

USPS Board of Directors  
Orlando, Fla.  
21 and 22 February 2017

21 February 2017  
Called to order at 0830

Attendees:

C/C Louie Ojeda, SN  
V/C Gary Cheney, SN  
V/C Craig Fraser, SN  
V/C Mary Paige Abbott, SN  
V/C Peter W. Mitchelson, SN  
V/C Robert C. Miller, SN  
P/C/C Robert A. Baldrige, SN

Guests present:

P/R/C Lee Popham, JN  
R/C Howard Yoas, SN  
R/C Paul Mermelstein, SN  
Mary Catherine Berube  
Tammy Brown

**Ratification of electronic votes:**

Upon motions to approve, which motions were seconded, discussed and voted upon by the Board of Directors, United States Power Squadrons, the following was approved.

- 1) To contribute 3 percent of annual salary of qualified headquarters employees to the employee retirement fund for fiscal year 2016.
- 2) To dissolve Olympia Sail and Power Squadron/16.

- 3) To allocate Endowment Fund earnings to fund the printing of the new Boating Primer with a cost of \$3,487.50 and to fund the distribution shipping charges not to exceed \$1,500 to ship the Primer to boat dealers and squadrons for their boat shows. The Boating Primer will be used to educate the new boater and gain new members.
- 4) To dissolve Bare Cove/12, Quincy Bay/12, and Worcester County/12.

### **Discussions:**

- 1) Mary Catherine Berube reported that USPS submitted five grant proposals to the USCG for the 2017 grant cycle. The first proposal is for a Simulator V Grant to enhance the existing program through advanced software and training expansion. The second proposal is a Digital Media Library 3.0 Grant to expand social media presence and expand squadrons' collaborative efforts with other boating organizations by mounting a multifaceted campaign to promote a safety culture where boaters value and demonstrate safer boating practices and behaviors. The third proposal is a Year Round Safe Boating Campaign 2.0 focusing on completing test events, making informed refinements to deliverables, developing a centralized boating safety website, and a national launch. The fourth proposal is the Training Centers for Standards-Based-On-Water Skills Training Grant. Training Centers would operate as part of United States Power Squadrons and would be dedicated to teaching standards based upon on-water skills training. The fifth proposal is the Engaging Hispanic Youths in Recreational Boating Education Boating Handbook campaign of targeted recreational boating education to more adequately serve the Hispanic youth population by creating a Spanish language boating handbook for children ages 6 to 16.
- 2) Berube reported that she negotiated new rates for telephone and internet services at headquarters with an anticipated savings of \$300 - \$500 per month. She also negotiated new merchant fee rates that will reduce bank credit card fees.
- 3) Tammy Brown noted an increase in communications from squadrons asking for direction on branding standards and the Welcome to the Neighborhood campaign. She noted that squadrons are embracing new branding standards as evidenced by photos that she is receiving from squadrons' boat show events.
- 4) Brown reported that four squadrons were selected to participate in a new initiative to measure squadron best practices. Squadrons participating are Berea/7, Sarasota/22, Tybee Light/25,

and San Juan/33. She noted that a core team will meet with squadron representatives during the 2017 Annual Meeting. Plans are to expand the program in 2018 to include additional squadrons from other regions.

- 5) Brown also reported that she is working with a team to develop POTW landing pages and with Logical Position to increase online educational sales using Bing pay-per-click advertising. She will work with a marketing team to update the Boating Primer. She also reported on a banner and printing discount program with FedEx that will be rolled out to squadrons in March 2017.
- 6) V/C Gary Cheney, SN, reported that the Public Relations Committee continues to develop new ideas to fill classrooms and community outreach. The National Meetings Committee reported that food and beverage commitments would be met for the 2017 Annual Meeting, and that plans are underway for the Dallas Governing Board Meeting. The Government and Partner Relations Committee assisted in updating a memorandum of understanding with the National Safe Boating Council. The Environmental Committee is developing the dock walker program. The Marketing Committee developed PowerPoint presentations for how to put on a successful boat show. The Vessel Safety Check Committee reported that 27,557 vessel safety checks were completed in 2016 by 1,551 vessel examiners. The Cooperative Charting Committee is working with the National Ocean Service to restore CCWeb or to find an acceptable alternative.
- 7) V/C Cheney led a discussion on registering for a Charitable Solicitation License in North Carolina. He noted that a license is not required to solicit members. V/C Abbott noted that she had information on hiring a professional service to register in states where USPS has a presence.
- 8) V/C Cheney reported that the National Meetings Committee continues to look for sites and venues for the 2019 Governing Board Meeting.
- 9) V/C Cheney reported that the following squadrons are in the process of dissolving: Mohawk-Hudson/2, Buffalo/6, Hamburg/6, Lockport/6, Bald Eagle/11, Kankakee/20, Sabine/21 and Albemarle/27.

- 10) V/C Cheney reported that the Committee on Rules approved chartering Dreher-Shoals Sail and Power Squadron/26 and that C/C Ojeda would present their squadron charter during the 2017 Annual Meeting.
- 11) V/C Cheney reported that he assigned a resolution from District 15 to the Planning Committee. The resolution suggests a new category of squadrons with reduced administrative and membership requirements. The Planning Committee will report their recommendation during the 2017 Governing Board Meeting in Dallas.
- 12) V/C Cheney led a discussion on restructuring national meetings that could potentially shorten the number of days required.
- 13) V/C Craig Fraser, SN, reported that a new Boating Primer was introduced in February 2017. The Primer is intended to bridge the boating educational knowledge gap for new boat purchasers. It presents a compendium of essential rules, laws, practical knowledge and reporting procedures with a focus on boating safety. The Primer is intended to whet a boater's appetite to continue their boating education. There is no cost to squadrons, and requests must be sent Stf/C Dick Carson, JN, at [padipro@gulftel.com](mailto:padipro@gulftel.com).
- 14) V/C Fraser reported that a Boating Safety 4 Kids Seminar was launched in fall 2016. This seminar complements youth programs with hands-on training for children in the first through sixth grade on essential boating safety practices.
- 15) V/C Fraser reported that the Educational Department is in the process of updating its website to maintain current information and to conform to current branding standards.
- 16) V/C Fraser presented a new Educational Achievement Certificate that will be available online. Members will receive a notification that a completion certificate is available when they pass a course or complete a seminar. Members will also have access to print an online certificate that will display their educational achievements, life member status, emeritus status, and other achievements.
- 17) V/C Fraser reported that EDN 92 USPS Educational Department Policy on Educational Seminars was distributed recently to SEOs. The policy states:

*It is required that an authorized copy of the United States Power Squadrons student seminar booklet be purchased and distributed to all students enrolled in USPS seminars with the exception of members of the same household wishing to share materials. All course information is proprietary and squadrons are not authorized to present USPS seminars without providing original materials to each student. Making copies of student booklets or other purchased materials for distribution to students is prohibited. Copying the PowerPoint slides is only authorized when made to a computer hard drive to facilitate the presentation. In addition, every student must be registered in the HQ-800 system. This insures the record is available in future years. Any deviation from this policy requires the prior written approval of the NEO or an authorized representative.*

- 18) V/C Mary Paige Abbott, SN, reported that the Leadership Development Committee taught three Leadership Development classes in fall 2016 in Beaufort, SC, Bellevue, WA, and Raleigh, NC. The committee also introduced OT in 3.
- 19) The Member Benefits Committee reported that four new member benefits were added in 2016: Wyndham Resorts, VSP Vision Care, Travelers Insurance Company (replacing MetLife) and HotelStorm.
- 20) V/C Abbott reported that no districts experienced growth during the Each One, Reach One Program that ran from 1 July 2017 through 1 January 2017. She noted that the Membership Committee is working with the Marketing Committee to update the new member packet, which will be available in first quarter 2017.
- 21) The Squadron Activities Committee is working to reenergize the Port Captain's Program while encouraging Port Captains to become ambassadors of USPS in their local communities.
- 22) V/C Abbott reported that 100 squadrons were selected to receive a pop up banner featuring the new Welcome to the Neighborhood branding campaign. The criteria composed of basic parameters: neither the top nor bottom third of squadrons, but those in the middle or on the cusp of improvement.

- 23) V/C Abbott reported that Grand Rapids Sail & Power Squadron contacted the Squadron Development Committee for guidance on remaining solvent. After working with the committee, the squadron now reports that it has a full bridge, 77 members, and is working on future events.
- 24) V/C Abbott reported that the BOD committed to assisting with the development and implementation of a fundraising plan. Mary Catherine Berube is in the process of applying for a charitable solicitation license in North Carolina. V/C Abbott is working with the Treasurer's Department and the Finance Committee to set up the formal entity.
- 25) V/C Bob Miller, SN, reported that audited actuals for 2016 show an operating surplus of \$57,000, approximately 2.9 percent of the total budget. He noted that this was the first operating surplus in three years. Net operating income was \$190,000 less than budgeted, with dues revenue under budget by \$28,000 and sales revenue under budget by \$232,000.
- 26) V/C Miller reported that total operating expenses were under budget by \$247,000 and were 9 percent less than 2015.
- 27) V/C Peter W. Mitchelson, SN, reported that he worked with R+M Agency, R/C Scott McDonald, SN, and R/C Paul Mermelstein to develop a POTW landing page.
- 28) V/C Mitchelson will ask the Membership Services Committee to work with the Membership Committee to redesign the membership application.
- 29) V/C Mitchelson reported that since six-month trial members were implemented in 2010, only 13 percent have retained their membership while 59 percent of 18-month members retained their membership since 2014.
- 30) V/C Mitchelson reported that progress is being made on reformatting departmental and committee websites to meet current branding guidelines.
- 31) V/C Mitchelson reported that a team has begun working with R+M on the USPS public website to make it more dynamic, exciting and easier to navigate.
- 32) The Membership Services Committee continues to serve as the help desk and is attempting to locate members with invalid addresses in headquarters' records.

- 33) The Ship's Store Committee reported \$87,012 sales in 2016, with a gross margin of 33 percent.
- 34) P/C/C Robert A. Baldrige, SN, updated the Board on the Year Round Safe Boating Campaign. He noted that Objective 1 was to ready educational content for the campaign and consisted of three steps: a) evaluating existing content from USPS and other resources, b) creating content where needed and creating a consolidation of content for the campaign, and c) packaging the content in an effective medium to fulfill the learning objectives. He noted that volunteers had completed step 1a and were working on step 1b. Work on step 1c will be spearheaded by the professionals, but needs step 1b completion. He noted that R+M completed the creative brief, and the initial brand identity, "Boat Live 365". Objective 2 consists of live testing the program using volunteer squadrons. A list of initial recruiting targets has been supplied, and the committee will start recruiting squadrons after the 2017 Annual Meeting.
- 35) P/C/C Baldrige presented the draft report of the District ad hoc Committee for Board review.
- 36) P/C/C Baldrige reported that the Endowment Fund Ad Hoc Committee recommended creating a separate entity, subordinate to the Governing Board. The new entity would have a separate board that would include a member of the USPS Board of Directors, perhaps the Immediate Past Chief. The entity would contribute 5 percent of the fund value each year to the USPS general fund that the BOD could allocate as it chooses. Additional fund income could be distributed by grants from the new entity board. He noted that R/C David Allen was working on a draft form of the entity, and P/R/C Lee Popham submitted a sample from another organization. P/C/C Baldrige stated that the committee recommended that the current Endowment Fund be transferred to the new entity.
- 37) C/C Louie Ojeda, SN, led a discussion on the future of United States Power Squadrons. He noted that the organization could not continue to exist under the present structure. He discussed using the name America's Boating Club as a descriptor of what USPS represents noting that a significant number of squadrons have been using the adjective America's Boating Club or a variation of it for a number of years. The commonality was that almost all had seen membership numbers increase. It was also noted that USPS owns the name until 2022 at which time it should be renewed. C/C Ojeda stated that Coast Guard had also

informed USPS that the largest increase in boating fatalities was in the paddle craft boating area, and that we should work at developing more educational offerings to address this issue.

Adjourned 1650.

BOD Advisors Meeting  
22 February 2017

Attendees:

C/C Louie Ojeda, SN  
V/C Gary Cheney, SN  
V/C Craig Fraser, SN  
V/C Mary Paige Abbott, SN  
V/C Peter W. Mitchelson, SN  
V/C Robert C. Miller, SN  
P/C/C Robert A. Baldrige, SN

Guests present:

P/C/C L.M. Barnes III, SN  
P/C/C Les Johnson, SN  
P/C/C Lance Jensen, SN  
P/C/C Frank A. Dvorak, SN  
R/C David L. Allen Jr., SN  
R/C Robert A. Keller, SN  
R/C Bill Johnson, SN  
R/C Ben Coons, JN  
R/C Paul Mermelstein, SN  
P/R/C Lee Popham, JN  
Keith Christopher, national director, Boy Scouts of America  
Robert Pepin, PA, chief commander, Canadian Power and Sail Squadrons  
D/C Elaine Pfaff, JN  
Mary Catherine Berube  
Tammy Brown

- 1) R/C Ben Coons, JN, reported that as of 30 November 2016, the total value in the Endowment Fund was \$1,824,391, compared to \$1,760,706 one year ago. He noted that no funds were



paid out of the Endowment Fund accounts for special projects and grants approved by the Board of Directors in 2016.

- 2) R/C Coons reported that he would ask the Governing Board to approve Williams, Overman and Pierce as the auditors for 2017.
- 3) R/C Bob Keller, SN, reported that there were no amendments to the *USPS Bylaws* to present to the Governing Board. He reported that C/C Ojeda would present a new squadron charter to Dreher Shoals Sail & Power Squadron/26.
- 4) R/C Bill Johnson, SN, reported that the Planning Committee presented a revised Headquarters Succession Planning Report to the BOD. He noted that the committee asked the BOD to review the USPS Strategic Plan for future updates. Feedback indicated that the current plan need to be updated and streamlined to focus on current goals and to match available resources. R/C Johnson reported that the Planning Committee would update the plan in 2017 to address the next three-to-five years. The committee will also work on simplification of squadron operations to address the changing dynamics of squadrons caused by aging, decreasing membership and apathy.
- 5) R/C David Allen, SN, reported that he was working with the Endowment Fund Trust ad hoc committee to form a supporting entity as a successor or complement to the Endowment Fund. He noted that the Law Committee had responded to numerous inquiries from squadrons on insurance liability issues, advised district and squadron leaders on proper dissolution procedures and questions on IRS filings. LawCom also assisted in developing a policy to control the distribution of educational webinars, drafted a separation agreement for headquarters, provided guidance on the expansion of the OTW training program, and reviewed numerous contracts.
- 6) C/C Robert Pepin, PA, Canadian Sail and Power Squadrons reported that CPS-ECP yearly financial results ending June 2016 showed a surplus of \$118,000 Canadian. He noted that the surplus resulted primarily from severe law enforcement of Maritime Radio. He also noted that distance learning increased by 22.5 percent over the previous year. The CPS Boating Course is being modularized to meet customers' expectations for shorter courses. C/C Pepin noted that offering courses and seminars in English and French can be problematic and that they are considering hiring a staff member at their national office to coordinate course material revisions and to maintain quality control. The CPS Strategic Plan 2016-2020 was

completed in six months with the help of a facilitator. C/C Pepin noted that the main issues are education, membership and volunteer capacity. He noted that some squadrons were terminated due to lack of sufficient succession planning. C/C Pepin reported on a new satellite squadron initiative where squadrons help other squadrons that are in a survival mode. He noted that primarily in urban areas squadrons are sharing instructors and centralizing administrative functions at the district level. C/C Pepin noted there is no one solution that fits all areas. CPS will move to a new IT system that is more appealing, simpler to use, and meets the requirements for distance learning and connectivity with mobile devices. Current membership was 18,200 with declining nonrenewal rates. There are nine staff members at the CPS national office. C/C Pepin reported that the next CPS-ECP AGM will be in Charlottetown, Prince-Edward-Island in October 2017, and he invited all USPS members to attend.

- 7) Keith Christopher reported that BSA has 269 councils that are merging due to economic needs. He noted that that Sea Scouts membership is leveling off. He discussed an increase in paddlesports, a new Ships mentoring program, a potential partnership to enhance the use of USPS courses with Sea Scout programs, a new Sea Scout Manual; a mentoring program to work with new Ships, and online training. Mr. Christopher announced that the 2017 National Scout Jamboree in West Virginia from 18 through 29 July.
- 8) D/C Elaine Pfaff, JN, reported on results from a questionnaire sent to district commanders. The full report will be shared with district commanders. Districts were asked about consolidating districts, what services could be cut if dues are not raised, communications from the national organization had improved in the past six months, if districts and squadrons are using a more personal approach to contact members, if districts officer are remaining in office for two years due to inability to fill a bridge, if they had ever assessed life members, and if so, what was the reaction, for a summary of the ways that districts provide substantial and meaningful value to squadrons, what districts are doing to benefit squadrons, and would squadrons agree that they are benefitting, what squadrons are doing to benefit their members, and are districts asking questions and listening to squadrons?
- 9) P/R/C Lee Popham, JN, reported that he is working with the Budget Committee on a draft 2018 Budget to present to the Board at its April 2017 meeting.

Adjourned 1545.