

PROCEDURES GUIDE

THE ORGANIZATIONAL STRUCTURE OF THE SARASOTA POWER and SAIL SQUADRON

and

THE DUTIES AND RESPONSIBILITIES OF ITS VARIOUS PARTS

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INTRODUCTION

This *Procedures Guide* (Guide) is a reference document and a management tool for the guidance of Elected Officers, Executive Committee Members, Committee Chairs, and other members active in the Squadron. It supplements the *USPS Operations Manual*.

Officers and others holding leadership positions should read in detail the chapters in the Guide related to their assignments. In addition, they should scan through the remaining chapters to become familiar with all the operations of the Squadron.

The Rules Committee is responsible for issuing updates. If you, the reader, find anything in the Guide that needs correction; and especially if you feel that other topics should be added, please talk to a member of the Rules Committee.

Bridge Officers will distribute the Guide to Committee Chairs under their direction.

The Rules Committee will distribute the Guide to the following: Chairs of the General and Standing Committees, the Educational Trust Fund Trustees and to the Executive Committee members.

Operations Training Committee Chair will issue copies of the Guide to students in the Operations Training course.

Paper copies will be made available upon request, otherwise digital copies will be provided.

A reference copy should remain in the Library

Table of Contents

INTRODUCTION	2
CHAPTER ONE: CUSTOMS AND PRACTICES	4
CHAPTER TWO: FINANCIAL MANAGEMENT POLICIES AND PRACTICES	7
CHAPTER THREE: BUDGET POLICIES AND GUIDELINES.....	9
CHAPTER FOUR: EXECUTIVE COMMITTEE.....	11
CHAPTER FIVE: COMMANDER'S DEPARTMENT.....	13
CHAPTER SIX: EXECUTIVE OFFICER'S DEPARTMENT.....	21
CHAPTER SEVEN: EDUCATIONAL DEPARTMENT	27
CHAPTER EIGHT: ADMINISTRATIVE DEPARTMENT.....	34
CHAPTER NINE: SECRETARY'S DEPARTMENT	43
CHAPTER TEN: TREASURER'S DEPARTMENT	47
CHAPTERS ELEVEN: AUDITING COMMITTEE.....	50
CHAPTER TWELVE: NOMINATING COMMITTEE.....	51
CHAPTER THIRTEEN: RULES COMMITTEE.....	52
CHAPTER FOURTEEN: SPSS EDUCATIONAL TRUST FUND TRUSTEES	54
CHAPTER FIFTEEN: PLANNING COMMITTEE.....	56
INDEX TO SPSS PROCEDURES GUIDE	57

CHAPTER ONE: CUSTOMS AND PRACTICES

Over the years, the Squadron has developed customs and practices which it follows in the conduct of its business and social affairs.

1.1 BUSINESS MEETINGS

A business meeting of the Squadron will normally be held the second Thursday of each month. Meetings are called to order by the Commander with the first order of business being an invocation, followed by the Pledge of Allegiance.

Bridge Officers are encouraged to wear uniform A or G as prescribed by the Commander. Members have the option to be in uniform. The standard order of business shall be followed.

1.1.1 Annual Meeting

The Annual Meeting (at which nominated candidates are elected to office) shall be held in lieu of the last business meeting of the Watch Year. At the end of each Watch Year, each committee chair shall submit an Annual Report to their department head. Each Bridge Officer shall consolidate these into a comprehensive report and present a summary report to the membership at the Annual Meeting. The Commander will present the Commander's Highlights Report. Copies of these reports will be filed with the Historian and be made available to the membership upon request.

1.1.2 Annual Meeting Timing

Since the fiscal year begins on January 1, the Annual Meeting will take place on the 2nd Thursday of January. The purpose of the Annual Meeting is twofold:

- To allow the newly elected Executive Committee to review and approve the annual budget of the incoming Bridge and
- To minimize the time gap between the Immediate P/C and the new Commander taking office. The new Bridge will be voted in at this meeting.

1.2 LUNCHEON MEETINGS

Weekly social luncheons are usually held every Thursday, including the second Thursday Business Meeting. Meetings are called to order by the Commander with the first order of business being an invocation followed by the Pledge of Allegiance.

Every effort is made to start the announced program on time. The meetings are devoted to announcements, occasional reports from committees, and other items of interest. Normally a speaker is scheduled. On special occasions, and during the holidays, programs are tailored to suit the occasion.

At every meeting of the Squadron, all members should wear a name badge.

Seats are reserved for the Speaker(s), a member of the Speakers Bureau, and are located at the Hospitality Table. All other seats are open .

1.3 SQUADRON CALENDAR

The Squadron's yearly calendar is on the SPSS Website. The Commander or other designee is responsible for keeping the Squadron Master Calendar. All proposed changes to the Calendar must flow through the Commander for approval.

1.4 CHAIN OF COMMAND

The Chain of Command is as indicated in the Squadron Organization Chart and clarified for specific committees throughout this Guide.

1.5 FUNERAL AND MEMORIAL SERVICES

Members attending a memorial service shall wear a uniform, style specified, or in lieu thereof; a blue blazer, a business suit or other suitable attire. Members assemble in an anteroom and enter the church or parlor as a unit, led by the Commander in the order of precedence per the *Operations Manual*. The Commander may lead down the center aisle, stand aside while the first-row fills, and take the aisle seat opposite the family. Or the commander may lead down a side aisle and enter the pew first. The object is to position the Commander in the aisle seat, so they may be the first to lead the entourage out immediately following the family. Members pay respects to the family and, if appropriate, join the cortege to the cemetery.

The Commander takes the lead in organizing the Squadron's participation or may delegate a member who has a personal relationship with the deceased to call the family to offer condolences and confirm the Squadron's presence at the service; the Commander will make the necessary arrangements with the person in charge of the service and will provide the Secretary with details including the name of the deceased; date, time and location of service, and the prescribed uniform

1.6 BURIAL AT SEA

The deceased' ashes shall be placed in a weighted biodegradable container provided by the Squadron for members, spouses of members, and former members whose lapse in membership is not more than two years. A short USPS service can be provided, or the service may be conducted by a clergyman of the family's choice. If the Squadron provides the service, it should be made clear to the family that the person conducting the service is a layman, not a clergyman. Attendance at this service is necessarily limited and normally by invitation of the family or the Commander. The Commander will determine if other boats are to join the ceremony. Memorial donations to the Squadron may be accepted.

1.7 UNIFORMS

Members are authorized and encouraged to wear the USPS uniform. For more information on uniforms and insignia, see the *USPS Operations Manual*.

Although this is not a stipulation for membership on the Bridge, SPSS Bridge Officers are encouraged to own a full complement of the class A, F & G uniform at the Commander's discretion. Bridge officers are encouraged to be in uniform at the monthly EXCOM, the monthly business meeting; and required to be in uniform at memorial and burial services and when representing the Squadron in public.

Members who attend these events and have uniforms, are encouraged to wear them. In lieu of a uniform, members may wear a blazer, preferably with the USPS emblem, or suitable business attire.

A uniform establishes the identity of the Squadron. This creates a favorable image of the Squadron when members are in a public setting such as attending the SPSS booth at boat shows, participating in the SPSS entourage at memorial services and funerals and other public appearances. Members are expected to be in uniform when representing the Squadron in public as determined by the Commander.

CHAPTER TWO: FINANCIAL MANAGEMENT POLICIES AND PRACTICES

The Squadron uses three funds to record and account for money and property. The following policies, guidelines and rules shall apply to the handling of funds and properties.

2.1 OPERATING FUND (BUDGET)

The Bridge develops the following year's budget under the management and coordination of the Treasurer. Collectively they must manage the Squadron's operating expenses within the budget guidelines.

The full Bridge will complete the Budget by November, in time for review by the December Executive Committee meeting. The Executive Committee approval should be obtained before the Change of Watch (typically at the Annual Meeting in January), so funds are available on a continuous basis.

To prepare the proposal, a comparison should be made to the previous year's budget with the actual expenses incurred. Where deemed necessary, a comparison to the past two- or three-year's budgets with actual expenses should be made.

The Executive Committee is expected to endorse the budget with perhaps minor comments or suggestions. Any overage of expenses over income will be covered by a grant from the Educational Trust Fund.

2.2 CAPITAL ASSETS AND BUILDING FUND (CAB)

The CAB is a fund restricted to purchases of equipment or other assets for the Squadron, or for repairs to the headquarters' building. Any expenditure made from this account must be pre-approved by the Executive Committee.

2.3 EDUCATIONAL TRUST FUND

The Sarasota Power and Sail Squadron Educational Trust Fund was created to hold and administer funds earmarked exclusively for support of the Squadron's educational programs and operations in support of them.

For more detail see Chapter 14, Trustees.

2.4 SOURCE OF FUNDS

2.4.1 Membership Dues

Membership dues are a significant source of operating fund income. The Squadron generates additional operating fund income from fundraisers and from its education classes.

2.4.2 Net Proceeds from Fundraisers

To supplement the dues income, the Squadron generates income from the following: the luncheon

50/50, sales from the Ships Store, advertising in the *South Wind*, other fundraisers and raffles, rental of Squadron property, and profit from its education classes.

2.4.3 Gifts and Bequests - Designated Purpose

If the donor of a gift or bequest designates the purpose for which it is to be used, the cash or the monetary value shall be credited to the appropriate fund: General Operating Fund, Educational Trust Fund or Capital Assets and Building Fund.

A direct contribution to the Squadron or a bequest in memory of a deceased member is designated and shall be credited to the General Operating Fund, unless the donor specifies another use.

The Squadron sends an individually worded thank you letter to donors of gifts and bequests. When the donation is a memorial, an acknowledgment card is sent to the donor and a letter is sent to the next-of-kin identifying the donor(s), but not the amount.

2.4.4 Net Proceeds from the Sales of Assets

Proceeds from the sale of real property or fixtures shall be credited to the CAB Fund.

2.4.5 Transfers from the Educational Trust Fund

Money received by transfer from the Educational Trust Fund shall be handled per the terms of the trust.

2.4.6 Interest on Cash Balances

Earned interest is credited to the corresponding trust or fund.

2.4.7 Operating Committee Approval of Certain Gifts

The USPS Operating Committee must give prior approval to acceptance of certain gifts as follows:

- undesignated gift with a monetary value of \$10,000 or more;
- a gift of any size designated for a specific purpose, when offered to the USPS national organization;
- a gift having a monetary value of \$5,000 or more designated for a specific purpose when offered to the Squadron. See *USPS Operations Manual*, Gifts, Bequests and Grants

CHAPTER THREE: BUDGET POLICIES AND GUIDELINES

3.1 BUDGET POLICIES

Each year the Squadron shall adopt a Balanced Budget. The Squadron arrives at the Balanced Budget with a grant from the Educational Trust Fund (ETF) earnings if necessary.

The guiding principle shall be to fund a full-featured program at the lowest possible cost. Continuing effort shall be made to develop alternate sources of income for operations, using fundraisers and other activities.

3.2 SOURCE OF FUNDS

3.2.1 Operating Funds

Operating funds are used to finance the regular operation of the Squadron. ETF funds shall not be used for operating expenses, unless approved by the Executive Committee during the Budget Planning process.

3.2.2 The Educational Trust Fund may be used to:

Provide real property and/or improvements for the exclusive benefit of the Sarasota Power and Sail Squadron to fulfill its educational purposes.

3.3 ROLE OF THE EXECUTIVE COMMITTEE IN THE BUDGET PROCESS

Pursuant to its obligations in overseeing the financial operations of the Squadron, the Executive Committee will be asked to review the upcoming annual budget at the December Ex-Com meeting and then submit it to the membership for formal approval at the Annual Meeting in January (see paragraph 1.1.1)

3.4 BUDGET GUIDELINES

3.4.1 NON-DISCRETIONARY ITEMS (funding required)

3.4.1.1 Fully funded Education Program

3.4.1.2 National and District assessments

3.4.1.3 Real Estate Taxes

3.4.1.4 Representation at National and District functions

3.4.1.5 Utility and Insurance bills

3.4.1.6 Full level of maintenance for building/grounds and all equipment.

3.4.1.7 Support of the *South Wind*

3.4.2 DISCRETIONARY ITEMS (funding is optional)

Items proposed by officers, committee chairmen or the Executive Committee and all remaining items are discretionary. To the extent funds are available, the budget shall provide for a healthy level of funding for a full program of social, recreational, and service activities to support the Squadron's educational programs and operations in support of these programs.

CHAPTER FOUR: EXECUTIVE COMMITTEE

4.1 FUNCTION AND MAKEUP

This Committee oversees the policy, management and finances of the Squadron. It is the *Board of Directors* or *Governing Board* of the Squadron. Members experienced in the programs and activities of the Squadron are elected at the annual membership meeting for one-year terms. Bridge Officers are members ex-officio.

The Executive Committee must approve all monetary matters outside of the approved budget. By delegated authority of the USPS Governing Board, it approves all matters of membership. The Executive Committee is charged with the investigation of complaints requiring disciplinary action under the procedures outlined in USPS Bylaws Article 15.

While most matters involving the operation of the Squadron are under the control of the Executive Committee, final action in the following matters is determined by a membership vote at a regular business meeting:

- Annual budget and any changes in dues
- Bylaws and changes to the Bylaws
- Election of officers
- Changes or amendments to trust agreements
- Approval of annual audit

4.2 MEETINGS

The Executive Committee meets the second Thursday of each month. The Law Officer, if not a regular member of the Executive Committee, should attend all meetings as a non-voting member. Others involved in business to be discussed at a meeting may attend. All members of the Squadron are welcome at Executive committee meetings.

The Commander sets the agenda and chairs the meeting. The following examples are representative of the routine at meetings:

- Commander's opening remarks
- The Executive Committee receives reports of officers, committee chairs and others. Discussion may follow. Some matters are informational (reports on meetings attended, enrollment in educational courses, etc.). Routine matters are disposed of without formal vote. If a decision of record is required, the question is put to vote.
- The Committee receives and acts on the report of candidates for membership presented by the Membership Committee.
- In the 10th month of the Watch Year, the Executive Committee receives a report from the Treasurer or the Commander of the *Proposed Operating Budget*. After discussion, the Committee directs the Treasurer to implement any changes or recommendations that the Executive Committee feels are

needed, prior to the final review and approval at the January Annual Meeting (see paragraph 1.1.1).

- The Committee hears requests by responsible officers for Trust funds necessary to carry forward the work of the Squadron. The petitioning officer shall submit the request for funds in writing, to be distributed to each Executive Committee member not later than a week before the next meeting.

4.2.1 The request for funds from the Trust shall cover the following:

What the funds may be used for: to repair, refurbish, replace or upgrade existing real property, major equipment purchase, outside expertise and other expenses deemed necessary to forward the educational goals of the Squadron.

The amount of money requested.

If new property is to be purchased, explain its use and the benefits that will accrue.

4.2.2 If the Executive Committee approves, the Secretary notifies the Trustees, which then take the request under advisement.

4.3 MINUTES

The minutes of the monthly Executive Committee meeting shall be made available to all members. The minutes will be available on the "Members ONLY" Tab on the SPSS website. An archival paper copy should be filed by the secretary.

CHAPTER FIVE: COMMANDER'S DEPARTMENT

The Commander is the ranking officer of the Squadron. The Commander's duties, responsibilities and authority are described in the Bylaws and the *Operations Manual*.

5.1 COMMANDER'S AIDES

Commander may appoint as many Aides as are necessary. They serve with the rank of Lieutenant and may be assigned specific duties as needed. Other Aides will be assigned to the Executive Officer and Administrative Officer as a standard practice by those Officers.

5.2 CHAPLAIN

5.2.1 REPORTS to the Commander. Rank: Lieutenant

5.2.2 OBJECTIVE- Provides spiritual guidance to the Squadron at meetings, ceremonies, etc.

5.2.3 WORK DESCRIPTION - Typical duties at Squadron meetings or at ceremonies:

- Invocations
- Benedictions
- *Get-Well* Program
- Recognition of deceased members

The Chaplain also brings comfort to the ill at home or in a hospital and extends sympathy to the bereaved. When requested, they may perform eulogies or services at funerals or burials, including those at sea.

The timing of these activities is dictated by the nature and demands of each occasion.

Invocations at squadron meetings are limited to nonsectarian references in deference to the varied religious beliefs of members.

5.2.4 PERSONNEL - Chaplain and one or more assistants. No ordination is required.

5.2.5 BUDGET - A Budget item - cost of get-well cards and similar items.

5.3 FLAG LIEUTENANT

5.3.1 REPORTS to the Commander. Rank: Lieutenant.

5.3.2 OBJECTIVE - Assists the Commander as requested.

5.3.3 WORK DESCRIPTION - Maintains a supply of officer flags and assists in their presentation and in the presentations of plaques and awards at the Change of Watch, and other occasions. Retrieves flags from past officers who do not wish to keep them. Performs other duties as assigned by the Commander.

5.3.4 PERSONNEL -- One person; may recruit temporary help on major projects.

5.3.5 BUDGET -- A budget item - cost of flags, plaques etc.

5.4 GIFTS AND DEVISES COMMITTEE

5.4.1 REPORTS to Commander. Rank of Chair: Lieutenant

5.4.2 OBJECTIVE - The purposes of the committee is to encourage and assist individual members who may be interested, as part of their estate planning strategy, to make a gift of money and/or property to the Squadron using wills, bequests, legacies, grants, assignment of beneficial interest in property, gifts or donations.

5.4.3 RESPONSIBILITY - The Committee should be prepared to offer advice and counsel as to the benefits and advantages of gifts and devises to the Squadron, a 501 (c)(3) organization.

5.4.4 WORK DESCRIPTION - The committee should provide informational material to interested members. Committee members will provide individual counseling and may refer members to the Law Officer for technical assistance.

5.4.5 RELATIONSHIPS - Committee works with the Law Officer, Trustees of the Squadron Trust, Treasurer, and the Finance Committee.

5.4.6 PROMOTION - The Gifts and Devises program will be brought to the attention of members through articles in the *South Wind* during each watch year.

5.4.7 PERSONNEL - The Committee consists of a Chairperson and as many assistants as needed. The Gifts and Devises Committee shall be composed of the Law Officer, the Treasurer, the Chairman of the Trustees of the Trust and up to three (3) additional qualified members, appointed by the commander each year. It shall encourage and assist the membership in contributing money and property to the Squadron, as part of an estate planning strategy including the use of wills, bequests and charitable contributions.

5.4.8 LIMITATIONS - Committee advice and counsel will conform to USPS policy and the policy and rules of the Squadron.

5.4.9 BUDGET - Not a budget item. Expenses provided for in the Commander's budget.

5.5 HOUSE COMMITTEE

5.5.1 REPORTS to Commander. Rank of Chair: Lieutenant

5.5.2 OBJECTIVE - Maintain headquarters building and grounds in top condition and repair

5.5.3 POLICY - Protect SPSS investment in property through continuous attention to upkeep.

5.5.4 WORK DESCRIPTION

Building maintenance includes minor repairs to the plumbing and air conditioning systems; fire extinguisher recharging; pest control; maintenance of telephone answering equipment. External work includes the monitoring of the parking lot and care of the plantings, yard and irrigation. When the work required is beyond the scope of the Committee, outside expertise will be hired.

Provide security inspections to check for unlocked doors, air conditioner and heat settings, lighting, water, open windows, etc. Education Building key policy: While any squadron member in good standing may have a code to an exterior door upon request, keys to interior doors are controlled by Bridge Officers.

Special arrangements as required for use of the building for special occasions in coordination with the SPSS Commander or Executive Officer.

Maintenance and upkeep of the Squadron copiers: arrange for repairs and maintenance as needed. The Squadron maintains a service contract on the copier which includes toner.

5.5.5 PERSONNEL - As many committee members as needed. Others as needed for special projects.

5.5.6 BUDGET - This is a budget item. Major expenditures related to capital assets come out of the Capital Assets Fund. Other expenses are reimbursed by the Treasurer.

5.6 LAW OFFICER

5.6.1 REPORTS to the Commander. Rank: Lieutenant

5.6.2 OBJECTIVE: provide in-house legal advice and services to the Squadron and its officers.

5.6.3 WORK DESCRIPTION - On call, confers with and gives advice to Officers and the Executive Committee on matters involving interpretation of the law, legal or policy implications of actions under consideration and similar. Prepares and records legal instruments. Consults with and prepares correspondence with regulatory and taxing authorities and others.

5.6.4 RELATIONSHIPS - Works primarily with Bridge Officers and the Executive Committee. Works with the District and National Law Officers as needed.

5.6.5 PERSONNEL - The Law Officer. He shall be an attorney at law, authorized to practice in the State of Florida. Any formal legal action concerning Florida Law must come from an attorney authorized to practice in the State of Florida.

5.7 LIBRARY COMMITTEE

5.7.1 REPORTS to the Commander. Rank of Chair: Lieutenant

5.7.2 OBJECTIVES - To build and maintain a library of books, reference materials and audiovisuals related to boating and otherwise appropriate for Squadron use.

5.7.3 POLICY - The Squadron library shall hold only those publications and documents which will be beneficial to members of SPSS. A current reference section shall be maintained, which shall include, at a minimum, the latest editions (appropriate to our location) of the Tide Tables; the Tidal Current Tables; Coast Pilot; the local Nautical Chart 11425; Nautical Chart No.1 - Symbols and Abbreviations; the Chart Catalogue; the Nautical Almanac; the Sight Reduction Tables used in the current JN and N Courses; Chapman's Piloting, Seamanship and Small Boat Handling; Bowditch's American Practical Navigator; Dutton's Navigation and Piloting; and, video tapes of the Public Boating Courses and other videos.

The library shall be accessible to all members, shall be free and shall operate on the honor system.

5.7.4 WORK DESCRIPTION - The Chair of the Library Committee shall work with the SEO, Chairs of the Local Boards and staff of the Educational Department in determining if the content of the reference section is sufficient and up-to-date. The Chair will work with the Commander to evaluate the acceptability of offered donations and to determine if a particular item is an appropriate Library holding. Purchased publications and acceptable donations of books, other reference materials and audiovisuals shall be catalogued and prepared for circulation. Donors shall be thanked as applicable. The library items shall be logically organized and on shelves (or in cabinets as appropriate) which have been labeled according to subject matter.

Control of the borrowing and returning of library material is necessary and shall be implemented even though day-to-day operations shall be based on the honor system.

Periodically, the library shall be purged of obsolete and/or duplicate items by culling and disposing of these, by donating to charity or other means.

5.7.5 PROMOTION - The existence, operation and availability of the library shall be publicized through announcements at class sessions and other Squadron meetings and through occasional *News from the SPSS Library* articles in *South Wind*. Reviews of library books and materials shall also promote the operation.

New members are exposed to the library activities upon induction into the Squadron. Class Chairs,

lecturers and Table Instructors have a responsibility to mention the library for reference materials dealing with their courses.

Perhaps the most critical relationship to be developed and maintained is that with the users of the library.

5.7.6 QUANTIFICATION - The content, organization, and availability of items in the library is a measure of its adequacy. The bottom line, of course, is determined by the number of satisfied users.

5.7.7 PERSONNEL - A Chair and perhaps an Assistant Chair with 1-4 interested members should be enough. The Educational Department staff and the Housing Committee should contribute to the library's operation.

5.7.8 BUDGET - This is a budget item. Money to purchase the up-to-date material for the library's reference section shall be provided for annually in the Educational Departments budget. A small amount shall also be allocated to cover reimbursable, ancillary, out-of-pocket expenses.

5.8 MERIT MARK COMMITTEE

5.8.1 REPORTS to Commander. Rank of Chair: Lieutenant

5.8.2 OBJECTIVE - Assemble and prepare merit mark recommendations for approval by the Commander. They are then submitted to the Area Monitor for review after which they are forwarded to the Chief Commander for final approval.

5.8.3 POLICY - To earn a Merit Mark (MM), a member must perform substantive work in support of the Squadron.

5.8.4 WORK DESCRIPTION - A computer program, USPS MM Submittal Preparation Program, is used to process merit marks. A merit mark card is produced for members who have received a MM in the prior period by entering the name and certificate number of the member in the Database Manager program. The Database Manager program is updated by entering information performed by the member during the current year.

The completed program is printed and reviewed with the Commander, editing as necessary.

The final copy is then printed out. It is submitted to the Commander for approval and signature on each sheet. A cover sheet, MM 81, is prepared and the package is sent to the Area Monitor for review. After review by the Area Monitor the recommendations are forwarded to the Chief Commander for approval.

A supplemental report for work done by members from January 1 to December 31 is done retroactively (due October 15th) with estimation of work to be completed until the end of the year.

Resubmission of a recommendation is made if the Area Monitor requests further information on work done by a member. The officer or chair who originated the recommendation is requested to furnish additional information. The rewrite must be approved by the Commander before resubmission. The original recommendation must accompany the re-submittal.

Retroactive recommendations may be made for any of the three calendar years prior to the calendar year when submitted. See *USPS Operations Manual*.

5.8.5 RELATIONSHIPS - The Committee works directly with officers and committee chairs who originate recommendations.

5.8.6 PERSONNEL - Committee Chair plus assistance from the Computer Services Committee and others as needed.

5.8.7 BUDGET - Not a budget item. Out-of-pocket expenses reimbursed by the Treasurer.

5.9 PROCEDURE FOR APPOINTING OFFICERS

The Commander is empowered to appoint as many Lieutenants as they see fit and to specify their duties. The rank of Lieutenant is reserved for Bridge Officers' aides, chairs of committees and of significant subcommittees. It is not used for assistant chairs or other categories. When circumstances warrant, the Commander may appoint Co-chairs to accommodate seasonal absences, part-time employment and to split workload where demanding.

5.10 SOUTH WIND

The *South Wind* is a free-standing activity, as part of the Commander's Department. The Editor, who is responsible for the publication of its content, holds the rank of Lieutenant, is appointed by the Commander and is subject to their direction. The Editor may appoint an Assistant or Associate Editor to help prepare articles and news to be used in the *South Wind*.

5.10.1 OBJECTIVE - To publish a monthly or at least 10 times a year a newsletter (the official news media of the Squadron), which disseminates to members notice of upcoming events, messages from the Bridge Officers, educational news, safety articles, accomplishments of all Squadron committees, excerpts of interest from publications from National (i.e. *The Ensign*), personal accomplishments of Squadron members, social events, and more.

5.10.2 POLICY - The Squadron is committed to producing a top-quality newsletter recognizing the importance of this publication in bonding together the interests of its members.

5.10.3 WORK DESCRIPTION - The compilation and production of the *South Wind* is a many faceted activity motivated and coordinated by the Editor and staff, involving contributions from all segments of the Squadron, subject to the pressure of meeting a monthly publication date.

5.10.4 RELATIONSHIPS - To accomplish the *South Wind's* objectives, the Editor and staff rely upon a continuing dialog with, and response from, all segments of the Squadron.

5.10.5 PROMOTION - The *South Wind* is an instrument for promoting the Squadron and its many activities.

5.10.6 QUANTIFICATION - As an independent assessment of its quality, the *South Wind* has been awarded Certificates for Excellence in Journalism by USPS.

5.10.7 PERSONNEL - The Editor, and any Associate or Assistant Editors, and support staff identified in the *South Wind* masthead.

5.10.8 CORRESPONDENTS - Bridge Officers, active committee chairs and other writers prepare written material for the *South Wind* each month covering newsworthy Squadron activities and/or to promote member participation in future activities at the Squadron, district and national levels.

5.10.9 BUDGET - This is a budget item. The *South Wind* is financed by operating funds and supplemented by income from the sale of advertising.

5.11 *SOUTH WIND* ADVERTISING SALES

5.11.1 REPORTS to the Editor. Rank of Chair: Lieutenant

5.11.2 OBJECTIVE - To sell advertising space in the *South Wind* to provide income to supplement budgeted operating expenses.

5.11.3 WORK DESCRIPTION - Visits and calls on businesses and professionals to solicit the purchase of advertising space in the *South Wind*. Using an issue of the *South Wind* as a model, introduces the publication and the Squadron to the prospect. Makes a case for the purchase of advertising. Proposes the style of copy and quotes prices and terms. Signs up the prospect. Puts the name of the new advertiser on the *South Wind* mailing list. Makes follow-up courtesy calls on advertisers and arranges for extending the term of contracts.

5.11.4 RELATIONSHIPS - This is an outside sales job. It requires a quality of presence to open dialogue with prospects, obtain acceptance, and to follow through and build a continuing relationship.

5.11.5 PERSONNEL - A one-person job with the assistance of all members.

5.11.6 CIRCULATION - Hard copy and electronic distribution.

5.11.7 REPORTS to the Editor. Rank of Chair: Lieutenant

5.11.8 OBJECTIVE - To mail the *South Wind* to members monthly. The *South Wind* is also delivered via

electronic mail to all members with an email address (see paragraph 9.2.2).

5.11.9 WORK DESCRIPTION

- At mailing time, check with the Editor to verify that mailing addresses are current.
- Prepare mailing labels and apply to mailings.
- Process mail items and delivery to the United States Post Office.

5.11.10 PERSONNEL - Chair and assistants as needed.

5.11.11 BUDGET - The expense of mailing and publishing is a Squadron budget item.

CHAPTER SIX: EXECUTIVE OFFICER'S DEPARTMENT

The Executive Officer is responsible for Squadron functions generally described as external. One or more Aides with the rank of Lieutenant may be selected by the Executive Officer.

6.1 COOPERATIVE CHARTING COMMITTEE

6.1.1 REPORTS to the Executive Officer. Rank of Chair: Lieutenant

6.1.2 OBJECTIVE - Report on-water conditions which have a bearing on the accuracy and completeness of government published marine charts; and to report any land features which might have a bearing on aeronautical charts. These findings are reported to the USPS Charting Program and from there are submitted to the National Ocean Service (NOS) to earn credit towards placement of the Squadron on the NOS Honor Roll.

6.1.3 POLICY - The Cooperative Charting Program is one of the primary service functions of the USPS. The reports are submitted to the NOS through National and are used by NOS to update marine charts and other publications.

6.1.4 WORK DESCRIPTION

During the working year, as defined by USPS, the chair initiates special projects to verify charted conditions. Squadron members are urged, through personal appeals and articles in *South Wind*, to report any discrepancies noted in any chart. Specific activities include the reporting of:

- Channel markers or buoys in need of repair. If imminent danger to navigation exists, then also reports immediately by radio to the coast guard.
- New conditions in charted channel such as shoals or obstructions.
- New waterfront installations of piloting interest or importance.
- New landmarks and their relation to navigation, such as forming a range.
- Beacon lights out of service and buoys off station.
- Surveys to confirm channel changes, Geodetic marks or Corps of Engineer marks.
- Survey of marine facilities of interest to boaters.
- Changes that will make navigation safer or easier.
- Local knowledge of port approaches and port facilities for printing in *Coast Pilot*.

The above information is forwarded to NOS through established USPS channels.

6.1.5 PROMOTION - the Chair is the motivator and leader for the Cooperative Charting function.

Members are recruited to form survey teams and direct the conduct of surveys. The program is promoted through announcements and progress reports at luncheon meetings, articles in *South Wind* and similar efforts.

6.1.6 QUANTIFICATION - Reports submitted to NOS are assigned credits based on the accuracy of the report. There is competition among the Squadrons to be the first in the District and to earn a place

on the NOS Honor Roll.

6.1.7 PERSONNEL - Chair, Co-chair and assistants as required. Boat owner members and others are recruited for periodic surveys.

6.2 SAFETY AND VESSEL SAFETY CHECK COMMITTEE

6.2.1 REPORTS to the Executive Officer. Rank of Chair: Lieutenant

6.2.2 OBJECTIVES

- To increase safety on the water.
- To raise the profile of the Squadron and its boating education classes through one-on-one contacts with boat owners.
- To enhance the reputation of the Squadron among members and the public through the same means.
- To further the education of interested members by offering a program of training and hands-on experience centered on U.S. Coast Guard requirements and recommendations for outfitting and maintaining boats and their equipment for safe boating.

6.2.3 POLICY - The Vessel Safety Check Program is an important outreach activity of USPS and the Squadron, raising public awareness of the local organization and its expertise in boating and boating safety. Knowledge and skills of members may be improved and cooperative relationships with the U.S. Coast Guard and its local auxiliaries may be enhanced through these activities.

All necessary manuals, forms and decals are received from USPS, and all reports of boat examinations are sent to USPS, Attention: Vessel Safety Check.

6.2.4 WORK DESCRIPTION

- The Chair recruits members and provides training materials, basic information and leadership.
- Members are provided with the Vessel Safety Check Manual, an instruction publication produced by the U.S. Coast Guard and purchased by the Squadron through USPS.
- Each member must pass a written exam before eligible to inspect any boat for the program, and the first five boat inspections must be done under the supervision of a qualified examiner.
- It is recommended that members purchase and wear a special designator (i.e. a special color shirt with the SPSS and VSC logo,) for the activities. All forms and decals are provided by the Squadron through USPS.
- The Chair initiates activities by planning days and locations for members to assemble, offering free vessel safety checks with certification through a U.S. Coast Guard sanctioned organization. The actual days and sites are coordinated with the local Coast Guard Auxiliaries to avoid conflict, since those organizations are offering the same service (this is a cooperative program between USPS and the USCG Auxiliaries nationally), either on different days or at different locations. Locations selected are usually public or private local boat ramps.
- Members may earn a Merit Mark by performing ten or more examinations per year.

6.2.5 PROMOTION - By word of mouth, announcements at luncheons, and occasional articles targeted for members and the public (i.e. *South Wind* and local newspapers). Committee members approach boaters directly at inspection locations.

6.2.6 RELATIONSHIPS - Coordinates dates and sites of activity with local Coast Guard Auxiliaries to avoid conflict.

6.2.7 QUANTIFICATION - Number of vessels inspected by committee members for a given period (e.g. Watch Year), based upon number of reports submitted to USPS.

6.2.8 PERSONNEL - Chair and as many members as possible, based upon interest and willingness to both qualify and continue to participate.

6.2.9 BUDGET - This is a small budget item for postage and cost of the manuals.

6.3 FUNDRAISING COMMITTEES

It is Squadron policy to supplement primary income through alternative fundraising activities. The next two committees contribute to that purpose.

6.3.1 LUNCHEON FUND RAISER

6.3.1.1 REPORTS to the Executive Officer. Rank of Chair: Lieutenant

6.3.1.2 OBJECTIVE - To raise funds for the Squadron.

6.3.1.3 WORK DESCRIPTION - Raffle tickets are sold at weekly luncheons with prizes awarded to winners (50/50 raffle).

6.3.1.4 PROMOTION - This is an ongoing operation which is self-promoting. Bridge Officers lend support through their promotional comments at luncheons.

6.3.1.5 QUANTIFICATION - Net sales are used as a measure of activity, profits going into the operating fund to defray Squadron operating expenses.

6.3.1.6 PERSONNEL - Chair and assistants as needed.

6.3.1.7 BUDGET - This is a budget item.

6.3.2 SHIP'S STORE

6.3.2.1 OBJECTIVE - procures and sells to members, USPS and SPSS authorized items to help the Squadron defray expenses. The primary function of the Ship's Store is to make selected items

available to members that are otherwise not available. Since 2017 most of the logo product available to members is available through the Squadron website and directly from Queensboro.

6.3.2.2 WORK DESCRIPTION

- A small inventory of SPSS authorized items is occasionally made available to members at luncheons and events at Squadron headquarters.
- Maintains a supply of Squadron burgees for sale to members.
- Coordinates with the Flag Lieutenant in the procurement of items for Change of Watch, including officers' flags and award plaques.
- Assists members with orders consistent with *USPS Operations Manual*.
- Charges Florida sales tax on all items sold.
- Maintains financial transactions under the guidance of the Treasurer.

6.4 LIAISON COMMITTEE

6.4.1 REPORTS to the Executive Officer. Rank of Chair (SPSS Liaison Officer): Lieutenant

6.4.2 OBJECTIVE - To establish and maintain working relationships with organizations outside SPSS such as public and private organizations involved in recreational boating. Invite other Squadrons in the area to participate in SPSS social and educational events.

6.4.3 POLICY - To maintain good relations with public officials, regulatory agencies, conservation and volunteer organizations concerned with recreational boating safety and other Squadrons in the area.

6.4.4 WORK DESCRIPTION - As a representative of the Squadron, establishes contacts throughout the boating community (public, regulatory, and private) to establish a presence for the Squadron and to offer the support of the Squadron, when not inconsistent with its private status, to promote recreational boating. National Safe Boating Week is one of the most important periods of focus. This event brings together the resources of all organizations involved in safe boating.

6.4.5 RELATIONSHIPS - Works with the Safety and Vessel Safety Committee and the Public Relations Committee in preparing for National Safe Boating Week.

6.4.6 PERSONNEL - Chair and 1-2 others.

6.4.7 BUDGET - Not a budget item. Out-of-pocket expenses are reimbursed by the Treasurer.

6.5 PUBLIC RELATIONS COMMITTEE

The following committee executes a public relations program to inform the public about USPS and SPSS particularly safe boating and boating education for the public.

- 6.5.1 REPORTS - The Public Relations Officer (PRO) reports to the Executive Officer. Rank of Chair: Lieutenant
- 6.5.2 OBJECTIVE - To organize and execute a public relations program to inform the public about USPS and its educational programs, particularly safe boating and boating education for the public.
- 6.5.3 POLICY - The highest priority is given to the public relations function because it is the link between the Squadron and the boating public.
- 6.5.4 WORK DESCRIPTION - Establishes working relations with the media (print, radio, and TV) to acquaint the media with the SPSS and its many-faceted programs. Writes news releases, information and background handouts and more for public distribution. Prepares paid advertising copy promoting the America's Boating Course. Makes guest appearances, or arranges appearances, for Squadron officers, on radio and TV.
- 6.5.5 RELATIONSHIPS - The PRO must stay in touch with the officers and committee chairs involved in newsworthy activities to disseminate current information to the public. The PRO will cultivate working relationships with the media to assure ready acceptance of releases and maintains working relationships with the following committees in this chapter.
- 6.5.6 PROMOTION - The essence of the public relations function is promotion particularly the promotion of the public boating courses, one of our most important public service functions.
- 6.5.7 QUANTIFICATION - The best measure of the success of the public relations effort is in the number of students who sign up for the public boating courses and the membership participation in the Squadron's social events.
- 6.5.8 PERSONNEL - Chair (PRO) and three assistants.
- 6.5.9 BUDGET - This is a budget item.

6.6 BOAT SHOW COMMITTEE

- 6.6.1 REPORTS to the Executive Officer. Rank of Chair: Lieutenant.
- 6.6.2 OBJECTIVE - Promotes the boating programs of the Squadron by setting up and servicing a Sarasota Power and Sail Squadron booth and other exhibits at boat shows and other public affairs. Recruits new students for the boating classes.
- 6.6.3 WORK DESCRIPTION - Sets up a Sarasota Power and Sail Squadron booth at boat shows and other public affairs. Distributes pamphlets describing SPSS and its goals. Use various teaching aids and video tapes to promote SPSS safe boating classes. Uses these times of public contact to make individuals aware of the importance of knowing the *rules of the road* and other boating safety issues. The booth will be staffed by Squadron members who volunteer for shifts and promote the use of the

Virtual Training simulator at the shows.

6.6.4 RELATIONSHIPS - Works closely with the Public Relations Committee, organizers of the local spring Boat Show and others.

6.6.5 PROMOTION - Members are notified of boat shows by articles in *South Wind* written by committee members and by announcements at weekly meetings. The public is made aware by ads on the SPSS website and Facebook page.

6.6.6 QUANTIFICATION - Statistics are kept on the number of public boating class students signed up at boat shows each year.

6.6.7 PERSONNEL - Chair and one or more assistants. As many as 30 members are recruited to work in the booth during a 3 or 4-day boat show.

6.6.8 BUDGET - A budget item.

6.7 SPEAKERS BUREAU

6.7.1 REPORTS to the Executive Officer. Rank of Chair: Lieutenant.

6.7.2 OBJECTIVE - Promotes the SPSS in the community by providing speakers for clubs, radio and T.V.

6.7.3 WORK DESCRIPTION - Recruits members to participate. Establishes working relationships with other clubs in the community to inform them of SPSS's Speakers Bureau. Obtains material for distribution.

6.7.4 QUALIFICATIONS OF SPEAKERS - Preferably a present or past Bridge Officer, or lecturer who has completed Operations Training and Instructor Development, is comfortable speaking in public and has a USPS uniform.

6.7.5 DUTIES OF SPEAKERS - Follow an outline; arrive prepared with Power Point presentation, appropriate SPSS and USPS pamphlets and other informational materials, volunteer to answer questions and wear appropriate uniform.

6.7.6 PERSONNEL - Chair and a staff of four to seven speakers.

6.7.7 BUDGET - Not a budget item

CHAPTER SEVEN: EDUCATIONAL DEPARTMENT

The SQUADRON EDUCATIONAL OFFICER (SEO) and the Assistant Educational Officer (Asst SEO) are elected by the membership, with the added requirement that their qualification first be approved by the District Educational Officer. One or more Aides with the rank of Lieutenant and 1st Lieutenant may be approved by the Commander. Incumbents shall preferably be Senior Navigators (SN) and have successfully completed Operations Training. The SEO and Asst SEO have the ultimate responsibility for the administration of the Educational Department and for the quality of the Squadron's educational program. One or two aides with the rank of Lieutenant may be appointed.

The USPS, through its Squadrons, is recognized as a premier boating educational institution. The Sarasota Power and Sail Squadron, being one of the largest in the district, is committed to maintaining the highest educational standards. To this end, this Squadron should offer all available courses to non-members as well as to the membership.

Courses for non-members should include: America's Boating Course and Seminars as specified by National.

A comprehensive educational program shall be provided for the membership to include Advanced Grade courses (Seamanship, Piloting, Advanced Piloting, Junior Navigation and Navigation), Elective Courses (Cruise Planning, Engine Maintenance, Instructor Development, Marine Electrical Systems, Marine Communication Systems, Marine Navigation Systems, Sail and Weather), as well as those Supplemental Programs of interest to the membership. (Operations Training is taught by the Administrative Officer's Department.)

Detailed student manuals, instructor guides, ancillary teaching materials and examinations are provided for each course. These items, used with guidance provided by the Educational Department Manual, Educational Department Notices (EDNS), and *Operations Manual* establish a minimum quality for all USPS courses. Beyond this, each learning experience can be augmented by the ingenuity of the instructor and their staff and by the availability of additional teaching aids provided by the Squadron. In this vein, supplemental on-the-water training is allowed by National. This offers the opportunity to further improve the quality of our courses. To be the very best, we may provide an on-the-water training supplement for Elective and Advanced Grade courses as is practical.

All courses should be made available and affordable to their respective enrollees. As a minimum:

- The America's Boating Course should be offered at least once each quarter.
- A seminar series should be offered once each quarter.

Because of the importance of getting new members started in the education program, Seamanship courses should be offered twice annually keyed to the membership selected from America's Boating Course graduates. Likewise, Piloting should be offered twice annually keyed to the completion of the Seamanship Course.

In keeping with our fundamental purpose of boating education, all fees shall cover the direct expenses of each course plus a nominal fee to defray building operating costs. Direct expenses shall include the cost of student and instructor manuals, examinations, shipping, etc. as provided by USPS, copy costs for other class materials,

expendable teaching aids and postage. Overhead costs of the Educational Department including those for reusable teaching aids and equipment shall not be passed on to students.

An intimate interface must be maintained with the rest of the Squadron. The Educational Department must function in close coordination with the Membership Committee and the SEO should also be an automatic member of the Membership Committee to assist in the identification and processing of new members into the organization and in the involvement and retention of the general membership. In general, the scheduling of Education Department events must fit with the overall Squadron Activities Calendar and vice versa. Each class session is a good opportunity to promote other Squadron activities.

The SEO and Asst. SEO should select, develop and monitor the Education Department staff so as to achieve the highest possible educational standard for the Squadron.

7.1 LOCAL BOARD FOR BOATING.

7.1.1 REPORTS to the Squadron Educational Officer. Rank: Lieutenant. Incumbent shall have the minimum grade of AP and shall have successfully completed Instructor Development.

7.1.2 OBJECTIVES - Administers the America's Boating Course and selected Seminars offering instruction in safe boating to the public. This is the major traditional civic service of the United States Power Squadrons. The contributions made by the Squadron to the public welfare through the America's Boating Course, Seminars, and through our Cooperative Charting effort support its status as a tax-exempt not-for-profit organization.

The America's Boating Course is the main public interface of the Squadron and its principle source of new members. Because of this, it is also an objective of the Local Board for Boating to project the finest possible image of the Squadron and USPS.

7.1.3 POLICY -. We are reliant upon developing a successful relationship among the students and Squadron members to gain their interest in membership. In practice we must achieve this relationship while following approved USPS and SPSS membership procedures.

7.1.4 WORK DESCRIPTION - The Chair, Local Board for Boating, (LBB), should support the SEO in the recruitment and training of the diverse staff required to administer and teach the America's Boating Course and Seminars. At the discretion of the SEO, the schedule of courses is established before the beginning of the education year. The exact dates and times shall be chosen to minimize conflicts with holidays and maximize availability to the public. This may require offering successive courses on different days of the week and at different times of the day.

At the first session of each class, facilities and personnel should be available to register and seat the student, collect fees and distribute materials. Also, the Squadron Commander may give a brief message of welcome to each class using the opportunity to introduce the USPS and SPSS to the students.

During class sessions, each participating Squadron member should be attired in appropriate dress.

The instructor should be responsible for the administration and procedures followed during each class session.

Instruction should be provided by Certified Instructors and Table Instructors following approved lesson plans.

Standard USPS final examinations shall be administered and graded at the end of each America's Boating Course. Students who pass the examination shall be issued a dated certificate of completion signed by the Squadron Commander.

Boating class records shall be maintained in accordance with the requirements of USPS usually for a period of seven years.

7.1.5 PROMOTION - This is an obligation of all officers and members of the Squadron. It is important to attract a large attendance for the America's Boating Course, not only to fulfill our obligations for civic service but also to provide a large pool of potential members which is essential to maintain the vitality of the Squadron. The organized promotional effort which informs the public of the America's Boating Course is handled primarily by the Public Relations Officer.

7.1.6 QUANTIFICATION - Success of the America's Boating Course is measured by enrollment, the grade average achieved on the final examination; the number of students who join the Squadron at the end of the course; and, finally, the retention of those students who join.

7.1.7 PERSONNEL - Certified Instructors are required to teach the subjects presented in the course. The number of instructors required is dependent upon the way in which the course is presented, i.e. the number of classes used to cover the course material, the combination of chapters and/or subjects taught in each session, etc. In all cases the instructors shall be experienced teachers; masters of the subject(s) they teach.

7.1.8 BUDGET – This is a budget item. The Squadron buys student manuals from USPS and sells them at a designated price. Other student materials are bought and sold at cost. All non-student expenses are to be absorbed by the Squadron and paid for out of the Operating Fund.

7.2 SAFE BOATING and SEMINARS.

7.2.1 ORGANIZATION: Public courses are managed by the SEO.

The established USPS America's Boating Course is an eight-hour NASBLA-approved course designed to attract the attention of the boating public. Seminars are generally two-hour sessions targeted to specific subjects related to boating

7.2.2 OBJECTIVE: Each course teaches the fundamentals of safe boating. The America's Boating Course meets state legislated requirements for boating operator certification. Students, age 16 and over, who complete and pass the America's Boating Course examination are eligible for membership in

the Squadron.

7.2.3 WORK DESCRIPTION: The Chair is responsible for organizing and implementing the courses:

- Appoint Instructors and inform them as to duties.
- Appoint cashier(s) and members to handle materials, registration cards and other administrative matters
- Order and stock supplies: manuals, registration cards, knot boards, practice ropes and receipts.
- Preprint course completion certificates with student's name on certificates with pre-printed Commander's signature which are presented to those who pass at the close of the course.
- Records credits for merit marks earned.

7.2.4 PROMOTION: All public boating courses and seminars are promoted aggressively, using the Squadron's website, Facebook page and the *South Wind*.

7.2.5 PERSONNEL: Instructors are carefully selected based on their experience and successful completion of the Instructor Development course.

7.2.6 BUDGET: Part of Education Officer's Department budget.

7.3 ADVANCED GRADES

Instruction is offered to Squadron members on progressively advanced subjects from basic seamanship through celestial navigation. The courses are to be taken sequentially, starting with Seamanship and progressing to Piloting, Advanced Piloting, Junior Navigation and, finally Navigation. Each course is a prerequisite for the next higher level, except Piloting may be taken before completing Seamanship.

For each Advanced Grade, course manuals, supporting materials, teaching aids and examinations from USPS will be available.

Develop and implement an on-the-water educational supplement for each of the Advanced Grades where practical.

Use every class as an opportunity to promote other Squadron activities (luncheons, parties, C&Rs, Co-op Charting, cruises, etc.).

7.3.1 REPORTS to the Squadron Educational Officer, (SEO). Rank: Lieutenant. Incumbent should have successfully completed Instructor Development and Operations Training.

7.3.2 OBJECTIVES - To provide the mechanism and encouragement for members to complete all Advanced Grades. To get new members into Seamanship and Piloting as a start on their educational career and as a first means of involvement in the Squadron.

7.3.3 POLICY - All Advanced Grade courses are to be offered. Each shall be of high quality, appropriate cost and be made available to the membership in an accessible and appealing way.

The use of Table Instructors is encouraged in all Advanced Grade courses.

An on-the-water supplement for each Advanced Grade may be offered as part of each course. This supplement is intended not only to enrich the curriculum but also to help bond the students to each other and to the Squadron.

Advanced Grade classes should be scheduled to encourage classmates to continue as a group to higher grade levels. And as outlined above, Advanced Grade courses shall be offered as follows:

7.3.3.1 SEAMANSHIP - Offered twice annually, keyed to the processing of new members from each of the America's Boating Course offerings. Depending on registration, multiple sessions may be required to accommodate the schedules of the students. In any event, the day of the week and time of the day that courses are offered shall be varied from time to time for the same reason.

7.3.3.2 PILOTING - As supported by registration, twice annually, keyed to the completion of the Seamanship courses. The Piloting course should be treated as a continuation of each Seamanship course to encourage the students to go on as a group from one Advanced Grade to the next.

7.3.3.3 ADVANCED PILOTING - At least once per year but more often as necessary to accommodate the Piloting course graduates. Time is arranged to maximize enrollment and to keep class groups intact.

7.3.3.4 JUNIOR NAVIGATION - Offered annually with time and dates set to accommodate the registrants.

7.3.3.5 NAVIGATION - Offered annually with time and dates set to accommodate the registrants.

7.4 QUANTIFICATION

Student retention and grade average are two measurers of success of each course. Enrollment and percentage of students who go on to the next higher grade are indicators of the success of the Squadron's overall Advanced Grades program.

7.5 PERSONNEL

Instructors and assistants are required to staff the five Advanced Grade courses. Instructors should hold at least the Grade level being taught. All instructors shall have successfully completed Instructor Development and preferably Operations Training as well.

7.6 BUDGET

This is a budget item. As explained above, fees are set to cover the direct costs

involved in putting on each course, plus a nominal charge to defray building and other operational expenses.

7.7 LOCAL BOARD FOR ELECTIVE COURSES

The Squadron offers nine elective courses: Cruise Planning, Engine Maintenance, Instructor Development, Marine Electronical System, Marine Navigation Systems, Marine Communications Systems, Sail, and Weather.

7.7.1 POLICY - All Elective Courses are to be offered. Each shall be of high quality, appropriate cost and be made available to all in an accessible and appealing way.

The use of assistants and/or Table Instructors is encouraged in all Elective Courses.

An on-the-water supplement for Elective Courses may be offered as part of each course if appropriate. This supplement is intended not only to enrich the curriculum but also to help bond the students to each other and to the Squadron.

All Elective Courses shall be offered at least once every two years. The season (fall or spring), day-of-the-week and time-of-day shall be varied for each course to accommodate the desires of the students. In part, the scheduling of the electives shall be such as to encourage classmates to continue as a group in taking other electives.

For each Elective Course, manuals, supporting materials, teaching aids and examinations should be ordered from USPS.

Use every class as an opportunity to promote other Squadron activities (luncheons, parties, C&Rs, Co-op Charting, cruises, etc.)

Publicity, such as news of upcoming, ongoing and completed courses and educational events, tales of challenges and successes, stories of personal and group involvement is needed at meetings and in the *South Wind* on a continuing basis. Such publicity items should be prepared by the Educational Department.

7.7.2 QUANTIFICATION - Student retention and grade average are two measures of success of each course. Enrollment and the percentage of students who go on to other member classes are measures of the success of the Squadron's overall Elective Courses program.

7.7.3 PERSONNEL - All instructors should have successfully completed Instructor Development and preferably Operations Training as well.

7.7.4 BUDGET - This is a budget item. As explained above, fees are set to cover the direct costs involved in putting on each course plus a nominal charge to defray building operational expenses. No other overhead expenses shall be included in these course fees.

7.8 CHAPMAN AWARD COMMITTEE

The national USPS Charles F. Chapman Award for Excellence in Teaching is awarded each year to honor three individuals, selected from district nominations, who have shown outstanding performance in instruction of USPS courses.

The Educational Department continuously monitors the performance of instructors and, when it finds an outstanding teacher, initiates a nomination to enter the national competition. USPS publishes criteria, deadlines, procedures and guidelines for this process. The Squadron candidate must first be entered in the competition in the D22 contest.

CHAPTER EIGHT: ADMINISTRATIVE DEPARTMENT

The Administrative Officer is responsible for Squadron social functions and boating activities. One or more Aides with the rank of Lieutenant and 1st Lieutenant may be approved by the Commander.

8.1 BOATING ACTIVITIES GROUP

8.1.1 REPORTS to the Administrative Officer. Rank of Chair: Lieutenant

8.1.2 OBJECTIVE - To organize and assist in the boating activities which include day trips, overnight cruises and raft-ups. The committee places emphasis on those activities that provide additional safe boating education and fraternal activities.

8.1.3 WORK DESCRIPTION

Coordinate and assist in all boating activities for the current watch.

Works closely with the content providers of the *South Wind*, *Weekly Update*, Facebook and the website so that information regarding the activities is disseminated to the Squadron, this includes advertising the activities prior to the event and reporting on the success of the events after.

8.1.4 PERSONNEL - Chair of Boating Activities Group and Fleet Captain.

8.1.5 BUDGET - Not a budget item. Expenses reimbursed by Treasurer.

8.2 SOCIAL EVENTS PLANNING COMMITTEE

8.2.1 REPORTS to the Administrative Officer. Rank of Chair: Lieutenant

8.2.2 OBJECTIVE – To organize and assist in planning all social, as well as Cruise and Rendezvous events which bring the family together and stimulate interest in the Squadron. Funds are generated at each event with raffles, auctions and sales in order to offset operating expenditures.

8.2.3 WORK DESCRIPTION – Plan for four or more C&Rs that typically are held at up-scale luncheon events during the watch year. C&Rs take place at a restaurant or yacht club on the water that can be attended either by boat or by car. In addition to C&Rs, this committee plans all other social events and arranges for entertainment at selected events throughout the year. Events include holiday dinners, bingo parties, dinner dances, picnics, barbeques, special day tours and game nights.

Works with the Bridge and other appropriate committees to plan events and coordinate the calendar. Also works with yacht club and restaurant contacts.

All events are also promoted by notices and flyers in the *South Wind*, announcements at luncheons, email updates, postings on Facebook and on our website.

8.2.4 QUANTIFICATION - Statistics are recorded relative to the number of attendees and the number of boats in each event. This information is included in the AO's monthly *South Wind* article

8.2.5 PERSONNEL – Chair and other interested members willing to help plan, prepare and run all the social events.

8.2.6 BUDGET - This is a budget item. All events are planned to make about \$2 to \$3 per person attending. For deposits or other preliminary purposes prior to the event, the Chair may draw cash advances from the Treasurer as needed. The Treasurer records any advance(s) by appropriate line item pending financial settlement immediately following the event. At that time, the Chair must provide original invoices to the Treasurer for all expenses incurred in planning the event.

8.3 FLEET CAPTAIN

8.3.1 REPORTS to the Boating Activities Chair. Rank of Chair: Lieutenant.

8.3.2 OBJECTIVE – Arranges and coordinates boating activities. Includes arrangements with dock masters, restaurants, directions and safety of the fleet.

8.3.3 WORK DESCRIPTION – Coordinates and arranges for assigned boating activities regarding dockage, timing and safety. In addition, keeps members apprised of information relating to courses and local waters.

8.3.4 RELATIONSHIPS - Works closely with the Boating Activities Chair and Social Event Planning Chair

8.3.5 QUANTIFICATION - Count is made of arrivals by boat, automobile or other mode of transportation and reported to the AO for the monthly *South Wind* article.

8.3.6 PERSONNEL – Volunteers to assist with events.

8.3.7 BUDGET - Not a budget item. All expenses are the responsibility of the attendees including gratuities.

8.4 DISTRICT 22 CONFERENCE HOSPITALITY COMMITTEE

8.4.1 REPORTS to the Administrative Officer. Rank of Chair: Lieutenant.

8.4.2 OBJECTIVE - Responsible for setting up the Squadron hospitality room at the District 22 conferences including decorations, refreshments, snacks and other items. Squadrons in District 22 host one hospitality event per year on a rotational basis.

8.4.3 WORK DESCRIPTION - Contact hotel banquet manager and make arrangements for tables, covers, ice, refrigeration etc. In advance of the conference the committee meets to make work assignments,

to decide on the refreshments and snacks and how to procure supplies. Hors D'oeuvres are customarily prepared by the individuals on the committee.

8.4.4 PERSONNEL - Chair and assistant and volunteers as needed.

8.4.5 BUDGET - This is a budget item.

8.5 LUNCHEON COMMITTEE

8.5.1 REPORTS to the Administrative Officer. Rank of Chair: Lieutenant

8.5.2 OBJECTIVE - Oversee arrangements for and provide services for our weekly luncheon meetings.

8.5.3 WORK DESCRIPTION - Staffs the *front table* where members sign in each week. Sells raffle tickets and provides get-well cards when required.

Committee Chair is the official contact with the restaurant. Committee members arrange for extra tables when there is an overflow, etc.; sets up the head table, with the burgee and flags, and the commander's bell; greets unescorted guests and speakers and introduces them to the appropriate officer, etc..

8.5.4 PERSONNEL - Chair and additional volunteers as needed to rotate on a six-month calendar schedule.

8.5.5 BUDGET - This is a budget item.

8.6 EVENT SPEAKERS COMMITTEE

8.6.1 REPORTS to the Administrative Officer. Rank of Chair: Lieutenant

8.6.2 OBJECTIVE - Arranges special programs and speakers for the weekly luncheon meetings.

8.6.3 POLICY - Speakers shall not solicit business or money or distribute literature with mail-me-information stubs. Speakers representing government and regulatory agencies, service organizations, and non-profit organizations may distribute literature seeking support.

SPSS is a non-political organization. Candidates for public office, their surrogates or their party affiliates may be invited only after their own individual political campaign and the election have been completed

8.6.4 WORK DESCRIPTION - The committee is continuously looking for speakers of stature from all sections of the community, the marine industry, business men, government and regulatory agencies, environmentalists, educators, and others. Our members provide a pool of speakers. During the holiday season, suitable entertainment is scheduled.

Provides support to speakers as may be needed, power point projectors, and video equipment etc. Furnishes *South Wind*, *Weekly Update*, Facebook and website with a listing of speakers for publication.

8.6.5 PERSONNEL - Chair, Asst. Chair and other assistants.

8.6.6 BUDGET - This is a budget item.

8.7 MEMBERSHIP COMMITTEE

8.7.1 REPORTS to the Administrative Officer. Rank of Chair: Lieutenant or 1st Lieutenant.

8.7.2 OBJECTIVE -This committee attends to all aspects of recruitment and retention of USPS and SPSS members as well as processing changes in membership status and/or category within the Squadron.

8.7.3 POLICY - All current national membership policies and procedures shall be adhered to as outlined in the USPS membership manual. Changes in these policies and procedures should be received directly from national. A dialog shall be maintained with the D22 Membership Chair as a further source of information.

8.7.4 WORK DESCRIPTION - Specific tasks of this Committee shall include:

The development and implementation of a graduation event aimed at recruiting new members principally from the ranks of successful boating course students who are interested in, and compatible with our Squadron. Such event should be scheduled as soon as practical following the end of each boating class. The following will be covered:

- Inform recent boating course graduates of USPS/SPSS - our goals, programs and policies.
- Emphasize our educational program.
- Establish the idea that membership in SPSS involves a commitment to participation.
- Inform potential membership candidates of our membership procedures, costs, etc.
- Explain to each candidate the membership application process, answer questions, and assist prospective members with completing the necessary forms.

Following acceptance to membership by the candidate, appropriate money shall be collected. New member's names shall be forwarded to USPS for the assignment of certificate numbers. Fees and dues are forwarded to the Treasurer.

New member's information shall be added to the Squadron Database (includes *South Wind* mailings and email listings).

Membership records shall be maintained for five years.

The implementation of a procedure for the transfer of members of other USPS Squadrons into SPSS. This procedure shall be coordinated with the membership Chair.

The implementation of a procedure for an associate member with SPSS for members of other Squadrons who wish to also participate in SPSS activities.

The implementation of procedures for changing membership category within SPSS/USPS. These procedures shall be coordinated with the Secretary and Treasurer as required.

The development and implementation of programs to encourage existing members to recruit friends, relatives and acquaintances into SPSS and to provide and implement procedures to enroll such recruits.

The development of other sources of membership such as yacht clubs, marinas, boat dealer clubs, schools etc.

8.7.5 RELATIONSHIPS - This Committee must work closely with the America's Boating Course and the Treasurer's Department. It also interfaces with *South Wind* to announce new member's names and other pertinent information.

8.7.6 PERSONNEL - Assistants as deemed appropriate by the Committee Chair. This should include a badge procurement person, hospitality support, and others knowledgeable with Squadron affairs to conduct tours.

The program will require the participation of bridge members, other elected and appointed officeholders, and a cadre of enthusiastic members. The membership at large should be brought into the membership acquisition process.

8.7.7 PROMOTION - In large measure, the promotion of the America's Boating Course serves not only our civic service contribution but supports our own membership acquisition purpose. The promotion of the SPSS/USPS image in our community also helps us attract membership candidates. Ultimately, every member has a responsibility for membership acquisition.

8.7.8 BUDGET - This is a budget item. Expenses include handout materials, postage and the cost of the hospitality offerings at the introduction meetings.

8.8 MEMBER INVOLVEMENT COMMITTEE

8.8.1 REPORTS to the Administrative Officer. Rank of Chair: Lieutenant.

8.8.2 OBJECTIVE - This Committee shall attend to all aspects of inducting, welcoming, orienting, and involving members new to SPSS during their first year of membership with our Squadron.

8.8.3 POLICY - Based on the established fact that involvement is the key to retention, SPSS shall make every effort to get first year members involved in the Squadron.

8.8.4 WORK DESCRIPTION - Specific tasks of this Committee shall include:

8.8.4.1 The development and implementation of a graduation social. Membership Committee personnel and Bridge Officers conduct a tour of the building answering questions and assist with membership applications. Also, refreshments are served and certificates of completion of the America's Boating Course are given to graduates.

Formally induct each new member into USPS/SPSS with the Commander administering the pledge and awarding membership certificates.

In addition, the Member Involvement Committee shall provide special recognition and handling of first year members to promote their involvement and integration into SPSS. This effort shall include but not be limited to the following:

- Describe the history, organization and operation of USPS/SPSS (emphasis on SPSS).
- Describe SPSS's educational programs, committee work and social events.
- Describe what education classes and jobs are available and how to register for courses and sign up for committees.
- Sign up new members to specific educational courses, committees or activities.
- Have each new member complete the SPSS Membership Profile Form.
- Provide each initiate with a New Members Kit to include as a minimum, a copy of *You and SPSS*, the SPSS Bylaws and Standing Rules, the membership digital Directory, the latest educational course schedule, and the most recent *South Wind* as well as links to our website and Facebook pages.

8.8.4.2 The Mentor Program is designed to provide a one-on-one orientation to new members. Volunteers from SPSS act as *mentors* for a period of at least 90 days with an assigned new member they maintain contact, extend invitations to social events, assist with educational course recommendations, committee involvement, and, in general, provide a personalized welcome to our Squadron.

8.8.4.3 Name tags are purchased by new members. The name tags come with a gold star which identifies the wearer as a new member to be accorded recognition by others as the new member participates in Squadron activity. The gold star should be removed at the end of the first year.

8.8.4.4 A NEW MEMBER'S EVENT emphasizing first year member participation is to be held annually. A program related to SPSS/USPS activities shall be incorporated as part of this meeting.

8.8.4.5 An EDUCATIONAL COURSE ENROLLMENT program in which new members shall individually be encouraged to enroll in the SPSS educational classes. Provision shall be made to ensure that each member understands the scope, times and dates, and registration procedures and fees of each course. Upon course completion each member shall be encouraged to continue their SPSS education. Coordination with the educational department class chairmen is essential.

8.8.4.6 An effort to welcome and assimilate new members at our weekly luncheons. To this end, greeters shall be available at all weekly luncheon meetings to personally assist each first-year member in finding a suitable seat with an established member. Personal introductions of the new members is in order. Coordination with the Luncheon Committee is essential.

8.8.4.7 A program to individually encourage first-year members to attend the SPSS Cruise & Rendezvous. By coordinating with the C&R committee, a special effort shall be made to find accommodations on participating boats for non-boating new members. In addition, one or more greeters shall be available at all C&Rs to personally assist each attending first year member in finding a suitable seat either with established members or at a special hospitality table hosted by a member of the Membership Committee. Personal introductions of the new members are in order.

8.8.4.8 A program to give special accommodation to new members at Squadron parties. Greeters shall be available at all open seating special affairs to personally assist each attending first year member in finding a suitable seat with established members. At assigned seating affairs, provision shall be made to seat the new members with compatible persons. In either case personal introductions of the new members is in order and coordination with the entertainment committee is essential.

8.8.4.9 Maintain files of the completed Membership Profile Forms for use in integrating new members into Squadron activities.

8.8.4.10 Update the Membership Profile Forms as needed for greatest usefulness.

8.8.5 RELATIONSHIPS - By its very nature, the Member Involvement Committee must interface with all of the Squadron committees which potentially may provide direct service to the new member and/or which potentially may provide opportunity for the new member to contribute to ongoing operations.

8.8.6 QUANTIFICATION - A measure of success of the Members Involvement Committee is the percentage of new members who attend our social affairs, those who take our educational courses and those who earn a merit mark in their first year of membership.

8.8.7 PERSONNEL - A Chair and assistants as deemed appropriate. This should include a Badge Procurement person, hospitality support and others knowledgeable of Squadron affairs to conduct tours. Someone should *mine* the information in each Membership Profile Form to match new members with areas of interest and/or experience.

The success of the induction program will require the participation of Bridge members, senior elected and appointed office holders, and a cadre of enthusiastic members to help get the initiates into a course and/or on a committee.

The cooperation of all relevant committee chairs is required to accept, welcome and integrate new

members into committees. Furthermore, it is the responsibility of the whole of the SPSS membership to encourage and make welcome the new members.

8.8.8 PROMOTION - Upon their acceptance into the Squadron, new members shall be introduced at the first opportunity. Special recognition of new members shall be given at their first attendance at a Squadron function. At every opportunity an effort shall be made to promulgate upcoming Squadron events and invite/encourage new members to participate.

8.8.9 BUDGET - This is a budget item. Expenses include handout materials, postage and the cost of the hospitality offerings at the induction meetings.

8.9 OPERATIONS TRAINING

8.9.1 REPORTS to the Administrative Officer.

8.9.2 OBJECTIVE- The purpose of the Operations Training Program (OTP) is to provide an effective educational experience to those members who aspire to leadership positions within the Squadron. The goal of the program is to give each participant an understanding of (a) the USPS organization and staffing at Squadron, district, and national levels, and (b) how operations are planned, coordinated, and carried out on a continuing basis during the Squadron Year.

8.9.3 POLICY - Squadron policy requires that no member may be nominated and elected to serve in a Bridge Officer position unless that member shall have completed the OTP. By a 1991 Action of the SPSS Executive Committee, no member shall be elected to serve on the SPSS Executive Committee unless that member shall have completed the OTP program, unless the requirement is formally waived, and announced by the Commander. Successful completion of the program requires personal attendance at (at least) three of the four class sessions; if any session is missed, credit for the missed session may be obtained by home review of audio or video tapes of the missed session, followed by a personal review meeting with the Chair.

8.9.4 WORK DESCRIPTION - The Chair performs the following duties.

- Arranges the meeting times and place for the program, in cooperation with the educational department.
- Arranges for advance publicity and widespread promotion of the program, and for letters of invitation from the Commander to be sent to a targeted audience of potential future Squadron leaders;
- Revises and updates as appropriate the Plan of Study, prepares the minute-by-minute agenda for the 12 hours of class work, orders and assembles all study materials for classroom or homework use;
- Arranges for guest lecturers and panelists, and for any supporting materials or visual aids they may require (typically 3 to 5 Squadron officers and committee chairs, present or recent past) make presentations at each of the four 3-hour sessions);

- Serves as Lecturer for the entire program, including review of homework results and its interpretation;
- Prepares a Summary Program Evaluation of the entire program, distributes copies of the summary to all speakers and participants and distributes certificates of completion to those earning that reward.

8.9.5 RELATIONSHIPS - The following relationships are required:

- With the Educational Department, on scheduling and facility use;
- With the Commander, to obtain approval of the overall program plan, to obtain advice on the choice of guest lecturers/panelists, and to confirm the list of high-priority members who will be invited and urged to participate in the program;
- With department heads, to negotiate the scope, content and relative emphasis for the presentations covering that department's work;
- With the Chair of District 22 Operations Training.

8.10 PROMOTION

Advance notices of the program offering are made by luncheon announcements and by one or more *South Wind* announcements. Two months before the class, a Notice and Sign-up Sheet is included as an insert in the *South Wind*. An announcement letter is mailed to all members who are then serving on any committee but who have not yet had OTP. An invitation letter is sent in the Commander's name to members who are judged to be potential future USPS leaders. An acknowledgment letter is sent to each person as they enroll, urging them to encourage others to do the same.

8.11 PERSONNEL

The Chair must be a past Commander and one Asst. Chair, to manage the set-up of physical facilities and audio-visual equipment, to collect class fees, to take attendance, to distribute handouts and collect them, and to provide guest lecturers with whatever on-site support they may require.

8.12 BUDGET

This is not a budget item. Out-of-pocket expenses for study materials, notebooks, etc. are reimbursed, directly by voucher to the Treasurer, and all class fees collected from the participants are given to the Treasurer. The intent is to breakeven and the class fee is set accordingly.

CHAPTER NINE: SECRETARY'S DEPARTMENT

The Secretary serves as a Bridge Officer with the rank of Lt Commander. The duties are those usually associated with the position and are fully described in the Bylaws of the Sarasota Power and Sail Squadron, amplified by the following descriptions of activities in the Secretary's Department. An Assistant Secretary (1st Lieutenant) is elected annually and should be prepared to assume all duties in the absence of the Secretary. One or more Aides with the rank of Lieutenant may be appointed to assist in various duties.

9.1 INFORMATION TECHNOLOGY (IT) COMMITTEE

9.1.1 REPORTS to the Secretary. Rank of Chair: Lieutenant

9.1.2 OBJECTIVES - The IT Committee has the following functions:

- To provide a comprehensive computer system, both software and hardware and personnel who will support a range of application programs required to facilitate and enhance Squadron operations.
- To maintain the Squadron's main database of information on all members keeping it accurate and up-to-date always.
- To maintain the Squadron's Wi-Fi connectivity to all needed ports and printers.

9.1.3 POLICY - The Squadron's computer capability shall be user friendly to permit and encourage utilization by all approved operating units of the Squadron.

Software programs shall be compatible with those of USPS and the other Squadrons of District 22 insofar as practicable to readily allow the interchange of data and programs. This acknowledges that the required computers be compatible with general purpose computers such as PC's (personal computers) and not Macintosh type (Mac) computers to accommodate current USPS software.

The computer equipment shall be used by members for Squadron related activities and for the exchange of information among members. It is not for personal use. All bridge members will be assigned an email address to be used during their elected term in office. This address will be used for all Squadron business and reports.

Provisions shall be made for security to protect sensitive financial and personal data and for information recovery in the event of system failure. All financial records are to be kept on the QuickBooks Cloud, accessible only through a restricted password. It shall be limited to use by those authorized to use this system. Back up of important personal data should be kept on a back-up system or in the Cloud.

All Squadrons of USPS must maintain many items of specific information on members. This information will be updated for new member entries and as notified of personal information changes. SPSS can use this information for purposes of printing mailing labels listing on the SPSS website Directory, and for reference by Officers and committee chairs for such functions as soliciting volunteers and recruiting for educational classes.

9.1.4 WORK DESCRIPTION

The IT Committee shall provide for the installation, operation and maintenance of all Squadron computers, and to purchase updated software to meet the above objectives;

- Provide training to users as required;
- Maintain the DB2000 database of information on all members in an accurate and up-to-date condition;
- Receive and input updated information received from the Secretary regarding changes of address and other personal information as allowed by USPS;
- Assist those who need access to specific, updated information from the database including Bridge Officers, the *South Wind*, individual(s) responsible for the annual Squadron Directory, etc.;
- Assist those requiring information for reports, recognition, recruitment, boat owners and educational purposes.

9.1.5 RELATIONSHIPS - The IT Committee is organized to work with the Secretary and other computer users, these relationships will vary from advisory to assistance dictated by the computer skills of the units being serviced.

9.1.6 PERSONNEL - Chair and assistants as needed for backup and to provide continuity if called upon.

9.1.7 BUDGET - This is a budget item. Any expenses are reimbursed through the Secretary's Department. As the Squadron network grows, it may call for professionals with knowledge in providing Squadron computer needs.

9.2 SPSS WEBSITE

The Sarasota Power and Sail Squadron (SPSS) website (www.sarasota-boating.org) provides the Squadron with a presence on the Internet. The webmaster is Chair and reports to the Secretary. Rank: Lieutenant.

9.2.1 OBJECTIVE - To have a presence on the World Wide Web in which the public can *visit* and obtain information on our safe boating courses, civic and community events, register for educational courses, become a Squadron member and view social activities. The Directory and Roster is available for Squadron members with an *E* membership number.

9.2.2 WORK DESCRIPTION - The SPSS website shall be maintained by a webmaster who will insure the accuracy of all information posted on the site. In addition, they will periodically check on the positioning of the SPSS site on major search engines on the Internet, maintain current and accurate links to local sites of high traffic and check that all Squadron advertising contains a reference to our website. Updates are done on a regular and consistent basis. The webmaster will also be responsible to electronically distribute the *South Wind* to all SPSS members who have provided an email address to the squadron. The electronic version of the *South Wind* will be sent to the webmaster by the *South*

Wind Editor and posted to the website.

9.2.3 RELATIONSHIPS - The webmaster will coordinate with the Commander, SEO, Administrative Officer and Co-op Charting Chair and post information relating to Squadron activities. The SPSS Education Master Calendar will be posted. The Commander and Educational Instructors are invited to post information relating to the Squadron courses. The Commander may wish to post a welcome message on the site and/or suggest photos and graphics to be included.

9.2.4 QUANTIFICATION - The receipt of email directed to the webmaster or through the site's *Guest Book* will be answered or referred to the Bridge officer who can answer. Those who register for our safe boating courses through the SPSS website is a barometer of the success of the site.

9.2.5 PERSONNEL - This is designated as a one-person job with an assistant as needed.

9.2.6 BUDGET - This is a budgeted item as placement and advance standing of the website may require funding.

9.2.7 REPORTS to the Secretary. Rank: Lieutenant

9.3 HISTORIAN

9.3.1 OBJECTIVE - To compile and archive significant historical materials regarding the Squadron and its activities.

9.3.2 WORK DESCRIPTION - At end of the Watch Year, assemble organizational and personnel data, plus narrative information which is incorporated in the Historian's Report in the format prescribed by USPS. A copy of the report and supporting data is forwarded by email to the National Historian for permanent preservation at National Headquarters. Each Watch Year, a hard copy of all Executive Committee Minutes, all Business Minutes, and a complete set of the Officers' Annual Reports are also filed in the Historian's file cabinet, which is in the Secretary's office. Copies of the Squadron's publication, *South Wind*, are kept in the Library and published on the SPSS website.

9.3.3 PERSONNEL - One person.

9.3.4 BUDGET - Expenses are paid out of the Secretary's budget.

9.4 USPS EDUCATIONAL FUND REPRESENTATIVE

9.4.1 REPORTS to the Secretary. Rank: Lieutenant

9.4.2 OBJECTIVE - To memorialize each deceased member of SPSS by having the deceased member's name recorded in the *Log of Gifts and Memorials* of the USPS Educational Fund Trust. The log is maintained at National Headquarters.

9.4.3 WORK DESCRIPTION

The basic function of the USPS Educational Fund Representative is as follows; upon learning of the death of a member, the Representative is to send to the fund a memorial contribution of twenty-five dollars (\$25.00) in the name of the Squadron and deceased member. A form furnished by the fund is used for this purpose and gives the name, relationship and address of next of kin. The fund sends an acknowledgment of its receipt to SPSS. The fund also informs the next of kin of the memorial contribution and notes that an inscription has been permanently entered in *The Log of Gifts and Memorials* maintained at the national USPS office. This acknowledgment is sent for those Squadrons who are on the list of 100% Honor Roll Squadrons. To be recognized on the Honor Roll, the Squadron must contribute annually \$1.00 for each member.

Another function of the Fund Representative is, in the name of the Commander, to notify *The Ensign* and supply the necessary information to publish the name of the deceased member in the *Last Horizon*. This function may be assigned to the Squadron Secretary.

9.4.4 RELATIONSHIPS - The fund representative works closely with the Secretary in the exchange of information so that each is aware of any deaths of Squadron members.

9.4.5 PERSONNEL - This is a one-person function.

9.4.6 BUDGET - The annual per capita contribution is a budget item. The contribution on the death of member is paid by the Treasurer upon receipt of a voucher from the Fund Representative.

9.5 SQUADRON CALENDAR

The Secretary is responsible for keeping the Squadron *Master Calendar* found on the SPSS website: all social and boating events; educational events should be added by the SEO. The Squadron Secretary may also offer updates as the need arises by email regarding current activities found on the website. This update may be needed to report a change in schedule, a memorial service or other urgent requests.

CHAPTER TEN: TREASURER'S DEPARTMENT

The Treasurer is the Chief Financial Officer of the Squadron serving as a Bridge Officer with the rank of Lt Commander. A fully trained Asst Treasurer (1st Lieutenant) is elected annually and should be prepared to assume all duties in the absence of the Treasurer. Other Aides will normally be appointed by the Treasurer to assist with various duties.

The Treasurer's duties are described in the Squadron Bylaws and the USPS *Operations Manual*. The Treasurer is primarily responsible for the financial accounting of all SPSS operations and for the repository of all operating funds. With staff, and with the cooperation of others, the Treasurer accounts for all operating income and expenditures, monitors and controls cash flow and measures fiscal performance progressively against budgetary goals. The Treasurer furnishes routine financial statements to the Executive Committee as well as the reports and provides advice and assistance needed by the Commander and other Bridge Officers to operate the Squadron efficiently on a balanced budget. The Treasurer also provides whatever accounting services may be needed by the Trustees for administering SPSS trusts.

10.1 Generally accepted accounting practices and procedures must be employed by the Treasurer and be acceptable to the Auditing Committee. The books for all accounts are to be kept using QuickBooks.

10.2 NON-FIXED EXPENDITURES are controlled by the Treasurer primarily through a voucher system requiring approval of the appropriate Bridge Officer, as necessary or warranted, before vendors' invoices or members' reimbursable expenses are paid. Bills for fixed expenditures such as utilities shall be paid regularly and promptly by the Treasurer provided there are no irregularities.

10.3 REPORTS required on matters of financial interest to the Squadron, the Commander, the Bridge Officers, Trustees of the Trust, or the Executive Committee shall be furnished by the Treasurer or shall be expedited from others with help from the Treasurer, as follows:

- Annual Report of the Treasurer
- Annual Review of Dues Auditing
- Monthly Financial Reports
- Educational Trust Fund
- Bylaws 6.6.3, 6.10, 6.11,
- Procedures Guide Chapters 2, 14, 15

10.4 TAX REPORTS for the Squadron shall be filed as necessary for SPSS by the Treasurer, or an outside accountant, to comply with federal and state laws, including IRS Form 990, Sales Tax Returns and Trust information.

10.5 INSURANCE COMMITTEE

10.5.1 REPORTS to the Treasurer. Rank of Chair: Lieutenant

10.5.2 OBJECTIVE - To function as principal advisor to the Treasurer in the area of risk management, and to annually recommend adequate insurance coverage from financially sound companies providing

prompt, efficient and equitable claim service at the most prudent affordable cost for protection of SPSS against damage from liability and property losses.

10.5.3 WORK DESCRIPTION

- Periodically analyzes the value of all property owned, leased, used or operated by SPSS in terms of the extent to which the Squadron should be protected by insurance coverage against property loss or damage.
- Periodically reviews, and revises as necessary, the estimates of risk and potential damage to SPSS from losses of the Squadron's building as well as its physical property on the inventory list compiled annually by the Property Officer and recommends to the Treasurer any changes or adjustments in the amounts and specifications of property loss or damage insurance carried by SPSS.
- Routinely assesses the potential public liability exposure of the Squadron in conducting its various activities, taking into consideration any meaningful directives or recommendations from USPS which may be important to the Squadron locally. Such assessments shall form a basis for recommendations to the Treasurer on the amounts and specifications of public liability insurance which should be carried by SPSS.
- Solicits proposals (or competitive bids) which may be required for additional insurance, improvements in existing coverage or as deemed necessary to assure that the Squadron continues to benefit from having the most practical, updated value in insurance services and protection at the most prudent, affordable cost.
- Purchases insurance for the Squadron as authorized by the Treasurer.
- Makes recommendations on insurance protection as may be required in conjunction with any authorized activity.

10.5.4 RELATIONSHIPS - Works closely with the Property Officer and Treasurer.

10.5.5 PERSONNEL - Chair and 1-2 assistants as required.

10.6 PROPERTY COMMITTEE

10.6.1 REPORTS to the Treasurer. Rank of Chair: Lieutenant

10.6.2 OBJECTIVE - To prepare and revise annually an accurate inventory of all physical property and equipment owned by SPSS. Inventory figures are used to determine part of the Squadron's net worth and to provide a basis for determining insured values.

10.6.3 POLICY - To establish accountability and control for all items of physical property owned and operated by SPSS through the maintenance of accurate inventory records.

10.6.4 WORK DESCRIPTION

- Annually, in January and February, items of physical property owned, used or operated by the Squadron are checked by the Property Officer against the prior year's inventory.
- Items of physical property listed on the inventory are located within the SPSS Headquarters at

2814 Hyde Park Street primarily in the north and south classrooms, the north and south store-rooms, the library, the conference room, the radio room, the computer room, the Bridge office and the video room. Items include furnishings, television and video equipment, teaching aids and related equipment, sextants, award plaques, overhead projectors, flags, text books, computer related hardware and software and other items of value which should properly be included in the Squadron's official inventory records.

- The inventory is maintained on a computer file which is to be updated annually, with copies printed and distributed as required. A printed record should be filed at least annually. Periodically, obsolete items must be removed from inventory. Approval of the Bridge (usually the Educational Officer) is routinely solicited before disposing of such items, some of which may be suitable for sale.
- The Property Officer confers with the Treasurer to reconcile variances between inventory and the accounting records.
- The Property Officer also consults with the Insurance Committee Chair on current values and replacement costs of items in inventory for insurance purposes.

10.6.5 RELATIONSHIPS - Works closely with the Insurance Committees.

10.6.6 PROMOTION - The Property Officer, with the cooperation of others and support from the Bridge, shall attempt to raise consciousness about the necessity for all members to exercise care in handling items of Squadron property to prevent damage or loss.

10.6.7 PERSONNEL - Chair and 1-2 assistants as required.

CHAPTERS ELEVEN: AUDITING COMMITTEE

There are four General Committees (Auditing; Nominating; Rules; Trustees), each consisting of three to seven members elected to staggered, three-year terms by the active membership. There is one Standing Committee (Planning) appointed by the Commander but reporting to the Executive Committee.

These four committees are described in Chapters 11 through 15.

11.1 GENERAL COMMITTEES - (Elected) AUDITING COMMITTEE

11.2 REPORTS to the membership. Rank of Chair: Lieutenant

11.3 OBJECTIVE

Through semi-annual audit of the Squadron's financial records and statements certify that they are correctly prepared in accordance with accepted accounting practices, and that they reflect the true financial position of the Squadron.

11.4 POLICY

The Committee will bring to the attention of the Treasurer and the membership any areas of accounting control requiring new or improved procedures and practices.

11.5 WORK DESCRIPTION

Audit procedures are described in detail in the *USPS Operations Manual*. In summary, the Committee examines and reconciles source documents with the books of record and certifies that they are in order. Semi-Annual reports are rendered at the end of each audit to the Executive Committee

11.6 RELATIONSHIPS

Works closely with the Treasurer.

11.7 PERSONNEL

A Chair and two other members, one of whom shall be elected at the Annual Meeting each year for a term of three years. Members shall be well grounded in accounting, financial and business practices. It is desirable to have a C.P.A. as a committee member.

11.8 BUDGET

This is not a budget item.

CHAPTER TWELVE: NOMINATING COMMITTEE

12.1 REPORTS to the membership. Rank of Chair: Lieutenant (often a Past Commander)

12.2 OBJECTIVE

To propose qualified members for nomination and for election by membership for the following offices: Bridge Officers, Asst. Secretary, Asst. SEO, Asst. Treasurer, Nominating Committee (1), Rules Committee (1), Auditing Committee (1), Trustees (2), Executive Committee (13).

12.3 WORK DESCRIPTION

Meet with current Bridge Officers to receive their recommendations. Meet as a committee to determine list of potential candidates, and their qualifications. Establish a priority list for each position. Individually interview each top priority candidate to determine their willingness and qualifications to serve. Maintain a file of special requirements (e.g. the 1991 Executive Committee requirement that all members serving on the Executive Committee shall have completed Operations Training, and those in paragraph 13.3 below).

A final meeting is held to prepare a list of nominees, one for each of the elective positions, to present to the membership for election. The list of nominees is published in the *South Wind*. The election of nominees is at the Annual Meeting of the membership or as required to fill vacant positions.

12.4 PERSONNEL

Chair and two other members, one of whom shall be elected each year for a term of three years. In practice, these are usually the most recent Past Commanders of the Squadron.

CHAPTER THIRTEEN: RULES COMMITTEE

13.1 REPORTS to the membership. Rank of Chair: Lieutenant

13.2 OBJECTIVE

The Rules Committee is the guardian of the Squadron's adherence to the USPS Bylaws, District 22 Bylaws and Squadron Bylaws. It is responsible for producing and updating the Squadron's *Procedures Guide* (Guide). The Chair (or his designee) serves as advisor (Parliamentarian) to the Commander on parliamentary matters unless the Commander appoints a separate Parliamentarian.

13.3 POLICY

It is the policy of the Squadron that the Chair of this Committee should be one of the 13 general members of the Executive Committee to facilitate the workings of that Committee. As such, is expected to attend all meetings to be aware of the status of the affairs of the Squadron to assure adherence to objectives. When unable to attend an Executive Committee meeting, another member of the Rules Committee should be requested to attend. It is the responsibility of the Chair to see that amendments to the Squadron Bylaws are published in *South Wind*.

Effective work on the *Procedures Guide* requires an understanding of past Squadron practices, all pertinent bylaws, the USPS *Operations Manual* and the future needs of the Squadron. This should be considered by the Nominating Committee in nominating members for the Rules Committee.

13.4 WORK DESCRIPTION

The Committee monitors USPS actions to assure adherence to the Squadron Bylaws and the USPS *Operations Manual*; interprets and makes rulings on questions involving the Bylaws and advises the Commander thereon; initiates recommendations to keep the Squadron Bylaws consistent with USPS policy and authority; prepares the wording of amendments as directed by the Executive Committee or the Squadron membership.

The Committee is responsible for updating the Squadron *Procedures Guide*. Under the direction of the Commander, each of the Bridge officers will provide the information to the Committee on the current practices and procedures of the Squadron that will be used to update the Guide. The Guide is a management tool for the guidance of officers and committee chairs and others active in the business and affairs of the Squadron. It is the authoritative expression of the policies and practices of the Squadron. It also describes in detail the organization of the Squadron and the duties and responsibilities of its many officers and committees. No rigid publication schedule is required, but revisions or updates of any part may be made at any time to keep the Guide current with Squadron procedures.

The Executive Committee will approve all content appearing in the Guide and will develop and maintain a list of members who are entitled to official copies of the Guide to help them carry out their Squadron assignments. Reference copies of the Guide will be available in the Squadron Library. The *Procedures*

Guide will be available digitally and in paper form.

13.5 RELATIONS WITH OTHER UNITS

The Committee maintains relationships with the Squadron Bridge and Executive Committee, and with USPS and D22 Rules Committees.

13.6 PERSONNEL

A Chair and two other members, one of whom shall be elected at the Annual Meeting each year for a term of three years.

13.7 BUDGET

No budget. If a printing of the Bylaws or *Procedures Guide* is anticipated in any fiscal year, the Rules Committee must advise the Treasurer of the cost before the deadline for closing the budget for that year.

CHAPTER FOURTEEN: SPSS EDUCATIONAL TRUST FUND TRUSTEES

The Trustees oversee the Sarasota Power Squadron Educational Trust Fund which holds and administers funds earmarked exclusively for support of the Squadron's educational programs and operations in support of these programs.

14.1 OBJECTIVE

To receive, hold, and invest all funds held by the trust and to oversee the disbursement of funds held by the trust.

14.2 POLICY

All actions of the Trustees are governed by the trust instrument and any bylaws consistent with applicable Florida law that the Trustees may develop to regulate their own actions. The Trust has its own tax-exempt status under Section 501(c)(3) of the IRS code and is subject to those statutes and the applicable regulations of the IRS.

14.3 WORK DESCRIPTION

The Trustees, as a board, control the investment of all trust funds and make all decisions regarding investment. The SPSS Treasurer is notified of these decisions and implements them.

Each request for funds from the Trust must come from the Executive Committee of SPSS in writing. The Trustees then determine if the request is a proper expenditure from the Trust and if the requested amount of the funds is available. If the request is approved by the Board of Trustees, the Treasurer is notified to make the disbursement to the Squadron.

14.4 RELATIONSHIPS

The Board of Trustees is independent of the other units and activities of SPSS except insofar as requests for grants of funds must come from the Executive Committee of SPSS. And, the Executive Committee nominates Trustees.

14.5 LIMITATIONS

All actions of the Trustees are limited to those specified in the Trust Instrument.

14.6 EXPENDITURES

Expenditures of the Trust are first paid out of the net income of the trust. However, the Trust Agreement does permit invasion of the principal, even to the total depletion of the Trust funds with approval of the membership.

14.7 PERSONNEL

The Board of Trustees consists of seven voting Trustees - The current Commander (ex-officio with voting rights) and six Trustees elected by the membership for staggered three-year terms (two elected at each Annual Meeting). The Treasurer of the Squadron serves as Treasurer of the Trust, ex-officio and is a Trustee without vote.

CHAPTER FIFTEEN: PLANNING COMMITTEE

15.1 REPORTS to the Executive Committee. Rank of Chair: Lieutenant

15.2 OBJECTIVE

To provide a means to study, evaluate and recommend to the Executive Committee appropriate SPSS policies and procedures in dealing with issues that are of year- to-year concern to the Squadron.

15.3 POLICY

The Committee shall accept for consideration issues directed to it by the Executive Committee and may also address self-initiated issues with the approval of the Executive Committee. The Planning Committee shall not preempt the authority of the SPSS Bridge.

15.4 WORK DESCRIPTION

- Stay informed of recent history, activities and organization of the Squadron;
- Study matters concerning the general welfare of SPSS and make recommendations thereon to the Executive Committee;
- File an annual report with the Executive Committee at its meeting preceding the Annual Meeting of the membership.

15.5 RELATIONSHIPS WITH OTHER UNITS

In its work, the Planning Committee may have need to relate to any or all units of SPSS.

15.6 PERSONNEL

Three members (preferably senior members), one of whom shall be appointed annually by the Commander for a term of three years. The Executive Officer, Administrative Officer and Immediate Past Commander are ex-officio members of the Planning Committee.

INDEX TO SPSS PROCEDURES GUIDE

ADMINISTRATIVE DEPARTMENT	35	INTRODUCTION	2
ADVANCED GRADES	31	key policy	16
Annual Meeting	4	LAW OFFICER	16
Annual Meeting Timing	4	LIAISON COMMITTEE	25
Approval of Certain Gifts	8	LIBRARY COMMITTEE	17
AUDITING COMMITTEE	51	LOCAL BOARD FOR BOATING	29
BOAT SHOW COMMITTEE	26	LUNCHEON COMMITTEE	37
BOATING ACTIVITIES GROUP	35	LUNCHEON MEETINGS	4
BUDGET GUIDELINES	9	MEMBER INVOLVEMENT COMMITTEE	39
BUDGET POLICIES AND GUIDELINES	9	MEMBERSHIP COMMITTEE	38
BURIAL AT SEA	5	Membership Dues	7
BUSINESS MEETINGS	4	MERIT MARK COMMITTEE	18
CAPITAL ASSETS AND BUILDING FUND (CAB	7	NOMINATING COMMITTEE	52
CHAIN OF COMMAND	5	OPERATING FUND (BUDGET)	7
CHAPLAIN	14	OPERATIONS TRAINING	42
CHAPMAN AWARD COMMITTEE	34	Parliamentarian	53
COMMANDER'S AIDES	14	PLANNING COMMITTEE	57
COMMANDER'S DEPARTMENT	14	PROPERTY COMMITTEE	49
COOPERATIVE CHARTING COMMITTEE	22	PUBLIC RELATIONS COMMITTEE	25
CUSTOMS AND PRACTICES	4	ROLE OF THE EXECUTIVE COMMITTEE IN THE	
DISTRICT 22 CONFERENCE	36	BUDGET PROCESS	9
EDUCATIONAL DEPARTMENT	28	RULES COMMITTEE	53
EDUCATIONAL TRUST FUND	7	SAFE BOATING	30
EDUCATIONAL TRUST FUND TRUSTEES	55	SAFE BOATING and SEMINARS.	30
ELECTIVE COURSES	33	SAFETY AND VESSEL SAFETY CHECK COMMITTEE	23
EVENT SPEAKERS COMMITTEE	37	Sales of Assets	8
EXECUTIVE COMMITTEE	12	SECRETARY'S DEPARTMENT	44
EXECUTIVE OFFICER'S DEPARTMENT	22	SEMINARS	30
FINANCIAL MANAGEMENT POLICIES AND		SHIP'S STORE	24
PRACTICES	7	SOCIAL EVENTS PLANNING COMMITTEE	35
FLAG LIEUTENANT	14	SOURCE OF FUNDS	7
FLEET CAPTAIN	36	<i>SOUTH WIND</i>	19
Fund-Raisers	8	<i>SOUTH WIND</i> ADVERTISING SALES	20
FUNDRAISING COMMITTEES	24	SPEAKERS BUREAU	27
FUNERAL AND MEMORIAL SERVICES	5	SPSS WEBSITE	45
Gifts and Bequests	8	SQUADRON CALENDAR	5, 47
GIFTS AND DEVICES COMMITTEE	15	Table of Contents	3
HISTORIAN	46	The Ensign	19, 47
HOUSE COMMITTEE	16	TREASURER'S DEPARTMENT	48
INFORMATION TECHNOLOGY (IT) COMMITTEE	44	UNIFORMS	6
INSURANCE COMMITTEE	48	USPS EDUCATIONAL FUND REPRESENTATIVE	46