
| Date of Update: | | Completed by: | | |

²⁰ Notes:

- Learn: Learn boating skills comprises everything in the educational arena for members and the public.
- Engage: Engage in the fun comprises boating and social activities.
- Connect: Connect with the boating community comprises building partnerships, community service, participation in community events.

²¹ Included to promote clubs' compliance with USPS Bylaws *Article 17: Boating Safety Courses*.

²² Included to promote clubs' compliance with USPS Bylaws *Article 7, Section 7.24: Boating Events*.

Attachment 2: Club Roles Worksheet

| Role | Suggested Role Description | Priority (H/M/L) | Accountability/Structure |
|-------------|--|-------------------------|---------------------------------|
| 1 | Offer America's Boating Course at least once each year. | | |
| 2 | Offer at least one boating competition or event each year. | | |
| 3 | Meet the educational needs of club members. | | |
| 4 | Promote safe recreational boating. | | |
| 5 | Build community partnerships. | | |
| 6 | Provide community service. | | |
| 7 | Provide member experiences that support recruitment and retention. | | |
| 8 | Provide opportunities for members to volunteer their time and talent to advance club, district, and USPS/ABClub goals. | | |
| 9 | Identify and cultivate a leadership pipeline as part of ongoing succession planning. | | |
| 10 | Celebrate member and club success | | |
| 11 | Support district goals, other clubs in the district | | |
| 12 | Other 1: | | |
| 13 | Other 2: | | |
| 14 | Other 3: | | |

Attachment 3: Club Planning for Elected Officers

| USPS Bylaws Section | | | Elected Officers | Y/N | Comments |
|---|--------------|--------------|-------------------------------------|-----|----------|
| Shall Have | May Have (1) | May Have (2) | | | |
| Officers (Members of the Bridge) | | | | | |
| 7.3 | | | Commander | Y | |
| 7.3 | | | Educational Officer | Y | |
| 7.3 | | | Secretary* | Y | |
| 7.3 | | | Treasurer* | Y | |
| | 7.3.2 | | *Will one person hold both offices? | | |
| | 7.3 | | Executive Officer | | |
| | 7.3 | | Administrative Officer | | |
| | 7.3 | | Other Officer(s) | | |
| Assistant Officers | | | | | |
| | 7.4 | | Asst. Educational Officer | | |
| | 7.4 | | Asst. Secretary | | |
| | 7.4 | | Asst. Treasurer | | |
| | | 7.4 | Asst. Executive Officer | | |
| | | 7.4 | Asst. Administrative Officer | | |
| | | 7.4 | Asst. Other Officer(s) | | |

Notes: Clubs whose success is well supported by their existing structures can keep them in two ways:

- 1) By keeping their current bylaws.
- 2) By updating their bylaws to adopt the minimum-plus structure.

There are compelling benefits to the minimum-plus bylaws provisions that the current bylaws provisions cannot deliver. Minimum-plus also permits clubs to implement a minimum structure, simply by not filling optional structures.

Attachment 4: Club Planning for Other Structures

Governing Bodies

| Shall Have | May Have | Governing Bodies | Yes/No |
|--------------------|----------|--|--------|
| 7.3.1 | | Bridge | |
| 7.3.1 | | Commander | Yes |
| 7.3.1 | | Lieutenant commanders | Yes |
| 7.2 | | Executive Committee | |
| 7.2 | | Bridge members | Yes |
| | 7.2 | At-large members | |
| | 7.2 | Immediate past commander | |
| Club Bylaws | | Membership | |
| 9.7 | | Quorum at regular or special membership meetings | Yes |

Elected Committees

| Shall Have | May Have | Elected Committees | Yes/No |
|-------------|-------------|---|--------|
| 7.12 | | Procedure for Nominating Candidates for Elected Office | |
| | 7.12 | Standing nominating committee | |
| | 7.12 | <i>Ad hoc</i> committee | |
| | 7.12 | Regular or special meeting of the membership | |
| 7.12 | | Procedure for Amendment of Club Bylaws | |
| | 7.12 | Standing rules committee | |
| | 7.12 | <i>Ad hoc</i> committee | |
| | 7.12 | Regular or special meeting of the membership | |
| 7.12 | | Procedure for Independent Review of Club Financial Records | |
| | 7.12 | Standing audit/financial review committee | |
| | 7.12 | <i>Ad hoc</i> committee | |
| | 7.12 | Regular or special meeting of the membership | |
| | 7.12 | Other Elected Committees | |
| | 7.12 | Other 1: | |
| | 7.12 | Other 2 | |
| | 7.12 | Other 3: | |

Other Assignments

Instructions: Your club should only have structures for the functions it needs. This table lists functions that have appeared in the Operations Manual, Job Description materials, and OD-2 forms. For each function, consider whether your club has a need for it and whether the need is temporary or ongoing. If the function is needed, use the recommended staffing/structure column to determine whether the function should be performed at the club level by an individual (officer, aide) or a committee (ad hoc or long-term) or if it is function that is more appropriately performed by the district.

| Function | Need | | | Recommended Staffing/Structure | | | | |
|----------------------------------|------|------|---------|--------------------------------|------|-------------|---------|----------|
| | None | Temp | Ongoing | Officer | Aide | Ad hoc Cmte | LT Cmte | District |
| Commander's Department | | | | | | | | |
| Law Officer | | | | | | | | |
| Merit Marks | | | | | | | | |
| Planning | | | | | | | | |
| Executive Department | | | | | | | | |
| Community Service | | | | | | | | |
| Cooperative Charting | | | | | | | | |
| Homeland Security | | | | | | | | |
| Legislative Affairs | | | | | | | | |
| Public Relations/Marketing | | | | | | | | |
| Radio Technical | | | | | | | | |
| Vessel Safety Checks | | | | | | | | |
| Educational Department | | | | | | | | |
| Blended/Virtual Education | | | | | | | | |
| BOC/OTW Training | | | | | | | | |
| Classroom Education | | | | | | | | |
| Instructor Re/Certification | | | | | | | | |
| Administrative Department | | | | | | | | |
| Boat Show | | | | | | | | |
| Boating Activities | | | | | | | | |
| Club Development | | | | | | | | |
| Conference/Event Planning | | | | | | | | |
| Leadership Development | | | | | | | | |
| Member Involvement | | | | | | | | |
| Membership | | | | | | | | |
| Officer Training | | | | | | | | |
| Operations Training | | | | | | | | |
| Secretary's Department | | | | | | | | |
| Communications | | | | | | | | |
| Information Technology | | | | | | | | |
| Newsletter | | | | | | | | |
| Website | | | | | | | | |
| Treasurer's Department | | | | | | | | |
| Budget/Finance | | | | | | | | |
| Property | | | | | | | | |
| USPS Ed. Fund Rep. | | | | | | | | |
| Other 1 | | | | | | | | |
| Other 2 | | | | | | | | |
| Other 3 | | | | | | | | |