
Association Manual

- **Bylaws**
- **National Supplement**
- **Association Business Model**
- **Association Policy Manual**
- **Association Leaders' Handbook**
- **Suspension and Reinstatement Procedures**



VERSION 2.0

Bowl with US™

**US BOWLING
CONGRESS™**

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Bowling History, Statistics or Records	pr@bowl.com	8959	385-8262
Bylaws, Tax Information	<u>associationservices@bowl.com</u>	3158	414/421-8560
Coaching	coaching@bowl.com	8969	385-8261
Collegiate	USBCcollegiate@bowl.com	8425	385-8260
Communications	pr@bowl.com	8959	385-8262
Convention & Delegate Status	meetplan@bowl.com	3366	414/421-8560
Equipment Specifications and Lane Certification	specs@bowl.com	8407	385-8261
General Info, Supplies, Merchandise, Lost/Replacement Cards, Awards	bowlinfo@bowl.com	3161	414/421-8560
High School Bowling	USBChighschool@bowl.com	8422	385-8260
Housing/Travel	USBCtravel@bowl.com	(800) 269-5885	385-8263
Junior Gold Program	USBCjuniorgold@bowl.com	3171	385-8260
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USBC Open Championships	USBCopenchampionships@bowl.com	8200	385-8269
USBC Women's Championships	USBCwomenschampionships@bowl.com	8200	385-8268
USBC Junior Gold Championships	USBCgoldchamp@bowl.com	3171	385-8260
USBC Team USA Championships	USBCteamusa@bowl.com	8978	385-8261
USBC Youth Open Championships	USBCyouthopen@bowl.com	8350	385-8260
Pepsi/USBC Youth Championships	USBCyouthchampionships@bowl.com	8421	385-8260
Registered Volunteer Program	registeredvolunteers@bowl.com	8242	385-8262
Rules of the Game and Disputes	rules@bowl.com	3155	385-8260
Scholarships/SMART Program	smart@bowl.com	8290	385-8266
Sport Bowling	sportbowling@bowl.com	3177	385-8262
Team USA	teamusa@bowl.com	8978	385-8261
Tournament Certification	rules@bowl.com	3155	385-8260
Youth	USBCyouth@bowl.com	8971	385-8260
WinLABS	labshelp@bowl.com	3431	414/421-8560

How to Update the *USBC Association Manual*...

The *USBC Association Manual* will not be reprinted annually.

Rather, each time a change is made to information within the *USBC Association Manual*, an update will be released. All updates will be available on the “Associations” page of bowl.com. Each update signifies a new “version” of the manual. Each local and state association is expected to keep the *USBC Association Manual* up to date.

Retrieving Updates

When retrieving updates on bowl.com:

1. Select the appropriate “version” number,
2. Print the new pages with changes,
3. Insert the new pages into the *USBC Association Manual* binder.
4. Discard the pages being replaced.

Each updated “version” will include:

1. Updated pages affected by the change.
2. Updated index pages affected by the change (if applicable).
3. An updated “Version Page.”

Entering Updates in the Manual

The following procedure should be followed when entering updates into the *USBC Association Manual*:

1. Use the new “Version Page” to replace the current “Version Page.”
2. Use the new pages to replace those currently with the same page number. Depending on the length of a change, a new version may include an additional page.
3. Use the updated index page(s) to replace the current index page(s) with the same number(s).

For example:

1. The current *USBC Association Manual* is Version 2.0
2. Information needs to be added to page 8-2, therefore a new version, Version 2.1, is released.
3. Page 8-2 in the Version 2.1 release will be added to the binder. Page 8-2 of Version 2.0 will be discarded.
4. By virtue of the change, if information is “bumped” to a new page, the new page will also be included with Version 2.1, and the new page will be numbered accordingly – 8-2.1. Page 8-3 will then not change.

The updated pages (new versions) to the *USBC Association Manual* can be found on bowl.com.

VERSION PAGE

<u>Version Number</u>	<u>Release Date</u>	<u>New pages</u>
1.0	8/1/07	----
1.1	8/1/08	----
2.0	8/1/09	----

Introduction

The *USBC Association Manual* is comprised of the *USBC Bylaws*, , *USBC National Supplement*, *USBC Association Business Model*, *USBC Association Policy Manual*, *USBC Association Leaders' Handbook*, and the *Suspension and Reinstatement Procedures*.

The *USBC Bylaws*, *USBC Association Policy Manual*, and *USBC Association Leaders' Handbook* are arranged based on corresponding topics. The following page depicts this arrangement.

Below is an explanation of these three documents:

USBC Bylaws:

The *USBC Bylaws* is the basic governing document of the association. All wording in the bylaws is mandatory. The association, however, may amend designated areas of the bylaws (i.e., blank areas, insert here, etc.) to fit the association's needs.

If a USBC member wishes to change any of the mandatory wording in the bylaws (local, state, or national), an amendment must be submitted to USBC Headquarters before September 1, prior to the date of the next USBC Annual Meeting. The proposed amendment will be considered by the delegates at the next USBC Annual Meeting and requires a two-thirds vote to be adopted.

USBC Association Policy Manual:

The *USBC Association Policy Manual* is also a mandatory document, which provides additional requirements and policies USBC associations must adhere to. The manual outlines association requirements in greater detail than the bylaws.

USBC Association Leaders' Handbook:

The *USBC Association Leaders' Handbook* is a "how to" guide. It explains how association leaders complete the tasks associated with their position, as defined in the *USBC Bylaws* and *USBC Association Policy Manual*. In addition, the *USBC Association Leaders' Handbook* explains important terminology, identifies USBC programs and services, and provides additional useful tools for association leaders.

Simply put, the *USBC Bylaws* determine and define the association's structure, the *USBC Association Policy Manual* determines the requirements to run the association, and the *USBC Association Leaders' Handbook* explains how to accomplish the tasks.

How the *USBC Association Manual* corresponds...

<u>USBC Bylaws</u>		<u>Chapter</u>	<u>USBC Association Policy Manual</u>	<u>USBC Association Leader's Handbook</u>
Article I – Name Article II – Nonprofit Corporation and Charter Article III, Purpose (Association Structure)	—————→	1	Association Structure	Association Structure
Article IV, - Membership and Dues	—————→	2	Membership and Dues	Membership and Dues
Article V – Board of Directors	—————→	3	Board of Directors	Board of Directors
Article VI – Officers	—————→	4	Officers	Officers
Article VII – Meetings	—————→	5	Meetings	Meetings
Article VIII – Committees	—————→	6	Committees	Committees
Article IX – Delegates	—————→	7	Delegates	Delegates
Article X - Amendments	—————→	8	Amendments	Amendments

2009-2010 USBC National Bylaws

Article I Name, Incorporation and Offices

The name of the corporation is the United States Bowling Congress, referred to in these Bylaws as "USBC." USBC is organized under the laws of the State of Wisconsin and maintains offices in Texas or elsewhere as determined by the Board of Directors.

Article II Purposes

Section A. Advancing the Sport of Bowling

USBC's purposes include:

1. Fostering local, state, National, and International amateur competition in the sport of bowling;
2. Providing governance and development for, and developing interest and participation in, the sport of bowling throughout the United States and internationally as determined by the Board of Directors;
3. Being responsible to the members;
4. Keeping those engaged in the sport of bowling informed of policy matters and reasonably reflecting their views in policy decisions;
5. Certifying and regulating league and tournament competition for bowling.

Section B. Chartering State and Local Bowling Associations

USBC issues charters to state and local bowling associations that meet requirements established in these Bylaws and by the Board of Directors. Chartered associations are subject to the authority of USBC. USBC approves the geographic areas in which chartered associations may operate. The Board may revoke the charter of a state or local bowling association at any time if it determines that the association is not acting in compliance with USBC bylaws or rules, or state or local association bylaws; or is not in compliance with such requirements as USBC may establish, in its sole discretion, from time to time. Requirements for chartered state and local bowling associations include but are not limited to:

1. Acceptance of, and adherence to, the Bylaws, the terms of the charter, and the authority of the USBC Board;
2. Adoption and maintenance of bylaws in the form determined by USBC and avoidance of any rules or policies conflicting with those bylaws or the USBC Bylaws.
3. Compliance with requirements in the USBC National or Association Policy Manual, including such requirements as are added or revised from time to time.
4. Acting contrary to the best interest of USBC or the sport of bowling.

In extraordinary circumstances, the USBC Board may waive or suspend any requirements otherwise applicable to a state or local bowling association or establish separate affiliate status for organizations serving amateur bowlers to operate under the parameters established by the Board.

Section C. Conducting Tournaments

USBC conducts tournament competition in the sport of bowling for men, women, youth and collegiate members.

Section D. Compliance

USBC:

1. Is established and conducted in compliance with applicable Federal, state, and local laws and regulations in all of its purposes, activities, policies, and programs;
2. Is not organized for profit and no part of its net earnings inure to individuals; it is organized and operated consistent with the requirements for Federal income tax exemption as an organization that fosters National or International amateur sports competition according to the provisions of Section 501(c)(3) of the Internal Revenue Code and regulations of the Internal Revenue Service;
3. Is eligible to be recognized by the United States Olympic Committee ("USOC") as the National Governing Body for the sport of bowling; provided USBC:
 - a. Is a member of only one International sports federation, i.e., the Federation Internationale des Quilleurs ("FIQ"), which is recognized by the International Olympic Committee as the worldwide governing body of bowling;
 - b. Agrees to submit to binding arbitration in any controversy involving (i) its recognition as a National Governing Body, or (ii) the opportunity of any amateur athlete, coach, trainer, manager, administrator, or official to participate in amateur athletic competition upon demand of the USOC or any aggrieved amateur athlete, coach, trainer, manager, administrator, or official, conducted in accordance with the Commercial Rules of the American Arbitration Association as modified by the Ted Stevens Olympic and Amateur Sports Act;
 - c. Is autonomous in the governance of the sport of bowling in that it independently determines and controls all matters central to that governance, does not delegate any of that determination or control, and is free from outside restraint;
 - d. Makes membership open to any individual who is a bowler or an amateur athlete, coach, trainer, manager, administrator, or official active in the sport of bowling;
 - e. Provides an equal opportunity to amateur athletes, coaches, trainers, managers, administrators, and officials to participate in amateur bowling competition without discrimination on the basis of race, color, religion, age, sex, or National origin, and with fair notice and opportunity for hearing to any amateur athlete, coach, trainer, manager, administrator, or official before declaring the individual ineligible to participate;
 - f. Is governed by a Board of Directors whose members are selected without regard to race, color, religion, National origin, or sex, with reasonable representation on the Board of both males and females;

- g. Has a Board of Directors and other governance bodies that have established criteria and election procedures for, and maintain among their voting members, individuals who are actively engaged in amateur athletic competition in bowling or who have represented the United States in International amateur athletic competition within the preceding 10 years, and that the voting power held by those individuals is not less than twenty percent of the voting power held in its Board of Directors or other governance body;
- h. Provides for reasonable direct representation on its Board of Directors for any amateur sports organization which, in the sport of bowling, conducts on a level of proficiency appropriate for selection of amateur athletes to represent the United States in International amateur athletic competition, a National program, or regular National amateur athletic competition, and ensures that representation reflects the nature, scope, quality, and strength of the programs and competitions of that amateur sports organization in relation to all other of those programs and competitions in the sport of bowling in the United States;
- i. Has no officers who are also officers of another amateur sports organization which is recognized by the USOC as a National Governing Body;
- j. Provides procedures for the prompt and equitable resolution of grievances of its members;
- k. Does not have eligibility criteria relating to amateur status or to participation in the Olympic or Pan American Games which are more restrictive than those of the appropriate International sports federation;
- l. Is prepared to meet the obligations imposed by the USOC on a National Governing Body, including those relating to complaints against a National Governing Body and those relating to mediation of complaints;
- m. Minimizes, through coordination with other amateur bowling organizations, conflicts in the scheduling of all practices and competitions;
- n. Disseminates and distributes to amateur athletes, coaches, trainers, managers, administrators, and officials in a timely manner the applicable rules and any changes to those rules of USBC, the USOC, and the FIQ;
- o. Promptly reviews every request submitted by an amateur bowling organization or individual for certification (i) to hold an International amateur bowling competition in the United States, or (ii) to sponsor United States amateur bowlers to compete in International competition held outside the United States, and determine whether to grant the certification according to the requirements of the USOC, all provided in written policies approved by the Board;
- p. Allows a bowler to compete in any International amateur bowling competition conducted under USBC auspices or that of any other amateur bowling organization or individual, unless USBC establishes that its denial was based on evidence that the organization or individual conducting the competition did not meet the criteria for USBC certification of bowling competition consistent with the requirements of the USOC, all provided in written policies approved by the Board;
- q. Provides equitable support and encouragement for participation by women where separate programs for male and female bowlers are conducted on a National basis;
- r. Encourages and supports amateur bowling programs for persons with disabilities and for their participation in amateur bowling activity, including, where feasible, the expansion

- of opportunities for meaningful participation by persons with disabilities in programs of bowling competition for persons without disabilities;
- s. Provides and coordinates technical information on bowling equipment design, coaching, performance analysis, sports medicine, and physical training;
 - t. Encourages and supports dissemination of information in the area of sports safety.

Article III Membership and Dues

Section A. Membership

Membership in USBC:

- 1. Is available to individuals who pay dues in any membership category and qualify under the rules of the Congress;
- 2. May be suspended or revoked without due process if a member has failed to pay applicable dues;
- 3. May be suspended or revoked by the Board following applicable due process if a member is found to have violated any USBC, state, or local association bylaws, policies, procedures, playing rules or other requirements.

Upon obtaining membership in USBC each member agrees to be bound by all final decisions of USBC concerning application or interpretation of USBC Bylaws, playing rules, and other matters relating to the sport of bowling as governed by USBC.

Section B. Dues

USBC adult members are required to pay dues to USBC, to local associations, as well as to state associations that assess dues in combined amounts established by USBC.

USBC youth members are required to pay dues to USBC, to state associations, as well as the local processing fee in combined amounts established by USBC.

Annual adult standard membership dues are:

USBC dues not to exceed \$10.

State dues not to exceed \$1.

Local dues not to exceed \$10.

Annual youth standard membership dues are:

USBC dues \$14.50.

State dues \$0.50.

Local processing fee \$2.00.

Article IV Board of Directors

Section A. Eligibility and Composition

Individuals elected to the Board of Directors must be members of USBC and must be at least 18 years old. Prior to election or appointment and throughout their term, an individual must be approved through the Registered Volunteer Program.

The Board consists of:

1. Twelve (12) Directors elected at a USBC Annual Meeting by the "Delegates," as defined in these Bylaws; these Directors must meet eligibility criteria established by the Nominating Committee and approved by the Board;
2. Two (2) Directors who are Proprietors, as defined in these Bylaws, and who are elected by Bowling Proprietors' Association of America ("BPAA"), and approved by the board, subject to these provisions:
 - a. A "Proprietor" is an individual who is the owner, partner, or corporate officer of a bowling center or group of bowling centers;
 - b. Excluded from the definition of "Proprietor" is an individual who owns 25% or less of the equity shares, or who is inactive in the management of the bowling center or bowling centers or who is employed by, or otherwise receives compensation from BPAA;
 - c. No more than one additional Director may serve on the Board who meets the definition of "Proprietor" and is among the 12 Directors elected by the Delegates;
 - d. Any number of Directors who meet the definition of "Proprietor" may serve on the Board if each is an Elite Athlete, as defined in these Bylaws (See Article IX, Section B, Item 1), and is elected to the Board by Elite Athletes, as defined in these Bylaws (See Article IX, Section B) or those board members selected by the Youth Committee;
3. Three (3) Directors who are elected by the Youth Committee;
4. Five (5) Directors who are Elite Athletes, as defined in these Bylaws, and who are elected by Elite Athletes, or a greater number, if necessary, to assure that at least 20% of the Board consists of Elite Athletes;
5. Directors who are representatives of organizations that conduct National amateur bowling programs or competition as determined by the Board based upon receipt and evaluation of written petitions from other amateur bowling organizations for representation on the USBC Board, with the Board having exclusive authority to grant or deny the petition, and with these Directors elected or appointed by their respective bowling organizations;
6. Up to two (2) Directors-at-Large who may be appointed by the President and approved by the Board;
7. One (1) Youth Leader Director who is appointed by the President and approved by the Board from the National youth leaders serving on the Youth Committee.

Section B. Election

At the Annual Meeting, Directors are elected to fill open positions on the Board that are subject to election by the Delegates; election is by majority vote of the Delegates present from either:

1. A slate provided by the Nominating Committee; or
2. Nominations from the floor provided that the names of nominees and their qualifications are submitted to the Nominating Committee, in writing, at least 24 hours prior to the opening of the Annual Meeting, and provided that each nominee is offered as an alternative to fill a specified position on the Nominating Committee's slate.

Elite Athletes are elected to the Board by Elite Athletes; the election is conducted according to policies and procedures established by the Athletes Advisory Council and approved by the Board.

Three (3) Directors are elected to the Board by the Youth Committee.

Two (2) Directors are elected to the board by the BPAA and approved by the Board.

Section C. Terms

The terms of Directors are determined according to the following provisions:

1. Each Director elected by the Delegates, by Elite Athletes, by the Youth Committee or by BPAA serves a three-year term and may be re-elected for two additional terms;
2. Directors-at-Large appointed by the President, Youth Leader Director and Directors representing other amateur bowling organizations, serve one-year terms;
3. Multiple-year terms are staggered according to procedures established by the Board;
4. When a Director resigns from the Board or fills a vacancy, and has served more than half of a term, that Director is considered to have served a full term;
5. Multiple elected or appointed terms may be served either consecutively or intermittently; but all Directors are subject to a lifetime maximum of nine years of service on the Board.

Section D. Resignation, Removal, and Vacancies

1. **Resignation.** A member of the Board of Directors may resign from the Board by providing written notice of resignation to the President or, in the case of the President, to the Board. The same process is followed if an Officer resigns his/her Officer position only, but not his/her Director position.
2. **Removal.** An Officer or Director may be removed with or without cause by a two-thirds vote of the balance of the Board of Directors.
The Board can remove:
 - a. An Officer from an office position only;
 - b. An Officer from an office position and from the Board;
 - c. A Director from the Board.
3. **Vacancies.** Vacancies in positions on the Board are filled for the unexpired portion of each term as follows:
 - a. If elected by the Delegates, or in Director-at-Large positions, vacancies are filled by the President, subject to approval by the Board;
 - b. If elected by Elite Athletes, vacancies are filled by the Athletes Advisory Council by majority vote. The individual filling the vacancy must be an Elite Athlete;
 - c. If elected by the Youth Committee, vacancies are filled by the Youth Committee by majority vote. The individual filling the vacancy must be a current Youth Committee member;
 - d. If elected or appointed to represent other amateur bowling organizations, vacancies are filled by the respective organizations;
 - e. If elected by BPAA, vacancies are filled by BPAA and approved by the Board.
 - f. The Board fills vacancies in Officer positions.

Section E. Authority and Duties

Management and governance of USBC is vested in the Board of Directors. The Board is a strategic governing body; and its powers and duties include, but are not limited to:

1. Developing strategic business and membership marketing plans;
2. Determining programs and services;
3. Allocating resources;
4. Establishing standards and monitoring the performance of USBC;
5. Employing and evaluating the Executive Director;
6. Determining USBC policy positions;
7. Providing oversight of the administration of USBC;
8. Approving policies and procedures for:
 - a. Managing contracts and obligations;
 - b. Reviewing revenues and expenditures;
 - c. Maintaining records and minutes of meetings;
9. Exercising final jurisdiction over violations and interpretations of USBC rules and regulations, disputes with or among chartered state and local associations, and issues arising from league and tournament play including protests and appeals;
10. Interpreting any provision adopted by it and/or the delegates pursuant to the authority granted herein and its interpretation shall be final;
11. Amending, interpreting, and enforcing, either directly or by delegation, all policies and procedures, rules and requirements, criteria and standards for: certification, equipment specifications, awards, suspension and reinstatement, National tournaments, and all other USBC management and governance matters other than those specifically reserved to the Delegates;
12. Amending, interpreting, and enforcing all policies and procedures, bylaws, rules and requirements, criteria and standards for Athlete and youth issues;
13. Reserving the authority over the applicability and enforceability of the USOC requirements within the organization;
14. Amending or suspending these Bylaws, and the general playing rules, league rules, and tournament rules in the event the Board considers it expedient and in the best interests of USBC or to avoid disadvantage to USBC and/or changes in Federal and/or state law, rules and regulations that affect the applicability or the enforceability of any part of these Bylaws, the general playing rules, league rules, and tournament rules. Any changes made under this provision must be ratified by the Delegates and is otherwise subject to Delegate action consistent with applicable law;
15. Renumbering, revising, codifying and correcting any provision in the bylaws, and any and all rules and regulations of USBC to eliminate errors in spelling, grammar and numbering, and to change the order and sequence. In doing so, the meaning or purpose of the provision shall not change;
16. Establishing annual National dues up to the maximum set by the Delegates as well as establishing terms and conditions for collection of dues;
17. Establishing other membership categories and dues;
18. Managing International relations;
19. Exercising care and supervision over state and local associations;
20. Communicating applicable rules and any changes to members;
21. Approving certified bowling facilities for training and competition;
22. Developing athlete teams for National and International competition;

23. Reviewing requests for certification to hold amateur bowling competitions, and determining whether to grant certifications, according to the requirements of the USOC and as provided in written policies approved by the Board.

Section F. USBC Employees

No employee of USBC will serve as a voting member of the Board of Directors, or of USBC committees, task forces, or other governance bodies.

Article V Officers

Section A. President, Vice Presidents, Executive Director, and Other Officers

The officers of USBC include:

1. President;
2. First Vice President/President Elect
3. Second Vice President;
4. Third Vice President;
5. Secretary;
6. Executive Director.

The Board of Directors may establish positions for other officers.

Section B. Election or Employment

Officers, other than the Executive Director, are elected annually by the Board from among current Directors without regard to whether they are Elite Athletes or Directors elected by the Youth Committee or BPAA. The Executive Director is employed by the Board.

Section C. Term

Each officer, except the Executive Director, serves a one-year term and may be re-elected to a position for a maximum of three terms.

Section D. Authority and Duties

1. **The President:**
 - a. Presides at the Annual Meeting of USBC and at Board meetings;
 - b. May appoint Directors-at-Large, subject to Board approval;
 - c. Appoints the chair and members of all committees with Board approval, except Athlete members of committees, the Nominating Committee, the Youth Committee and the Athletes Advisory Council;
 - d. Serves as the principal spokesperson for USBC and oversees its International relations.
2. **The Vice President:**
 - a. Presides at the Annual Meeting of USBC and at Board meetings when the President is absent;
 - b. Performs other duties as prescribed by the Board or requested by the President.

3. The Executive Director:

- a. Serves as Secretary of the corporation;
- b. Performs whatever duties and responsibilities are prescribed by the Board or the President;
- c. Serves as an ex officio non-voting member of the Board.

**Article VI
Meetings**

Section A. Annual Meeting

An Annual Meeting of USBC is held at a time and place approved by the Board of Directors. Attendance is open to all members.

1. **Delegates.** "Delegates" are defined as individuals, who hold USBC membership, 18 years of age or older at the time of election, who are elected from associations according to these Bylaws.
2. **Voting and Speaking.** Voting at the USBC Annual Meeting is by Delegates. USBC Officers and Directors who are not elected Delegates may nevertheless vote as Delegates at the USBC Annual Meeting. Other USBC members may address the USBC Annual Meeting but may not vote. Absentee and proxy voting are not permitted.
3. **Delegate Representation.**
 - a. Each merged state association in good standing representing men, women and youth, may elect two Delegates and two Alternate Delegates to the USBC Annual Meeting. Each non-merged state association in good standing may elect one Delegate and one Alternate Delegate to the USBC Annual Meeting;
 - b. The number of Delegates to which a local association is entitled will be based on USBC's records of the association's fiscal year membership as of July 31, the year prior to the USBC's Annual Meeting. Each local association in good standing with USBC, with the exception of affiliate associations, are entitled to Delegates to the USBC Annual Meeting as follows:
 - 1) Less than 1,000 members - one Delegate and one Alternate Delegate;
 - 2) 1,000 members or more - one Delegate and one Alternate Delegate for each 1,000 members or major fraction thereof;
 - c. Newly-chartered local bowling associations, with no membership numbers recorded by July 31st, the year prior to the USBC's Annual Meeting, may elect one Delegate and one Alternate Delegate to the USBC Annual Meeting;
 - d. A state or local association whose charter has been suspended or revoked, or an association that is delinquent in processing dues for the current bowling season, is not considered "in good standing" for purposes of Delegates or Alternate Delegates attending the USBC Annual Meeting;
 - e. Athletes, as defined in these Bylaws, are eligible to serve as Delegates.
4. **Delegate Responsibilities.** Delegates vote to:
 - a. Amend and approve the National, state and local mandatory bylaws, with the exception of provisions for compliance with USOC rules and regulations, provisions related to Athletes and Youth, and other provisions mandated by the Articles of Incorporation or applicable law;

- b. Establish standard maximum adult dues for National, state and local;
 - c. Elect Directors to fill open positions on the Board that are subject to election by the Delegates;
 - d. Approve general playing rules, adult league rules, and adult tournament rules for the sport of bowling.
5. **Meeting Notice.** Written notice of the USBC Annual Meeting is provided to Delegates and chartered state and local bowling associations in good standing at least 30 days in advance of the USBC Annual Meeting.
 6. **Quorum.** The presence of 100 Delegates establishes a quorum for the transaction of business at the USBC Annual Meeting.
 7. **Action.** Elections by the Delegates are conducted according to policies and procedures established by the Nominating Committee and approved by the Board. The action of a majority of Delegates present and voting, when a quorum has been established, carries a motion unless otherwise provided in the Articles of Incorporation or these Bylaws. Absentee and proxy voting are not permitted.

Section B. Meetings of the Board of Directors

The Board meets at least three times a year. Special meetings may be held upon the request of any Director subject to the approval of a majority of the Board.

1. **Action Without a Meeting.** Action required or permitted to be taken at a Board meeting may be taken without a meeting, by written action signed by two-thirds of the Directors then in office.
2. **Meetings Via Telecommunications.** Any or all Directors may participate in a regular or special meeting or a Committee meeting by the use of any means of communication through which any of the following occurs:
 - a. All participating Directors may simultaneously hear or read each other's communications during the meeting; or
 - b. All communication during the meeting is immediately transmitted to each participating Director, and each participating Director is able to immediately send messages to all other participating Directors.
3. **Notice.** Special meetings of the Board may be held on two days or greater notice of the date, time, and place of the meeting.
4. **Quorum.** A quorum for conducting business is a majority of the Board.
5. **Action.** The vote of a majority of the Board of Directors present and voting, when a quorum has been established, is required to take action unless otherwise provided by law or by these Bylaws.

Section C. Parliamentary Procedure

The most recent version of Robert's Rules of Order, Newly Revised, governs all USBC meetings.

Article VII Committees

Section A. Standing Committees

The Standing Committees of USBC are the following:

1. **Nominating Committee.**

- a. The Nominating Committee may establish additional eligibility criteria subject to approval by the Board of Directors, for the twelve (12) candidates for Directors whose positions are subject to election by the Delegates at the USBC Annual Meeting. The Committee develops a slate of candidates for all positions. The Committee establishes election policies and procedures subject to approval by the Board.
- b. The Nominating Committee selects the Youth Committee, subject to approval by the Board of Directors. The Nominating Committee establishes election policies and procedures subject to approval by the Board.
- c. Committee members are appointed by the Board; the Chair is elected by the Committee. Directors who are eligible for re-election or re-appointment to the Board do not serve on the Nominating Committee.

2. **Finance Committee.** The Finance Committee is responsible for proposing and monitoring the annual budget of USBC and providing oversight regarding other financial matters as determined by the Board.

3. **Athletes Advisory Council.** The Athletes Advisory Council is elected by members of USBC who are Elite Athletes as defined in these Bylaws. The Council establishes policies and procedures, subject to approval by the Board, for election or appointment of Athletes to serve as members of USBC committees (other than Designated Committees as defined in these Bylaws) and task forces.

And for election or appointment of Elite Athletes to serve as:

- a. Members of the Board;
- b. Members of Designated Committees, as defined in these Bylaws, and;
- c. The USBC Representative and Alternate to the USOC Athletes Advisory Council.

The Council itself selects Athletes to serve as:

- a. Members of committees and task forces other than Designated Committees, and;
- b. The Chair and any other officers of the Council.

The Council itself selects Elite Athletes to serve as members of Designated Committees, as defined in these Bylaws.

The Council serves as a source of opinion and advice to the Board with regard to both current and contemplated policies of USBC. Only Elite Athletes are eligible to serve on the Athletes Advisory Council. The USBC Representative and Alternate to the USOC Athletes Advisory Council are ex officio voting members of the USBC Athletes Advisory Council.

4. **Youth Committee.** The Youth Committee elects three (3) Directors to the Board, determines eligibility requirements for the Youth Committee, recommends youth dues, proposes youth rules, monitors, promotes and reviews youth programs; and sets strategic direction for board approval.

Prior to serving and throughout their term, an individual must be approved through the Registered Volunteer Program.

Committee members are selected by the Nominating Committee and approved by the Board; the Chair is elected by the Committee.

5. **Equipment Specifications and Certification Committee.** The Equipment Specifications and Certification Committee is responsible for reviewing and making final decisions regarding new items of equipment on which USBC approval is requested.

The committee also has these responsibilities:

- a. Setting policies or procedures regarding the operation and management related to equipment specifications and certification;
- b. Granting, withholding, suspending, withdrawing or otherwise regulating bowling center certificates.

Section B. Other Committees

The President establishes other USBC committees with approval of the Board of Directors.

Article VIII Amendments

Any member or chartered state or local association may submit a proposed amendment to the general playing rules, adult league rules, adult tournament rules or these Bylaws, except with respect to provisions for compliance with USOC rules and regulations and provisions related to Athletes and Youth and other provisions mandated by the Articles of Incorporation or applicable law. Amendments must be submitted in writing and received by USBC Headquarters on or before September 1 prior to the date of the next USBC Annual Meeting. Approval of an amendment to these Bylaws requires a two-thirds vote of the Delegates, present and voting at the USBC Annual Meeting where a quorum is present. Approval of an amendment to the general playing rules, adult league rules, or adult tournaments rules requires a majority vote of the Delegates, present and voting at the USBC Annual Meeting where a quorum is present.

Amendments by the Delegates become effective as of August 1 following the USBC Annual Meeting where they were adopted, unless otherwise specified.

The Board of Directors may amend these Bylaws with respect to provisions for compliance with USOC rules and regulations and provisions related to Athletes and Youth. Voting to amend these Bylaws requires a two-thirds vote at any duly called meeting of the Board. Amendments by the Board become effective as of the date specified by the Board.

Article IX Athlete Representation

Section A. Athlete Representation

The following must consist of at least 20% Athletes as defined in these Bylaws:

1. Delegates who are eligible to attend and vote at the USBC Annual Meeting;
2. Individuals serving on committees (other than Designated Committees) and task forces.

Individuals serving on the Board of Directors and on Designated Committees must consist of at least 20% Elite Athletes, as defined in these bylaws.

“Designated Committees” are defined as the Nominating Committee, the Finance Committee, and all committees or task forces empowered to resolve Athlete's grievances or select participants – including athletes, coaches, trainers, administrators and officials - in International bowling competition.

Section B. Athlete Qualifications

The term “Athlete” is defined in this section for purposes of these Bylaws. To be considered an “Athlete”, an individual must be at least 18 years of age, and meet the qualifications of at least one of the two following constituencies:

1. **Elite Athletes** - Within the preceding 10 years, the individual has been a member of Team USA and has represented the United States in the Olympic or Pan American Games, or an Operation Gold event, or a World Championship recognized by FIQ); or
2. **Actively Engaged Athletes** - One year prior to appointment, those individuals who have demonstrated active engagement in amateur bowling competition by finishing in tournaments as follows:
 - a. For open or women's National championship tournaments conducted by USBC, the top five percent of all amateur finishers based upon the combined list of participants in the All Events event from each of the divisions in the order in which the participants scored;
 - b. For the Team USA Team Trials and National junior championship tournaments conducted by USBC, the top 50% of all amateur male finishers and of all amateur female finishers.

Section C. Athlete Representation on Board of Directors and Designated Committees

All Athletes serving on the Board, serving on a Designated Committee, or as the USBC Representative or Alternate to the USOC Athletes Advisory Council must be Elite Athletes.

Section D. Athlete Representation Among Delegates and on Other Committees and Task Forces

For an Athlete to be eligible to serve as a Delegate for the USBC Annual Meeting, or serve on USBC committees (other than Designated Committees) or task forces, he/she must be an Elite Athlete or an Actively Engaged Athlete. Athletes are eligible to serve as Delegates for four-year terms corresponding to the quadrennial (four-year) period of the USOC.

Section E. Election or Appointment of Athlete Representatives

1. **Board.** Elite Athletes directly elect the Elite Athletes to serve on the Board of Directors.
2. **Athletes Advisory Council.** Elite Athletes directly elect the Elite Athletes to serve on the Athletes Advisory Council.
3. **Designated Committees.** The Athletes Advisory Council selects Elite Athletes to serve on Designated Committees.
4. **USOC Athletes Advisory Council Representative and Alternate.**
 - a. Elite Athletes directly elect the Elite Athletes to serve as the USBC Representative and Alternate to the USOC Athletes Advisory Council.
 - b. The representative and alternate must be of the opposite gender.
 - c. An Elite Athlete may only serve as the USOC Athletes Advisory Council representative for two terms.
 - d. To be eligible to run for the USOC Athletes Advisory Council position, an Elite Athlete cannot be a paid employee of the USOC or USBC.

Article X Due Process

Section A. Applicability of Due Process

USBC provides due process when any:

1. Member, including any Athlete, is charged with a violation of any USBC regulation or requirement which could result in full or partial forfeiture of participation privileges or in other disciplinary action whether undertaken by USBC or a chartered state or local association; or
2. Individual or entity charges USBC with a violation of the requirements of the USOC Constitution or Bylaws, the USBC Articles of Incorporation or Bylaws, or rules and regulations, including but not limited to general playing rules, league rules, or tournament rules, that are adopted, endorsed, or referenced by USBC; the individual or entity charged may include, but is not limited to:
 - a. A sports organization that conducts programs in the sport of bowling on a level of proficiency appropriate for the selection of athletes to represent the United States in National or International competition;
 - b. A USBC member, including any athlete, or any coach, trainer, manager, administrator, or other official, or;
 - c. A state or local association chartered by USBC or an applicant for USBC chartering as an association.

Section B. Elements of Due Process

In matters involving members, including bowlers or amateur athletes, coaches, trainers, managers, administrators, or officials, representing the United States in National or International competition or participating in that competition, and in matters involving league or tournament competition or suspension of membership other than for non-payment of dues, due process may include notice, hearing, expedited hearing, decision, and appeal, all as provided in written policies approved by the Board of Directors.

Article XI
Fiscal Year

The fiscal year of USBC is August 1 through July 31.

Article XII
Indemnification

Directors, officers, and other authorized volunteers, employees, or agents of USBC at the National organization level are indemnified against claims for personal and individual liability arising in connection with their positions or service on behalf of USBC to the full extent permitted by law. USBC maintains liability insurance, as determined by the Board of Directors, for those individuals and for USBC subject to the terms of that insurance.

National Supplement

Membership

Membership/Dues

How Obtained

Membership in USBC is composed of:

Adults who have paid the appropriate USBC, state (if applicable) and local association dues. Membership in USBC may be obtained through a league, a tournament, a chartered association, and via bowl.com. Upon completing a membership application card and paying the appropriate dues, an individual becomes a member of USBC plus one USBC local and one USBC state association.

Youth who have paid the appropriate USBC and state dues and local processing fee. Membership in USBC may be obtained through a league, a bowling center, a tournament, a chartered association, an Alliance-at-Large and via bowl.com. Upon completing a membership application and paying the USBC and state dues and local processing fee, a youth becomes a member of USBC plus one USBC local and one USBC state association.

A **new member** who joins a summer league after March 15 of the current season shall, at the time the individual files his/her application for membership, pays only those annual USBC dues, state dues and local dues (adults) or local processing fee (youth) that are then known to be, or to become, effective for the next season. Upon payment of such dues/processing fee, the individual shall be granted membership in USBC and applicable state and local associations for the balance of the current season and the next season.

Adults must pay dues in each local association and youth must pay the local processing fee in each local association jurisdiction in which he/she applies for membership and/or bowls, except as provided in Rule 100e, Traveling Leagues, 100l, Mail-o-graphic leagues or if the associations have a reciprocal agreement to waive adult dues. When a bowler joins a local association (adults) or pays the local processing fee (youth), he/she shall join the applicable state association. Regardless of the number of state and local associations in which an individual holds membership, he/she shall pay current USBC national membership dues only one time.

Required Fees

Each individual applying for USBC membership shall pay annual USBC membership dues, local dues (adult) or local processing fee (youth) and state association dues as follows:

<u>Adult Standard Membership</u>		<u>Youth Standard Membership</u>	
Maximum USBC	\$10 (currently \$10)	USBC	\$14.50
Maximum State	\$ 1	State	\$.50
Maximum Local	\$10	Local Processing Fee	\$ 2.00
Total Maximum	\$21	Total	\$17.00

State and local adult dues amounts will not exceed the maximums established by the USBC delegates. Youth state dues and local processing fee may be different from adult dues. Members of multiple local associations pay the appropriate state, if required, and local dues (adult) or local processing fee (youth), unless the associations have a reciprocal agreement to waive or reduce adult dues.

When Paid

Adult. Annual USBC, state and local dues in effect for the current season shall be paid before an adult bowler completes his/her first series in league competition on that current season.

Youth. Annual USBC and state dues and the local processing fee in effect for the current season shall be paid before a youth bowler completes his/her third session in league competition on that current season.

If a youth purchases youth and adult membership, national dues are only paid once.

Effective Dates

For adult membership to be effective as of the date purchased in a league, the league secretary must forward the league membership dues, application cards and league application to the local association within 30 days. Otherwise, membership benefits are not effective until the date received at the local association office.

Standard membership (adult and youth) is extended through October 1 of the following season or until required to pay dues in a USBC league the following season, whichever comes first.

Summer or Associate membership (adult and youth) purchased after March 15 is good through October 1 of the following season or until required to pay dues in a USBC league the following season, whichever comes first. For example, a bowler who purchased regular membership on May 17, 2008 received a 2008-09 USBC membership card that is good through October 1, 2009.

Youth who turn 20 during the season are not granted the October 1 extension for tournament play; youth membership expires July 31 of the season in which they turned 20 years old. If a youth member bowling in a summer league turned 20 during the season and the league continues beyond July 31, the bowler may complete the league as a youth bowler.

Possession of a valid membership card entitles the bowler to participate in all USBC competition for which they are otherwise qualified.

Suspension of Membership

An individual is ineligible for USBC membership if he/she currently is under suspension from membership in the USBC or Canadian Tenpin Federation (CTF). USBC also recognizes suspensions previously issued by the American Bowling Congress (ABC), Women's International Bowling

Congress (WIBC) and Young American Bowling Alliance (YABA). Youth suspensions for violation of Rule 400 do not apply to adult membership. (See the Suspension and Reinstatement Procedures.)

Membership may be suspended or revoked by USBC if an individual has failed to pay applicable dues. Membership may be suspended or revoked by USBC following applicable due process if a member is found to have violated any USBC, state or local association bylaw, USBC policy, procedure, rule or other requirements.

Youth Membership Age Limit

- For youth membership in USBC, individuals shall not have reached their 20th birthday on or before August 1 of the current bowling season.
- Individuals who turn 20 on or before August 1 will receive the current season youth membership when purchased for participation in a summer league.
- The age limitation is waived for those authorized as mentally challenged.

Changes in Dues

The maximum standard dues structure for adults may only be changed by the USBC delegation. The maximum standard dues structure for youths may only be changed by the USBC Board based on recommendations from the USBC National Youth Committee.

Types of Membership

In addition to USBC adult and youth standard membership, USBC offers the following optional membership programs:

1. **Sport Bowling.** All bowlers participating in USBC Sport Bowling leagues must pay or provide proof of payment of the Sport upgrade in addition to all required standard USBC membership dues. Unless required by tournament rule, participants in Sport Bowling tournaments are not required to be Sport Bowling members.

Substitutes in USBC Sport Bowling leagues are permitted to participate in one league session per season without the requirement to purchase Sport Bowling membership if they have already purchased USBC standard membership for the current season. Only USBC Sport Bowling members are eligible for USBC Sport Bowling awards.

Standard USBC membership dues for ABC Lifetime and WIBC Permanent members will be paid by USBC for one state and local association per season, but the bowler is responsible for paying the additional Sport Bowling dues.

2. **Junior Gold.** Membership consists of elite youth bowlers who must:
 - a. Be a USBC member in good standing and maintain compliance with Rule 400.
 - b. Carry a minimum average of 21 games based on the previous or current season as follows:
 - 1) Boys 175 average.
 - 2) Girls 150 average.

- c. Purchase an additional Junior gold membership of \$30 separate from their regular USBC membership.
 - 1) Junior Gold members will receive a youth Sport membership.
 - 2) Junior Gold membership is valid:
 - a) For the season starting August 1 through July 31.
 - b) Through October 1 of the following season for summer leagues and tournaments.
3. **Associate.** Associate membership is available to individuals who do not obtain membership through a USBC league subject to the following:
 - a. The Associate membership dues shall be:
 - 1) Adult - National dues (\$10) plus the actual dues charged by the local and state association the bowler is joining. When local and state dues are not known, adult Associate dues will be \$21. (\$10 national, \$10 local, \$1 state)
 - 2) Youth - \$17
 - b. When Associate membership is obtained after March 15, the individual shall become a member for the balance of the current season and the next season.
 - c. The dues automatically will be adjusted whenever changes are made to the national, state and local dues.
4. **Collegiate.** USBC Collegiate membership entitles student-athletes to participate in all certified intercollegiate conferences and tournaments. Membership is open to all men and women currently enrolled in an institute of higher education.

To become a member, an intercollegiate team will complete the application for membership and submit the required dues. Each student-athlete also will complete a USBC membership application. Collegiate bowlers hold USBC national membership and a Sport membership upgrade only. If the USBC Collegiate member participates in USBC standard or Sport competition, the state/local membership dues must be paid, similar to multiple memberships.

5. **High School.** Membership through the USBC High School program is available at no charge to any high school team registering its individual bowlers for the program.

The membership is valid solely for recognized high school competitions during each individual team's official high school bowling season. In order to participate in other USBC youth competitions, (non-USBC High School) the individual must obtain USBC membership by paying all required standard USBC membership dues/processing fee.

Averages from the USBC High School program will not be recognized for entry purposes into any other USBC leagues and/or tournaments.

6. **USBC Youth Basic Membership.** USBC Youth Basic Membership will cost \$5 and be available to all youth who bowl in a league that meets for 12 sessions or less. Benefits include:
 - a. USBC Youth Membership card.
 - b. One issue of US Youth Bowler.
 - c. USBC recognized average.

- d. The ability to participate in USBC certified tournaments.
- e. Access to the USBC Youth Purchasable Awards program.

7. **ABC Lifetime and WIBC Permanent Membership.** Former ABC Lifetime and WIBC Permanent membership will be recognized by USBC Headquarters. Standard membership dues will be credited by USBC to the appropriate state and local association(s) upon submission of the membership application for one local association and one state association per season.

Optional Benefits, USBC:

1. May offer optional benefits for members at dues reflective of the value of services provided by USBC, state and/or local associations.
2. May offer optional benefits for men, women and youth bowlers who choose to be identified with USBC. Dues will reflect the level of membership privileges, services and benefits provided.
3. Determines dues for USBC and establishes the maximum amount of state and local dues only for optional benefits.

The association must offer all levels of membership as established by USBC.

USBC is authorized to test optional benefits prior to offering them, and to waive those specific bylaws, rules and regulations required for testing and implementation.

Board of Directors

Eligibility and Term Information

1. **Eligibility.** The Board composition and eligibility for the directors elected by the delegates is outlined in the USBC Bylaws, Article IV Section A. Additional eligibility requirements may be established by the Nominating Committee.
2. **Term.** The 14 elected positions of the Board are divided into three groups and each has a term of three years. The groups are as follows:
 - a. Positions 1-5 are elected in 2007, 2010, 2013, etc. (This includes one proprietor position elected by BPAA.)
 - b. Positions 6-10 are elected in 2008, 2011, 2014, etc. (This includes one proprietor position elected by BPAA.)
 - c. Positions 11-14 are elected in 2009, 2012, 2015, etc.

The terms for five (5) elected Elite Athlete Board positions are as follows:

- a. Positions 1-2 are elected in 2007, 2010, 2013, etc.
- b. Positions 3-4 are elected in 2008, 2011, 2014, etc.
- c. Position 5 is elected in 2009, 2012, 2015, etc.

The terms for three (3) elected Youth Representative Board positions are as follows:

- a. Position 1 is elected in 2007, 2010, 2013, etc.
- b. Position 2 is elected in 2008, 2011, 2014, etc.
- c. Position 3 is elected in 2009, 2012, 2015, etc.

The term for the Youth Leader Director, appointed by the President and approved by the Board, is for one year.

3. **Skill Sets.** Candidates should possess:
 - a. Current Skill Sets:
 - Strategic Thinker
 - Professional

 - Team Player
 - Ability to Lead
 - Ability to Influence
 - Able to make Financial Decisions
 - Good Listening Skills
 - Ability to Comprehend Discussion and Board Decisions
 - b. Skill Sets Helpful But Not Required:
 - Legal Experience
 - Financial Background
 - Youth Oriented
 - Expertise in Demographics
 - Fund Raising Experience
 - Association and Familiarity with USBC Constituencies

Athletes

Eligibility and Election Procedure

1. **Eligibility.** Athlete eligibility is outlined in the USBC bylaws, Article IX.
2. **Election to USBC Board.** The USBC Elite Athlete Board members are elected by eligible Elite Athletes as outlined in the bylaws. The process is conducted on an annual basis based on the staggered Elite Athlete terms.
3. **Call for Nominations.** USBC notifies all eligible Elite Athletes to solicit interest as an Elite Athlete Board member. The notice includes the following information:
 - a. Roles, responsibilities and expectations.
 - b. Time commitment.
 - c. Procedure on submitting resume for interested Elite Athletes.
 - d. Deadline for resume submission.

Interested Elite Athletes will send the national office a resume that includes the following information:

- a. Desire to serve in the position.
- b. Reasons why, including at least:
 - 1) Past performance.
 - 2) Applicable work, administrative or sport experience.
 - 3) Ability to commit the time.
 - 4) Still competing at an elite level.

4. **Election Procedure.** After the resume submission deadline date, all eligible Elite Athletes will receive a ballot including all resumes received, in the exact form as they were submitted, along with the deadline date for voting.

The Elite Athlete(s) who receives the majority of votes is (are) the new Elite Athlete director(s) and Elite Athletes will be notified of the results.

Athletes Advisory Council (AAC) Election Procedure (USOC)

The USOC AAC Representative and Alternate are elected by eligible Elite Athletes. The process is conducted in the year prior to the new quadrennial with the names submitted to USOC before the end of the year.

1. **Call for nominations.** The AAC sends out a notice to all eligible Elite Athletes to solicit interest in serving as the USOC Representative and/or Alternate. The notice includes the following information:
 - a. Roles, responsibilities and expectations.
 - b. Time commitment.
 - c. Procedure on submitting resume for interested Elite Athletes.
 - d. Deadline for resume submission.

Interested Elite Athletes will send the national office a resume that includes the following information:

- a. Desire to serve in the position.
- b. Reasons why, including at least:
 - 1) Past performance.
 - 2) Applicable work, administrative or sport experience.
 - 3) Ability to commit the time.
 - 4) Still competing at an elite level.

2. **Election.** After the resume submission deadline date, all eligible Elite Athletes will receive a ballot including all resumes received, in the exact form as they were submitted, along with the deadline date for voting.

3. **Results.** The Elite Athlete with the most votes cast is the USOC Representative and the individual of the opposite sex with the highest votes will be the USOC Alternate.
4. **Notification.** All Elite Athletes are notified of the election results.

Committees

Nominating Committee

1. **Purpose:** The Nominating Committee prepares the slate for the Board and Nominating Committee members. It selects the Youth Committee members, subject to Board approval, and meets at least three (3) times annually.
2. **Responsibilities.** In addition to what is outlined in the USBC Bylaws, Article VII Section A. 1, the committee has the following responsibilities:
 - a. Publicizes criteria and procedures for the elected USBC Board.
 - b. Establishes policies and procedures to select the Youth Committee, subject to approval of the Board.
 - c. Solicits names of potential nominees. Interested parties may submit a written request for consideration to USBC by a date designated by the committee.
 - d. Ensures members are selected without regard to race, color, religion, national origin, or sex; and that they are in compliance with the Ted Stevens Olympic and Amateur Sports Act, Subchapter II, 220522,(a), (9).
 - e. Develops and presents a slate of candidates for open Director positions, who are subject to election by the Delegates at the USBC Annual Meeting, with at least two nominations per open position.
 - f. Receives qualifications for review from individuals running for election from the floor. All credentials must be on file with the committee, in writing, at least 24 hours prior to the opening of the Annual Meeting.
 - g. Monitors and certifies the fairness of the election process to the Board.
 - h. Provides a list of candidates for the next Nominating Committee to the USBC Board for approval. The slate must include at least two candidates for each open position on the next Nominating Committee.
 - i. Creates, reviews and maintains a list of potential volunteers for committee, task forces, assignments, etc.
3. **Composition and Terms.** For the purpose of introducing a majority of Board members to this committee, the 2008-2009 and 2009-2010 seasons there will be a committee strength of eleven (11) members. The Elite Athlete representation will be adjusted to meet the 20% requirement. After that time the composition will be nine (9) members. The Nominating Committee:
 - a. Must include a majority of current USBC Board members whose term is not up for election at the next USBC Annual Meeting. They are elected by the Board and serve a one-year term.
 - b. Must include two (2) Elite Athletes or number needed to affirm the 20%, who are elected by the Board and are included in the number for Board majority. They serve a three-year term.
 - c. Must include one (1) youth representative, who is elected by the Board and is included in the number for Board majority and serves a one-year term.

- d. Remaining composition is non-Board members who are elected by the Board to a three-year term and serve on a stagger system divided into three groups.

The Committee elects its own chair whose term runs from June 1 through May 31 of each year.

Youth Committee

1. **Purpose:** The Youth Committee monitors and promotes USBC youth programs. It also makes recommendations regarding youth-specific benefits; youth-specific events; youth leader programs and elects the three (3) youth representatives to the Board. This committee also presents recommended rule changes and youth dues to the USBC Board.
2. **Responsibilities**
 - a. Selects Chair.
 - b. Sets strategic plan that aligns with the USBC Strategic Plan for Board approval.
 - c. Budget.
 - d. Recommends youth dues/rules.
 - e. Monitors, promotes and review youth programs and services.
 - f. Creates new programs.

 - g. Determines eligibility requirements for the Youth Committee and works with the Nominating Committee for candidates.
 - h. Elects the three (3) youth representatives from the Youth Committee to the Board of Directors.
3. **Composition.** The committee is selected by the Nominating Committee, with Board approval. The committee will include three (3) national youth leaders and may also include the following:
 - a. Collegiate/high school representatives.
 - b. Coaches, program directors.
 - c. Athletes, proprietors.
 - d. Industry leaders.
 - e. Volunteers.
 - f. Non aligned representatives (corporate partners, etc.).
 - g. Board members.
4. **Term.** Members of the Youth Committee serve three (3) year terms subject to a limitation of three (3) terms maximum.

Legal & Legislative Committee

1. **Purposes:**
 - a. Legal - responsible for ensuring due process for members and athletes and to maintain the integrity of the sport of bowling.
 - b. Legislative - reviews proposed legislation, discusses items submitted by staff and other committees and, if needed, may propose legislation or work with another committee to propose necessary legislation.

2. Responsibilities:

- a. Legal
 - 1) Decides appeals of administrative decisions.
 - 2) Reconsideration of cases decided by the committee.
 - 3) Decides appeals of decisions made relating to Athletes participating in protected competitions. (Grievance and Due Process Procedures - Protected Competition.)
- b. Legislative
 - 1) Reviews proposed amendments submitted from the field for content and clarity prior to review by the Board of Directors.
 - 2) Returns amendments that do not merit Board and delegate consideration.
 - 3) Develops and presents a recommendation to the Board of Directors for each amendment.
 - 4) Develops amendments as necessary.
 - 5) Presents the Board's recommendation on each amendment to the delegates.
 - 6) Responds to questions regarding proposed amendments at Board and delegates meetings.

3. Authority

- a. Legal - The Committee has the authority to make final decisions on all appeals resulting from administrative decisions, as well as the authority to make final decisions on matters relating to athletes participating in protected competitions.
- b. Legislative - The committee has the authority to return amendments submitted from the field it believes does not merit Board and delegate consideration.

Amendment Procedures

Amendments Policy

1. **Board Authority.** Board authority is outlined in the USBC Bylaws Article IV, Section E, Items 11, 12, 14, and 15. The USBC Board, by a two-thirds vote, may amend the following:
 - a. The provisions of the USBC National Bylaws specific to compliance with USOC rules and regulations, provisions related to athletes and youth and other provisions mandated by the Articles of Incorporation or applicable law and those specific to youth competition.
 - b. National championship tournament rules.
 - c. Youth league rules.
 - d. Youth tournament rules.
 - e. Awards rules.
 - f. Resolutions.

Items a-f may be amended at any duly called meeting of the Board. Youth changes must first be considered by the Youth Committee and submitted to the Board with a recommendation.

2. **Equipment Specifications and Certification Committee Authority.** Equipment Specifications and Certification Committee authority is outlined in the USBC Bylaws Article VII, Section A, Item 5.

The Equipment Specifications and Certification Committee, acting for and on behalf of the USBC Board, is authorized to have final authority to alter or change specifications.

3. **Effective Date of Amendments.** All amendments/resolutions approved by the Board become effective immediately unless otherwise specified.
4. **Delegate Authority - Bylaws.** Delegate authority for bylaws is outlined in the USBC Bylaws Article VIII. The delegates, by a two-thirds vote may amend the following:
 - a. The *USBC National Bylaws* with the exception of those listed in Section 1a. of these amendment procedures
 - b. *USBC State Bylaws*.
 - c. *USBC Local Bylaws*.

To be considered at the next USBC Annual Meeting, a proposed amendment must be submitted:

- a. By a member or chartered association, in writing, to USBC Headquarters by September 1 prior to the date of the next USBC Annual Meeting.
 - b. By a USBC committee or USBC Board, in writing, to USBC Headquarters by December 1 prior to the date of the next USBC Annual Meeting.
5. **Delegate Authority - Other.** Delegate authority for rules is outlined in the USBC Bylaws, Article VIII. The delegates by a majority vote may amend the following:
 - a. The general playing rules.
 - b. Adult league rules.
 - c. Tournament rules.

To be considered at the next USBC Annual Meeting, a proposed amendment must be submitted:

- a. By a member or chartered association, in writing, to USBC Headquarters by September 1 prior to the date of the next USBC Annual Meeting.
 - b. By a USBC committee or the USBC Board, in writing, to USBC Headquarters by December 1 prior to the date of the next USBC Annual Meeting.
6. **Special Procedures.** The USBC Board, by a two-thirds vote, may submit a proposed amendment to the USBC National, State or Local Bylaws (except those listed in Section 1, Item a of these amendment procedures), the general playing rules and/or adult league or tournament rules directly to the delegates prior to the opening of the USBC Annual Meeting.
 7. **Effective Date of Amendment.** The effective date of amendments is outlined in the USBC Bylaws Article VIII.

All amendments approved by the delegates become effective August 1 following the annual meeting where they were adopted, unless otherwise specified.

8. **Withdrawal of Proposed Amendments.** A proposed amendment may be withdrawn by the proposer prior to being considered at the USBC Annual Meeting delegates' session.
9. **Returned Amendments.** Those amendments, which in USBC's judgment do not merit Board and delegate consideration, will be returned to the proposer. The proposer of a returned amendment may resubmit the proposal the following year, by September 1 prior to the next USBC Annual Meeting if it is supported by a petition signed by 100 USBC members. The addresses and USBC

membership numbers of the signers of the petition must be included. Such amendments will be submitted to the delegates for consideration at the next USBC Annual Meeting delegates' session.

10. **Action on Amendments.** The action by the Board and delegates on each amendment considered shall be limited to the following:
- Adopt as submitted or amended.
 - Reject.
 - Defer for one year for further study.

Motions to table or postpone indefinitely shall be out of order.

11. **Codification.** USBC Headquarters may renumber, revise, codify and correct any provision of the bylaws, rules and regulations of the USBC, but in doing so, it shall not change the meaning of any provision.
12. **Disseminates and distributes proposed changes.** Proposed amendments/resolutions are distributed to the membership and other affected parties at least 30 days in advance of the USBC Annual Meeting through the following processes:
- Posted on the official Web site, bowl.com.
 - Announced in appropriate USBC publications.

Vacancies for Delegates to the USBC National Annual Meeting

- Prior to the USBC Annual Meeting:**
 - Vacancies shall be filled for the unexpired portion of each term by the alternates, in the order in which they were elected.
 - If a vacancy still exists, the president fills the vacant position by appointment.
 - The appointee must meet the same eligibility requirements as elected positions.
- When a local association elects fewer delegates than it is entitled, the Board of Directors may exercise one of the following options:**
 - Authorize another election to be held at a membership meeting to fill the position(s).
 - Fill those vacancies with alternates, in the order in which they were elected.
 - Empower the president to fill the vacancies when alternates are not available.
- At the USBC Annual Meeting:** When a local association is not fully represented while attending a USBC Annual Meeting, the delegates of the association who are present may select enough of their members who are present to act as delegates so that the association may be fully represented at the meeting.

United States Bowling Congress (USBC) 2009-2010 Merged State USBC Association Bylaws

Introduction

The following document is the mandatory form of bylaws to be adopted by each merged state association and used in conjunction with the *USBC Association Policy Manual*. Complete all blanks where indicated.

The association must abide by state corporate laws and may adopt additional provisions provided they do not conflict with the mandatory bylaws or state laws. The appropriate provision of state law takes precedence over the bylaws.

Notes and footnotes appear only to provide clarification and examples. Parenthetical statements are for information only.

Article I Name

The name of the organization is the _____ **State USBC** Association, chartered by the United States Bowling Congress. (USBC must approve the name and jurisdiction of the association, prior to granting a charter.)

Article II Nonprofit Corporation and Charter

Section A. Nonprofit Corporation

The association is organized as a nonprofit corporation and operates consistent with the requirements of an organization classified as tax exempt under Section 501(c)(3) of the Internal Revenue Code (IRC).

Section B. Charter

The association shall be chartered by USBC and subject to its authority. To maintain its charter, the association must:

1. Provide services for men, women and youth.
2. Adopt bylaws approved by USBC.
3. Not enact any bylaws or rules inconsistent with *USBC's Bylaws*.
4. Adhere to stated requirements as set forth in the *USBC Bylaws and USBC Association Policy Manual*.

Section C. Association Dissolution

Upon dissolution of this organization all of its assets remaining after payment of its lawful obligations shall be distributed in accordance with the requirements of Section 501(c)(3) of the Internal Revenue Code and regulations promulgated thereunder.

Article III Purpose

The purposes of the association as stated in the Articles of Incorporation, include, but are not limited to:

1. Providing equal opportunity for all in the sport of bowling without regard to race, religion, age, gender, disability, or national origin.
2. Promoting the game of American Tenpins.
3. Conducting and supporting bowling competition.
4. Engaging in any other activities permitted by an organization classified as tax exempt under Section 501(c)(3) of the IRC.

Article IV Membership and Dues

Adults who have obtained USBC and local association membership, in accordance with USBC and local association bylaws, become members of this association through the payment of applicable annual state dues, if any.

Youth who have obtained USBC membership and paid the local processing fee, in accordance with USBC bylaws, become members of this association through the payment of applicable annual state dues.

The delegates representing adult membership, and all officers and directors by a two-thirds vote, determine and adopt adult dues, if any.

The annual state adult dues are \$_____ (Cannot exceed \$1.)

The annual state youth dues are \$0.50.

The Board may waive all or part of state dues for:

1. Members of other USBC associations having a reciprocal agreement with the association.
2. Other groups, such as seniors, etc., as determined by the Board.

The association cannot charge additional non-dues assessments.

Article V Board of Directors - Management

Section A. Board Composition, Authority and Duties

The management and governance of the association is vested in the Board of Directors that includes the Officer and Director positions. The delegates representing adult membership, Youth Delegates, and Board determine the number of positions on the Board of Directors and their term. **The total number of Board members is _____, with _____ total number of directors.** At least 20% of the total number of Board

members will be elected by the Youth Delegates and officers and directors who hold youth membership. **The number of Board members elected by the Youth Delegates and officers and directors who hold youth membership is _____.**

The Board shall not engage in any acts constituting a conflict of interest. The Board's duties include but are not limited to:

1. Enforcing the bylaws.
2. Complying with the *USBC Association Policy Manual*.
3. Conducting championship level competition for its membership constituency (men, women and youth) and complying with state and local laws in their area.
4. Implementing USBC programs as requested.
5. Selecting/appointing the Association Manager.
6. Approving use of membership records.

Section B. Eligibility

A candidate for the Board (elected or appointed) must be:

1. A USBC member in good standing of the association at the time of election and throughout their term.
2. Elected or appointed without regard to race, color, religion, gender, disability, national origin, or age, other than the minimum age of 14, unless state laws mandate a specific age, and be reasonably representative of the membership.
 - a. Any member of the Board authorized to sign contracts or acting as a signatory on association accounts must be a minimum age of 18.
 - b. At least 20% of the Board must be represented by youth and elected by the Youth Delegates and officers and directors who hold youth membership.
 - c. A maximum of three bowling center proprietors may serve on the Board at one time. A proprietor is an individual who is the owner, partner, or corporate officer of a bowling center or group of bowling centers. Excluded from the definition of proprietor is an individual who owns 25% or less of the equity shares, or who is inactive in the management of the bowling center and remains so during a term as an officer or director.

Additional eligibility requirements, if any, are to be approved by the delegates representing adults, Youth Delegates, and Board. **[Insert additional eligibility requirements here.]**

Section C. Election of Directors

Directors are elected by majority vote^{*}, unless plurality vote^{**} is adopted, by the delegates representing adults, Youth Delegates and the Board. **Directors whose positions are subject to election by the delegates representing adults are elected by a _____ vote of those delegates, officers and directors, present and voting from:**

1. A slate.
2. Nominations from the floor.

Qualifications must be submitted, in writing, at least 24 hours prior to the opening of the annual meeting.

At least 20% of the Board is elected by the Youth Delegates and officers and directors who hold youth membership.

Voting will be by ballot if there is more than one nominee for each position.

Section D. Term

The term for directors is _____ years. The delegates representing adult membership, Youth Delegates, and Board determine the number of years in a term and the number of terms allowed. For two- and three-year terms the delegates representing adult membership, Youth Delegates, and Board establish a stagger system.

[Insert officer and director stagger system here.]

Section E. Resignation, Removal, and Vacancies

1. **Resignation.** A Board member may resign from the Board of Directors by providing written notice of resignation to the president or, in the case of the president, to the Board.
2. **Removal for Ineligibility.** A Board member who is no longer eligible to serve on the Board may be removed by a two-thirds vote of the Board when a quorum is present.
3. **Removal for Cause.** When a Board member is accused, in writing, of failure to properly perform the duties of their office or otherwise engaging in improper or

^{*} *If a majority vote is not reached on the first ballot, the candidate receiving the lowest vote total is dropped and balloting continues until a candidate receives a majority vote.*

^{**} *A plurality vote is the largest number of votes cast for a given candidate. The candidate(s) receiving the most votes is(are) elected.*

unfair activities or conduct, the Board may conduct a meeting following the Removal Procedures in the Suspension and Reinstatement Chapter of the *USBC Association Manual*. An appeal may be filed with USBC within 15 days of the removal. Two-thirds written consent of the full Board is required to seek re-election and/or re-appointment to the Board.

4. **Vacancies.** Vacancies in positions on the Board are filled for the un-expired portion of each term as follows:
 - a. If elected by the delegates representing adult membership, and officers and directors who hold adult membership, director vacancies are filled by the president, subject to approval by the Board.
 - b. Director vacancies elected by the Youth Delegates and officers and directors who hold youth membership are filled by the Youth Committee.
 - c. The Board fills vacancies in officer positions.

Article VI Officers

Section A. President and Vice President

The officers of this association shall include a president and vice president. (The association determines if more than one vice president or a sergeant-at-arms is necessary and defines their duties and responsibilities to be placed in the association's operations manual.)

Section B. Election

The delegates representing adult membership, Youth Delegates, and all officers and directors determine the election process. **(Select one.)**

1. **Officers are elected by a majority vote of the Board of Directors from among the current directors unless state laws mandate otherwise; or**
2. **Officers are elected by a majority vote* of the delegates representing adult membership, Youth Delegates, officers and directors, present and voting from:**
 - a. **A slate.**
 - b. **Nominations from the floor.**

Qualifications must be submitted, in writing, at least 24 hours prior to the annual meeting.

Voting will be by ballot if there is more than one nominee for each position.

Section C. Term

The term for elected officers is _____ years, not to exceed three years in a term.

The delegates representing adult membership, Youth Delegates, and Board determine the number of years in a term and the number of terms allowed.

Section D. Authority and Duties

1. President

- a. Presides at all meetings.
- b. Acts as spokesperson for the association.
- c. Serves as the liaison to the state proprietors association, if applicable.
- d. Appoints committees, except Youth, with Board approval.

Note: Committees should be composed of both Board members and non-Board members. (See Chapter Six of the *USBC Association Policy Manual, Committees.*)

2. Vice President

- a. Presides at all meetings when the president is absent.
- b. Performs other duties as prescribed by the Board or requested by the president.

3. Association Manager

- a. Selected/appointed by and accountable to the Board.
- b. Acts as the ex officio non-voting secretary/treasurer of the Board or such other officer designation as required by law and determined by the Board.
- c. Responsible for other duties as prescribed by the Board and in the *USBC Association Policy Manual*.

Article VII Meetings

Section A. Annual Meeting

An Annual Meeting of association delegates representing adult membership and Youth Delegates shall be held at a time and place approved by the Board of Directors. (See Article IX, Section C for the time frame for election of delegates and alternates to the USBC Annual Meeting.)

Attendance is open to all members. Voting officers, directors, delegates/alternates representing adult membership and Youth Delegates/alternates must be at least 14 years of age, unless state laws mandate a specific age.

1. The Association Invites All Associations Within Its Jurisdiction, As Follows:

- a. Associations serving men, women and youth are entitled to delegates representing adult membership and Youth Delegates/alternates.
Delegates/alternates. Only adult membership will be used to determine the number of adult delegates/alternates to which an association is entitled.
Youth Delegates/alternates. Only youth membership will be used to determine the number of Youth Delegates/alternates to which an association is entitled.
- b. Associations serving men and women only (BA):
Delegates/alternates. Association membership will be used to determine the number of delegates/alternates to which an association is entitled.
- c. Associations serving women only (WBA):
Delegates/alternates. Association membership will be used to determine the number of delegates/alternates to which an association is entitled.
- d. Associations serving youth only (Youth Association):
Youth Delegates/alternates. Association membership will be used to determine the number of Youth Delegates/alternates to which an association is entitled. Youth Delegates/alternates are defined as members, at least 14 years of age at the time of election, unless state laws mandate a specific age, elected by chartered local associations.

The number of delegates representing adult membership and Youth Delegates/alternates an association is entitled to is as follows:

[Insert the delegate/Youth Delegate chart adopted by the delegates, Youth Delegates, and Board.]

A local association is not eligible to send delegates representing adult membership and/or Youth Delegates/alternates if it is declared delinquent or USBC has revoked its charter.

<p>Note: An association that has not processed dues for the current season shall be considered delinquent.</p>

- e. **Credentials.** Credentials are forwarded to the state association **at least _____ days prior** to the opening of the annual meeting.
2. **Voice and Vote**
Voting officers and directors, delegates representing adult membership and Youth Delegates, at least 14 years of age, unless state laws mandate a specific age, have voice and vote. Other members may attend with voice only. Absentee and proxy voting are not permitted.
3. **Responsibilities**
 - a. All Delegates representing adult members, Youth Delegates, and officers and directors shall elect two delegates and two alternates for the USBC Annual Meeting.

- b. Delegates representing adult membership and all officers and directors shall:
 - 1) Adopt bylaws, with the exception of youth dues and Youth Committee eligibility requirements.
 - 2) Adopt state adult dues, up to the established maximum.
 - 3) Elect up to 80% of the total number of members of the Board.
- c. Youth Delegates and those officers and directors who hold youth membership shall:
 - 1) Adopt bylaws with the exception of adult and youth dues.
 - 2) Adopt Youth Committee eligibility requirements.
 - 3) Elect the Youth Committee.
 - 4) Elect at least 20% of the total number of members of the Board.
- 4. **Meeting Notice**

Written notice of the meeting shall be forwarded to the Board, delegates representing adult membership and Youth Delegates, at least 15 days prior to the annual meeting.
- 5. **Special Meetings**

Special delegate meetings may be called by the president or upon written request of at least three Board members or at least twenty-five delegates.
- 6. **Quorum*****
 - a. **_____ Delegates representing adult membership constitute a quorum.**

The delegates representing adult membership, Youth Delegates, and Board determine the number.
 - b. **_____ Youth Delegates constitute a quorum for youth related elections and activities.** The delegates representing adult membership, Youth Delegates, and Board determine the number. *****(See USBC Association Policy Manual, Chapter 5.)**
- 7. **Action**

A majority vote of the delegates representing adult membership and Youth Delegates, officers and directors present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action, unless otherwise provided by law or these bylaws.

Election of officers requires a majority vote*. Election of directors requires a majority vote*, unless plurality vote** has been adopted in accordance with these bylaws. Election of delegates and alternates requires a plurality vote**. Absentee and proxy voting are not permitted.

Section B. Board Meeting

The Board shall meet, at a minimum, as often as required by state law. Special meetings may be held upon the request of any Board member if a majority of the Board approves.

- 1. **Notice.** Written notice for all regular and special meetings shall be forwarded to the Board at least 15 days prior to the meeting.

2. **Quorum****.** _____ **Board members constitute a quorum.** The delegates representing adult membership, Youth Delegates, and Board determine the number. ****(See *USBC Association Policy Manual, Chapter 5.*)
3. **Action.** A majority vote of the officers and directors, present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action, unless otherwise provided by law or these bylaws. Absentee and proxy voting are not permitted.
4. **Action(s) Without a Meeting.** Actions that are deemed necessary to conduct business/operations of the association may be taken outside of a Board meeting by use of mail, e-mail or teleconferencing. This type of action must be permissible by state law and approved by the delegates representing adult membership, Youth Delegates, and Board.
The procedures found in the *USBC Association Policy Manual, Chapter Five, Section D, Item 4* must be followed.
The association _____ (does/does not) allow the Board to vote via mail, e-mail, or teleconference.

Section C. Parliamentary Procedure

The most recent edition of *Robert's Rules of Order, Newly Revised*, shall govern all meetings.

Article VIII Committees

Section A. Standing Committees

The association shall have the following Standing Committees: Finance and Youth.

1. **Finance Committee.** The committee is responsible for reviewing and monitoring the association's financial matters.
2. **Youth Committee.** The Youth Committee is elected by majority vote, unless plurality vote is adopted by the Youth Delegates and officers and directors who hold youth membership. **Youth Committee members whose positions are subject to election are elected by a _____ vote of those Youth Delegates, officers and directors who hold youth membership, present and voting from:**
 - a. A slate provided by the Youth Committee.
 - b. Nominations from the floor.Qualifications must be submitted, in writing, at least 24 hours prior to the opening of the annual meeting.

The Youth Committee is responsible for:

- a. Developing eligibility requirements for Board members representing the youth to be approved by the delegates representing adult membership, Youth Delegates and Board.

- b. Developing eligibility requirements for the Youth Committee, subject to approval of the Youth Delegates and officers and directors who hold youth membership.
- c. Monitoring, promoting, reviewing and recommending youth programs conducted by the association.

Section B. Other Committees

The president may establish other committees, with Board approval.

Article IX Delegates and Alternates to USBC Annual Meeting

Section A. USBC Annual Meeting

Two delegates and two alternates are elected by plurality vote** of those delegates representing adult membership, Youth Delegates, and officers and directors, present and voting. (See Article VI, Section A of the national bylaws for representation.)

Note: The definition of a delegate is an individual, 18 years of age or older, who holds USBC membership.

Section B. Eligibility

Delegates and Alternates must be:

1. Elected by the Board and delegates.
2. At least 18 years of age.
3. A USBC member in good standing of the association at the time of election and throughout their term.

If a member is elected to represent more than one association to attend the same meeting, the first election shall stand and any succeeding election shall be declared null and void.

Note: If the association's charter has been revoked they are ineligible to send delegates to the USBC Annual Meeting.

Section C. Election

Delegates and alternates serve for one year, beginning August 1, and are elected by:

1. A slate.
2. Nominations from the floor.

Qualifications must be submitted, in writing, at least 24 hours prior to the opening of the annual meeting.

3. Plurality vote**. The election shall be by ballot, except that a voice vote may be taken when the number of candidates does not exceed the number of positions to be filled.
4. Alternates shall serve in order of their election.

The election is to be held in compliance with the USBC Annual Meeting requirements.

Section D. Vacancies

Vacancies in delegate positions are filled for the un-expired portion of each term by the alternates, in the order in which they were elected. If a vacancy still exists, the president fills the vacant position(s) by appointment.

The appointee must also meet the same eligibility requirements as elected positions.

Article X Amendments

Section A. Procedure

Any member of the association may submit proposed amendments to these bylaws. The state association bylaws may be amended at any delegate/Youth Delegate meeting by a two-thirds vote of the delegates representing adult membership, Youth Delegates, and Board, present and voting. The amendment must be:

1. Submitted in writing to the Association Manager or president.
2. **Submitted at least _____ days prior to the meeting when the association is considering the proposal.** (The date or number of days is to be set by the delegates representing adult membership, Youth Delegates and Board. See Section B, Change in Dues.)
3. **Forwarded by the state association at least _____ days before the meeting to:**
 - a. Local Association Managers.
 - b. State Board of Directors.
 - c. Delegates representing adult membership and Youth Delegates eligible to vote.

Section B. Change in Adult Dues

Forward a notice to each delegate representing adult membership and Board member at least 15 days prior to the meeting at which the proposed change is considered. The notice must:

1. Be in writing.
2. Specify the amount of the change.
3. Specify the reason for the change.

Notification of any adopted change in adult dues and the reason for the change will be forwarded in writing to each local association.

Section C. Effective Date

All amendments are effective August 1, following adoption, unless otherwise specified when adopted.

Article XI
Fiscal Year

The fiscal year of this association is August 1 through July 31.

Article XII
Indemnification

Directors, officers, and other authorized volunteers, employees or agents shall be indemnified against claims for personal and individual liability arising in connection with their positions or service on behalf of the association to the full extent permitted by law.

United States Bowling Congress (USBC) 2009-2010 State USBC Youth Association Bylaws

Introduction

The following document is the mandatory form of bylaws to be adopted by each Youth state association and to be used in conjunction with the *USBC Association Policy Manual*. Options for each are italicized. Complete all blanks where indicated.

The association must abide by state corporate laws and may adopt additional provisions provided they do not conflict with the mandatory bylaws or state laws. The appropriate provision of state law takes precedence over the bylaws.

Notes and footnotes appear only to provide clarification and examples. Parenthetical statements are for information only.

Article I Name

The association is chartered by the United States Bowling Congress. (USBC must approve the name and jurisdiction of the association prior to granting a charter.) The name of the organization is the _____ **State USBC Youth.**

Article II Nonprofit Corporation and Charter

Section A. Nonprofit Corporation

The association is organized as a nonprofit corporation and operates consistent with the requirements of an organization classified as tax exempt under Section 501(c)(3) of the Internal Revenues Code (IRC).

Section B. Charter

The association shall be chartered by USBC and subject to its authority. To maintain its charter, the association must:

1. Provide services for USBC Youth (youth only).
2. Adopt bylaws approved by USBC.
3. Not enact any bylaws or rules inconsistent with *USBC's Bylaws*.
4. Adhere to stated requirements as set forth in the *USBC Bylaws* and *USBC Association Policy Manual*.

Section C. Association Dissolution

Upon dissolution of this organization all of its assets remaining after payment of its lawful obligations shall be distributed in accordance with the requirements of Section 501(c)(3) of the Internal Revenue Code and regulations promulgated thereunder.

Article III Purpose

The purposes of the association as stated in the Articles of Incorporation, include, but are not limited to:

1. Providing equal opportunity for all in the sport of bowling without regard to race, religion, age, gender, disability, or national origin.
2. Promoting the game of American Tenpins.
3. Conducting and supporting bowling competition.
4. Engaging in any other activities permitted by an organization classified as tax exempt under Section 501(c)(3) of the IRC.

Article IV Membership and Dues

Individuals who have obtained USBC membership and paid the local processing fee, in accordance with USBC bylaws, become members of this association through payment of applicable annual state dues.

The annual state youth dues are \$0.50.

The Board may waive all or part of state dues for:

1. Members of other USBC associations having a reciprocal agreement with the association.
2. Other groups as determined by the Board.

The association cannot charge additional non-dues assessments.

Article V Board of Directors - Management

Section A. Board Composition, Authority and Duties

The management and governance of the association is vested in the Board of Directors that includes the Officer and Director positions. The Board and the Youth Delegates determine the number of positions on the Board of Directors and their term. **The total number of Board members is _____, with _____ total number of Directors.**

The Board shall not engage in any acts constituting a conflict of interest. The Board's duties include but are not limited to:

1. Enforcing the bylaws.
2. Complying with the *USBC Association Policy Manual*.
3. Conducting championship level competition for its membership constituency (youth) and complying with state and local laws in their area.
4. Implementing USBC programs as requested.

5. Selecting/appointing the Association Manager.
6. Approving use of membership records.

Section B. Eligibility

A candidate for the Board (elected or appointed) must be:

1. A USBC member in good standing at the time of election and throughout their term.
2. Elected or appointed without regard to race, color, religion, gender, disability, national origin, or age, other than the minimum age of 14 years, unless state laws mandate a specific age and be reasonably representative of the membership.
3. Any member of the Board authorized to sign contracts or acting as a signatory on association accounts must be a minimum age of 18.

Additional eligibility requirements, if any, are to be approved by the Board and the Youth Delegates. **[Insert additional eligibility requirements here.]**

Section C. Election of Directors

Directors are elected by majority vote^{*}, unless plurality vote^{**} is adopted, by the Youth Delegates and the Board. **Directors are elected by a _____ vote of the Board and the Youth Delegates present and voting from:**

1. A slate.
2. Nominations from the floor.

Qualifications must be submitted, in writing, at least 24 hours prior to the opening of the annual meeting.

Voting will be by ballot if more than one nominee for each position.

Section D. Term

The term for directors is _____ years. The number of years in a term, the number of terms allowed and a stagger system are determined by the Board and the Youth Delegates.

[Insert officer and director stagger system here.]

* If a majority vote is not reached on the first ballot, the candidate receiving the lowest vote total is dropped and balloting continues until a candidate receives a majority vote.

** A plurality vote is the largest number of votes cast for a given candidate. The candidate(s) receiving the most votes is(are) elected.

Section E. Resignation, Removal, and Vacancies

1. **Resignation.** A Board member may resign from the Board of Directors by providing written notice of resignation to the president or, in the case of the president, to the Board.
2. **Removal for Ineligibility.** A Board member who is no longer eligible to serve on the Board may be removed by a two-thirds vote of the Board when a quorum is present.
3. **Removal for Cause.** When a Board member is accused, in writing, of failure to properly perform the duties of their office or otherwise engaging in improper or unfair activities or conduct, the Board may conduct a meeting following the Removal Procedures in the Suspension and Reinstatement Chapter. An appeal may be filed with USBC Headquarters within 15 days of the removal. Two-thirds written consent of the full Board is required to seek re-election and/or re-appointment to the Board.
4. **Vacancies.** Vacancies in positions on the Board are filled for the un-expired portion of each term as follows:
 - a. The president, with Board approval, shall fill vacancies in director positions.
 - b. The Board fills vacancies in officer positions.

Article VI Officers

Section A. President and Vice President

The officers of this association shall include a president and vice president. (The association determines if more than one vice president or a sergeant-at-arms is necessary and defines their duties and responsibilities in the association's operations manual.)

Section B. Election

The Youth Delegates, officers and directors determine the election process. **(Select one.)**

1. **Officers are elected by a majority vote of the Board of Directors from among the current directors unless state laws mandate otherwise; or**
2. **Officers are elected by a majority vote* of the Youth Delegates, officers and directors, present and voting from:**
 - a. **A slate.**
 - b. **Nominations from the floor.**
Qualifications must be submitted, in writing, at least 24 hours prior to the opening of the annual meeting.

Voting will be by ballot if there is more than one nominee for each position.

Section C. Term

The term for elected officers is _____ years, not to exceed three years in a term.

The number of years in a term, the number of terms allowed and a stagger system are determined by the Board and the Youth Delegates.

Section D. Authority and Duties

1. President

- a. Presides at all meetings.
- b. Acts as spokesperson for the association.
- c. Serves as the liaison to the state proprietors association, if applicable.
- d. Appoints committees with Board approval.

Note: Committees should be composed of both Board members and non-Board members. (See Chapter Six of the *USBC Association Policy Manual, Committees.*)

2. Vice President

- a. Presides at all meetings when the president is absent.
- b. Performs other duties as prescribed by the Board or requested by the president.

3. Association Manager

- a. Selected/appointed by and accountable to the Board.
- b. Acts as the ex officio non-voting secretary/treasurer of the Board or such other officer designation as required by law and determined by the Board.
- c. Responsible for other duties as prescribed by the Board and in the *USBC Association Policy Manual*.

Article VII Meetings

Section A. Annual Meeting

An Annual Meeting of the Board and the Youth Delegates/alternates shall be held at a time and place approved by the Board of Directors. (See Article IX, Section B, for the time frame for election of delegates and alternates to the USBC Annual Meeting.)

Attendance is open to all members. *** Voting officers, directors and Youth Delegates/alternates must be at least 14 years of age, unless state laws mandate a specific age.

1. The Association Invites All Associations and Youth Delegates Within Its Jurisdiction, as Follows:

*** Youth Associations will also allow adult USBC members involved in youth programs to attend with voice only.

- a. **Associations** Youth associations will invite all youth associations as well as those associations that have a combined membership of men, women and youth.***
- b. **Youth Delegates and Alternates.** Defined as members, at least 14 years of age at the time of election, unless state laws mandate a specific age, who are elected by chartered local associations. Only youth membership will be used to determine the number of Youth Delegates and alternates an association is entitled to send to the USBC Youth Association state annual meeting.

[Insert the Youth Delegate chart adopted by the Board and Youth Delegates.]

A local association is not eligible to send Youth Delegates/alternates if it is declared delinquent or USBC has revoked its charter.

Note: An association that has not processed dues for the current season shall be considered delinquent.

- c. **Credentials.** Credentials are **forwarded to the state association at least _____ days** prior to the opening of the annual meeting.
2. **Voice and Vote**
Youth Delegates, voting officers and directors of the association, at least 14 years of age, unless state laws mandate a specific age, have voice and vote. Other members may attend with voice only. Absentee and proxy voting are not permitted.
3. **Responsibilities**
Youth Delegates and Board members shall:
 - a. Adopt bylaws, with the exception of youth dues
 - b. Elect officers and directors to the Board.
 - c. Elect one delegate and one alternate to the USBC Annual Meeting.
4. **Meeting Notice**
Written notice of the meeting shall be forwarded to the Board and the Youth Delegates at least 15 days prior to the annual meeting.
5. **Special Meetings**
Special delegate meetings may be called by the president or upon written request of at least three Board members or at least twenty-five Youth Delegates.
6. **Quorum******
_____ Youth Delegates constitute a quorum. The Youth Delegates and Board determine the number. ****(See *USBC Association Policy Manual, Chapter 5.*)
7. **Action**
A majority vote of Youth Delegates, officers and directors present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action, unless otherwise provided by law or these bylaws.

Election of officers requires a majority vote*. Election of directors requires a majority vote*, unless plurality vote** has been adopted, in accordance with these bylaws. Election of delegates and alternates require a plurality vote.** Absentee and proxy voting are not permitted.

Section B. Board Meeting

The Board shall meet, at a minimum, as often as required by state law. Special meetings may be held upon the request of any Board member if a majority of the Board approves.

1. **Notice.** Written notice for all regular and special meetings shall be forwarded to the Board at least 15 days prior to the meeting.
2. **Quorum****.** _____ **Board members constitute a quorum.** The Board and Youth Delegates determine the number. *****(See *USBC Association Policy Manual, Chapter 5.*)
3. **Action.** A majority vote of the officers and directors, present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action unless otherwise provided by law or these bylaws. Absentee and proxy voting are not permitted.
4. **Action(s) Without a Meeting.** Actions that are deemed necessary to conduct business/operations of the association may be taken outside of a Board meeting by use of mail, e-mail or teleconferencing. This type of action must be permissible by state law and approved by the Youth Delegates and Board. The procedures found in the *USBC Association Policy Manual, Chapter Five, Section D, Item 4* must be followed.
The association _____ (does/does not) allow the Board to vote via mail, e-mail, or teleconference.

Section C. Parliamentary Procedure

The most recent edition of *Robert's Rules of Order, Newly Revised*, shall govern all meetings.

Article VIII Committees

Section A. Standing Committees

The association shall have a Finance Committee. The committee is responsible for reviewing and monitoring the association's financial matters.

Section B. Other Committees

The president may establish other committees, with Board approval.

Article IX

Delegate and Alternate to USBC Annual Meeting

Section A. USBC Annual Meeting

A delegate and alternate to the USBC Annual Meeting are elected by plurality vote** of those Youth Delegates and officers and directors present and voting. (See Article VI, Section A of the national bylaws for representation.)

Note: The definition of a delegate is an individual, 18 years of age or older, who holds USBC membership.

Section B. Eligibility

Delegates and Alternates must be:

1. Elected by the Board and Youth Delegates.
2. At least 18 years of age.
3. A USBC member in good standing at the time of election and throughout their term.

If a member is elected to represent more than one association to attend the same meeting, the first election shall stand and any succeeding election shall be declared null and void.

Note: The definition of a delegate is an individual, 18 years of age or older, who holds USBC membership.

Section C. Election

The delegate and alternate serve for one year, beginning August 1, and are elected by:

1. A slate.
2. Nominations from the floor.

Qualifications must be submitted, in writing, at least 24 hours prior to the opening of the annual meeting.

3. Plurality vote**. The election shall be by ballot, except that a voice vote may be taken when the number of candidates does not exceed the number of positions to be filled.
4. Alternate shall serve in order of their election.

The election is to be held in compliance with the USBC Annual Meeting requirements.

Section D. Vacancies

Vacancies in delegate positions are filled by the alternates in the order in which they were elected for the un-expired portion of each term. If a vacancy still exists, the president fills the vacant position by appointment.

The appointee must also meet the same eligibility requirements as elected positions.

Article X Amendments

Section A. Procedure

Any member of the association may submit proposed amendments to these bylaws. The state association bylaws may be amended by a two-thirds vote at any Youth Delegate meeting, by the Youth Delegates and Board present and voting.

The amendment(s) must be:

1. Submitted in writing to the Association Manager or president.
2. **Submitted at least _____ days prior to the meeting when the association is considering the proposal.** The date or number of days is to be set by the Board and the Youth Delegates.
3. **Forwarded by the state association at least _____ days before the meeting to:**
 - a. Local Association Managers.
 - b. State Board of Directors.
 - c. Youth Delegates.

Section B. Effective Date

All amendments are effective August 1, following adoption, unless otherwise specified when adopted.

Article XI Fiscal Year

The fiscal year of this association is August 1 through July 31.

Article XII Indemnification

Directors, officers, and other authorized volunteers, employees or agents shall be indemnified against claims for personal and individual liability arising in connection with their positions or service on behalf of the association to the full extent permitted by law.

United States Bowling Congress (USBC) 2009-2010 State USBC WBA Bylaws

Introduction

The following document is the mandatory form of bylaws to be adopted by each WBA (women) state association and to be used in conjunction with the *USBC Association Policy Manual*. Options for each are italicized. Complete all blanks where indicated.

The association must abide by state corporate laws and may adopt additional provisions provided they do not conflict with the mandatory bylaws or state laws. The appropriate provision of state law takes precedence over the bylaws.

Notes and footnotes appear only to provide clarification and examples. Parenthetical statements are for information only.

Article I Name

The association is chartered by the United States Bowling Congress. (USBC must approve the name and jurisdiction of the association prior to granting a charter.) The name of the organization is the _____ **State USBC WBA.**

Article II Nonprofit Corporation and Charter

Section A. Nonprofit Corporation

The association is organized as a nonprofit corporation and operates consistent with the requirements of an organization classified as tax exempt under Section 501(c)(3) of the Internal Revenues Code (IRC).

Section B. Charter

The association shall be chartered by USBC and subject to its authority. To maintain its charter, the association must:

1. Provide services for USBC WBA (women only).
2. Adopt bylaws approved by USBC.
3. Not enact any bylaws or rules inconsistent with *USBC's Bylaws*.
4. Adhere to stated requirements as set forth in the *USBC Bylaws* and *USBC Association Policy Manual*.

Section C. Association Dissolution

Upon dissolution of this organization all of its assets remaining after payment of its lawful obligations shall be distributed in accordance with the requirements of Section 501(c)(3) of the Internal Revenue Code and regulations promulgated thereunder.

Article III Purpose

The purposes of the association as stated in the Articles of Incorporation, include, but are not limited to:

1. Providing equal opportunity for all in the sport of bowling without regard to race, religion, age, gender, disability, or national origin. "Gender" does not apply to WBA associations.
2. Promoting the game of American Tenpins.
3. Conducting and supporting bowling competition.
4. Engaging in any other activities permitted by an organization classified as tax exempt under Section 501(c)(3) of the IRC.

Article IV Membership and Dues

Women who have obtained USBC and local association membership, in accordance with USBC and local association bylaws, become members of this association through payment of applicable annual state dues, if any.

The WBA delegates and Board, by two-thirds vote, determine and adopt adult dues, if any. **The annual state adult dues are \$_____.** (Cannot exceed \$1.)

The Board may waive all or part of state dues for:

1. Members of other USBC associations having a reciprocal agreement with the association.
2. Other groups, such as seniors, etc., as determined by the Board.

The association cannot charge additional non-dues assessments.

Article V Board of Directors - Management

Section A. Board Composition, Authority and Duties

The management and governance of the association is vested in the Board of Directors that includes the Officer and Director positions. The Board and the WBA delegates determine the number of positions on the Board of Directors and their term. **The total number of Board members is _____, with _____ total number of Directors.**

The Board shall not engage in any acts constituting a conflict of interest. The Board's duties include but are not limited to:

1. Enforcing the bylaws.
2. Complying with the *USBC Association Policy Manual*.
3. Conducting championship level competition for its membership constituency (women) and complying with state and local laws in their area.

4. Implementing USBC programs as requested.
5. Selecting/appointing the Association Manager.
6. Approving use of membership records.

Section B. Eligibility

A candidate for the Board (elected or appointed) must be:

1. A USBC member in good standing of the association at the time of election and throughout their term.
2. Elected or appointed without regard to race, color, religion, gender, disability, national origin, or age, other than the minimum age of 14 years, unless state laws mandate a specific age and be reasonably representative of the membership. "Gender" does not apply to WBA.
 - a. Any member of the Board authorized to sign contracts or acting as a signatory on association accounts must be a minimum age of 18.
 - b. A maximum of three bowling center proprietors may serve on the Board at one time. A proprietor is an individual who is the owner, partner, or corporate officer of a bowling center or group of bowling centers. Excluded from the definition of proprietor is an individual who owns 25% or less of the equity shares, or who is inactive in the management of the bowling center and remains so during a term as an officer or director.

Additional eligibility requirements, if any, are to be approved by the Board and the WBA delegates. **[Insert additional eligibility requirements here.]**

Section C. Election of Directors

Directors are elected by majority vote*, unless plurality vote** is adopted by the Board and WBA delegates. **Directors are elected by a _____ vote of the Board and the WBA delegates present and voting from:**

1. A slate.
2. Nominations from the floor.

Qualifications must be submitted, in writing, at least 24 hours prior to the opening of the annual meeting.

Voting will be by ballot if more than one nominee for each position.

* If a majority vote is not reached on the first ballot, the candidate receiving the lowest vote total is dropped and balloting continues until a candidate receives a majority vote.

** A plurality vote is the largest number of votes cast for a given candidate. The candidate(s) receiving the most votes is (are) elected.

Section D. Term

The term for directors is _____ years. The number of years in a term, the number of terms allowed and a stagger system are determined by the Board and the WBA delegates.

[Insert officer and director stagger system here.]

Section E. Resignation, Removal, and Vacancies

1. **Resignation.** A Board member may resign from the Board of directors by providing written notice of resignation to the president or, in the case of the president, to the Board.
2. **Removal for Ineligibility.** A Board member who is no longer eligible to serve on the Board may be removed by a two-thirds vote of the Board when a quorum is present.
3. **Removal for Cause.** When a Board member is accused, in writing, of failure to properly perform the duties of their office or otherwise engaging in improper or unfair activities or conduct, the Board may conduct a meeting following the Removal Procedures in the Suspension and Reinstatement Chapter. An appeal may be filed with USBC Headquarters within 15 days of the removal. Two-thirds written consent of the full Board is required to seek re-election and/or re-appointment to the Board.
4. **Vacancies.** Vacancies in positions on the Board are filled for the un-expired portion of each term as follows:
 - a. The president, with Board approval, shall fill vacancies in director positions.
 - b. The Board fills vacancies in officer positions.

Article VI Officers

Section A. President and Vice President

The officers of this association shall include a president and vice president. (The association determines if more than one vice president or a sergeant-at-arms is necessary and defines their duties and responsibilities in the association's operations manual.)

Section B. Election

The WBA delegates, officers and directors determine the election process. **(Select one.)**

1. **Officers are elected by a majority vote* of the Board of Directors from among the current directors unless state laws mandate otherwise; or**
2. **Officers are elected by a majority vote* of the WBA delegates, officers and directors, present and voting from:**

- a. **A slate.**
- b. **Nominations from the floor.**

Qualifications must be submitted, in writing, at least 24 hours prior to the opening of the annual meeting.

Voting will be by ballot if there is more than one nominee for each position.

Section C. Term

The term for elected officers is _____ years, not to exceed three years in a term.

The number of years in a term, the number of terms allowed and a stagger system are determined by the Board and the WBA delegates.

Section D. Authority and Duties

1. President

- a. Presides at all meetings.
- b. Acts as spokesperson for the association.
- c. Serves as the liaison to the state proprietors association, if applicable.
- d. Appoints committees with Board approval.

Note: Committees should be composed of both Board members and non-Board members. (See Chapter Six of the *USBC Association Policy Manual, Committees.*)

2. Vice President

- a. Presides at all meetings when the president is absent.
- b. Performs other duties as prescribed by the Board or requested by the president.

3. Association Manager

- a. Selected/appointed by and accountable to the Board.
- b. Acts as the ex officio non-voting secretary/treasurer of the Board or such other officer designation as required by law and determined by the Board.
- c. Responsible for other duties as prescribed by the Board and in the *USBC Association Policy Manual*.

Article VII Meetings

Section A. Annual Meeting

An Annual Meeting of the Board and the WBA delegates/alternates shall be held at a time and place approved by the Board of directors. (See Article IX, Section B for the time frame for election of WBA delegates and alternates to the USBC Annual Meeting.)

Attendance is open to all members. Voting officers, directors and delegates/alternates must be at least 14 years of age, unless state laws mandate a specific age.

1. The Association Invites All Associations and Delegates Within Its Jurisdiction, as Follows:

a. Associations:

WBA will invite all WBA associations as well as those associations that have a combined membership of men, women and youth.

b. Delegates and Alternates. Defined as members, at least 14 years of age at the time of election, unless state laws mandate a specific age, who are elected by chartered local associations. Only adult membership will be used to determine the number of adult delegates and alternates an association is entitled to send to the USBC WBA state annual meeting.

[Insert the delegate chart adopted by the Board and delegates.]

A local association is not eligible to send delegates/alternates if it is declared delinquent or USBC has revoked its charter.

Note: An association that has not processed dues for the current season shall be considered delinquent.

c. Credentials. Credentials are **forwarded to the state association at least _____ days** prior to the opening of the annual meeting.

2. Voice and Vote

WBA delegates, voting officers and directors of the association, at least 14 years of age, unless state laws mandate a specific age, have voice and vote.

Other members may attend with voice only. Absentee and proxy voting are not permitted.

3. Responsibilities

WBA delegates and Board members shall:

- a. Adopt bylaws.
- b. Adopt state adult dues, up to the established maximum.
- c. Elect officers and directors to the Board.
- d. Elect one delegate and one alternate to the USBC Annual Meeting.

4. Meeting Notice

Written notice of the meeting shall be forwarded to the Board and the WBA delegates at least 15 days prior to the annual meeting.

5. Special Meetings

Special delegate meetings may be called by the president or upon written request of at least three Board members or at least twenty-five WBA delegates.

6. Quorum***

_____ WBA delegates constitute a quorum. The delegates and Board determine the number. *****(See the USBC Association Policy Manual, Chapter 5.)**

7. Action

A majority vote of WBA delegates, officers and directors present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action, unless otherwise provided by law or these bylaws.

Election of officers requires a majority vote*. Election of directors requires a majority vote*, unless plurality vote** has been adopted in accordance with these bylaws. Election of WBA delegates and alternates requires a plurality vote**. Absentee and proxy voting are not permitted.

Section B. Board Meeting

The Board shall meet, at a minimum, as often as required by state law. Special meetings may be held upon the request of any Board member if a majority of the Board approves.

1. **Notice.** Written notice for all regular and special meetings shall be forwarded to the Board at least 15 days prior to the meeting.
2. **Quorum.****** _____ **Board members constitute a quorum.** The Board and WBA delegates determine the number. ****(See the *USBC Association Policy Manual*, Chapter 5.)
3. **Action.** A majority vote of the officers and directors, present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action unless otherwise provided by law or these bylaws. Absentee and proxy voting are not permitted.
4. **Action(s) Without a Meeting.** Actions that are deemed necessary to conduct business/operations of the association may be taken outside of a Board meeting by use of mail, e-mail or teleconferencing. This type of action must be permissible by state law and approved by the WBA delegates and Board. The procedures found in the *USBC Association Policy Manual*, Chapter Five, Section D, Item 4 must be followed.
The association _____ (does/does not) allow the Board to vote via mail, e-mail, or teleconference.

Section C. Parliamentary Procedure

The most recent edition of *Robert's Rules of Order, Newly Revised*, shall govern all meetings.

Article VIII Committees

Section A. Standing Committees

The association shall have a Finance Committee. The committee is responsible for reviewing and monitoring association financial matters.

Section B. Other Committees

The president may establish other committees, with Board approval.

Article IX Delegate and Alternate to USBC Annual Meeting

A delegate and alternate to the USBC Annual Meeting are elected by plurality vote** of those WBA delegates and officers and directors present and voting. (See Article VI, Section A of the national bylaws for representation.)

Note: The definition of a delegate is an individual, 18 years of age or older, who holds USBC membership.

Section A. Eligibility

Delegates and Alternates must be:

1. Elected by the Board and WBA delegates.
2. At least 18 years of age.
3. A USBC member in good standing of the association at the time of election and throughout their term.

If a member is elected to represent more than one association to attend the same meeting, the first election shall stand and any succeeding election shall be declared null and void.

Note: If the association's charter has been revoked they are ineligible to send delegates to the USBC Annual Meeting.

Section B. Election

The delegate and alternate serve for one year, beginning August 1, and are elected by:

1. A slate.
2. Nominations from the floor.

Qualifications must be submitted, in writing, at least 24 hours prior to the opening of the annual meeting.

3. Plurality vote**. The election shall be by ballot, except that a voice vote may be taken when the number of candidates does not exceed the number of positions to be filled.
4. Alternates shall serve in order of their election.

The election is to be held in compliance with the USBC Annual Meeting requirements.

Section C. Vacancies

Vacancies in delegate positions are filled by the alternates in the order in which they were elected for the un-expired portion of each term. If a vacancy still exists, the president fills the vacant position by appointment.

The appointee must also meet the same eligibility requirements as elected positions.

Article X Amendments

Section A. Procedure

Any member of the association may submit proposed amendments to these bylaws. The state association bylaws may be amended by a two-thirds vote at any WBA delegate meeting, by the delegates and Board present and voting.

The amendment must be:

1. Submitted in writing to the Association Manager or president.
2. **Submitted at least _____ days prior to the meeting when the association is considering the proposal.** (See Section B, Change in Dues.) The date or number of days is to be set by the Board and the WBA delegates.
3. **Forwarded by the state association at least _____ days before the meeting to:**
 - a. Local Association Managers.
 - b. State Board of Directors.
 - c. WBA delegates.

Section B. Change in Dues

Forward a notice at least 15 days prior to the meeting at which the proposed change is considered to the Board and the WBA delegates.

The notice must:

1. Be in writing.
2. Specify the amount of the change.
3. Specify the reason for the change.

Notification of any adopted change in dues and the reason for the change will be forwarded in writing to each local association.

Section C. Effective Date

All amendments are effective August 1, following adoption, unless otherwise specified when adopted.

Article XI Fiscal Year

The fiscal year of this association is August 1 through July 31.

Article XII Indemnification

Directors, officers, and other authorized volunteers, employees or agents shall be indemnified against claims for personal and individual liability arising in connection with their positions or service on behalf of the association to the full extent permitted by law.

United States Bowling Congress (USBC) 2009-2010 State USBC BA Bylaws

Introduction

The following document is the mandatory form of bylaws to be adopted by each BA (men and women) state association and to be used in conjunction with the *USBC Association Policy Manual*. Options for each are italicized. Complete all blanks where indicated.

The association must abide by state corporate laws and may adopt additional provisions provided they do not conflict with the mandatory bylaws or state laws. The appropriate provision of state law takes precedence over the bylaws.

Notes and footnotes appear only to provide clarification and examples. Parenthetical statements are for information only.

Article I Name

The association is chartered by the United States Bowling Congress. (USBC must approve the name and jurisdiction of the association prior to granting a charter.) The name of the organization is the _____ **State USBC BA.**

Article II Nonprofit Corporation and Charter

Section A. Nonprofit Corporation

The association is organized as a nonprofit corporation and operates consistent with the requirements of an organization classified as tax exempt under Section 501(c)(3) of the Internal Revenues Code (IRC).

Section B. Charter

The association shall be chartered by USBC and subject to its authority. To maintain its charter, the association must:

1. Provide services for USBC BA (men and women only).
2. Adopt bylaws approved by USBC.
3. Not enact any bylaws or rules inconsistent with *USBC's Bylaws*.
4. Adhere to stated requirements as set forth in the *USBC Bylaws* and *USBC Association Policy Manual*.

Section C. Association Dissolution

Upon dissolution of this organization all of its assets remaining after payment of its lawful obligations shall be distributed in accordance with the requirements of Section 501(c)(3) of the Internal Revenue Code and regulations promulgated thereunder.

Article III Purpose

The purposes of the association as stated in the Articles of Incorporation, include, but are not limited to:

1. Providing equal opportunity for all in the sport of bowling without regard to race, religion, age, gender, disability, or national origin.
2. Promoting the game of American Tenpins.
3. Conducting and supporting bowling competition.
4. Engaging in any other activities permitted by an organization classified as tax exempt under Section 501(c)(3) of the IRC.

Article IV Membership and Dues

Individuals who have obtained USBC and local association membership, in accordance with USBC and local association bylaws, become members of this association through payment of applicable annual state dues, if any.

The BA delegates and Board, by two-thirds vote, determine and adopt adult dues, if any. **The annual state adult dues are \$_____.** (Cannot exceed \$1.)

The Board may waive all or part of state dues for:

1. Members of other USBC associations having a reciprocal agreement with the association.
2. Other groups, such as seniors, etc., as determined by the Board.

The association cannot charge additional non-dues assessments.

Article V Board of Directors - Management

Section A. Board Composition, Authority and Duties

The management and governance of the association is vested in the Board of Directors that includes the Officer and Director positions. The Board and the BA delegates determine the number of positions on the Board of Directors and their term. **The total number of board members is _____, with _____ total number of directors.**

The Board shall not engage in any acts constituting a conflict of interest. The Board's duties include but are not limited to:

1. Enforcing the bylaws.
2. Complying with the *USBC Association Policy Manual*.
3. Conducting championship level competition for its membership constituency (men and women) and complying with state and local laws in their area.
4. Implementing USBC programs as requested.
5. Selecting/appointing the Association Manager.
6. Approving use of membership records.

Section B. Eligibility

A candidate for the Board (elected or appointed) must be:

1. A USBC member in good standing of the association at the time of election and throughout their term.
2. Elected or appointed without regard to race, color, religion, gender, disability, national origin, or age, other than the minimum age of 14 years, unless state laws mandate a specific age and be reasonably representative of the membership.
 - a. Any member of the Board authorized to sign contracts or acting as a signatory on association accounts must be a minimum age of 18.
 - b. A maximum of three bowling center proprietors may serve on the Board at one time. A proprietor is an individual who is the owner, partner, or corporate officer of a bowling center or group of bowling centers. Excluded from the definition of proprietor is an individual who owns 25% or less of the equity shares, or who is inactive in the management of the bowling center and remains so during a term as an officer or director.

Additional eligibility requirements, if any, are to be approved by the Board and the BA delegates. **[Insert additional eligibility requirements here.]**

Section C. Election of Directors

Directors are elected by majority vote^{*}, unless plurality vote^{**} is adopted, by the Board and BA delegates. **Directors are elected by a _____ vote of the Board and the BA delegates present and voting from:**

1. A slate.
2. Nominations from the floor.

* If a majority vote is not reached on the first ballot, the candidate receiving the lowest vote total is dropped and balloting continues until a candidate receives a majority vote.

** A plurality vote is the largest number of votes cast for a given candidate. The candidate(s) receiving the most votes is (are) elected.

Qualifications must be submitted, in writing, at least 24 hours prior to the opening of the annual meeting.

Voting will be by ballot if more than one nominee for each position.

Section D. Term

The term for directors is _____ years. The number of years in a term, the number of terms allowed and a stagger system are determined by the Board and the BA delegates.

[Insert officer and director stagger system here.]

Section E. Resignation, Removal, and Vacancies

1. **Resignation.** A Board member may resign from the Board of directors by providing written notice of resignation to the president or, in the case of the president, to the Board.
2. **Removal for Ineligibility.** A Board member who is no longer eligible to serve on the Board may be removed by a two-thirds vote of the Board when a quorum is present.
3. **Removal for Cause.** When a Board member is accused, in writing, of failure to properly perform the duties of their office or otherwise engaging in improper or unfair activities or conduct, the Board may conduct a meeting following the Removal Procedures in the Suspension and Reinstatement Chapter of the *USBC Association Manual*. An appeal may be filed with USBC Headquarters within 15 days of the removal. Two-thirds written consent of the full Board is required to seek re-election and/or re-appointment to the Board.
4. **Vacancies.** Vacancies in positions on the Board are filled for the un-expired portion of each term as follows:
 - a. The president, with Board approval, shall fill vacancies in director positions.
 - b. The Board fills vacancies in officer positions.

Article VI Officers

Section A. President and Vice President

The officers of this association shall include a president and vice president. (The association determines if more than one vice president or a sergeant-at-arms is necessary and defines their duties and responsibilities in the association's operations manual.)

Section B. Election

The BA delegates, officers and directors determine the election process. **(Select one.)**

1. **Officers are elected by a majority vote of the Board of Directors from among the current directors unless state laws mandate otherwise; or**

2. Officers are elected by a majority vote* of the BA delegates, officers and directors, present and voting from:

- a. **A slate.**
- b. **Nominations from the floor.**

Qualifications must be submitted, in writing, at least 24 hours prior to the opening of the annual meeting.

Voting will be by ballot if there is more than one nominee for each position.

Section C. Term

The term for elected officers is _____ years, not to exceed three years in a term.

The number of years in a term, the number of terms allowed and a stagger system are determined by the Board and the BA delegates.

Section D. Authority and Duties

1. President

- a. Presides at all meetings.
- b. Acts as spokesperson for the association.
- c. Serves as the liaison to the state proprietors association, if applicable.
- d. Appoints committees with Board approval.

Note: Committees should be composed of both Board members and non-Board members. (See Chapter Six of the <i>USBC Association Policy Manual, Committees.</i>)

2. Vice President

- a. Presides at all meetings when the president is absent.
- b. Performs other duties as prescribed by the Board or requested by the president.

3. Association Manager

- a. Selected/appointed by and accountable to the Board.
- b. Acts as the ex officio non-voting secretary/treasurer of the Board or such other officer designation as required by law and determined by the Board.
- c. Responsible for other duties as prescribed by the Board and in the *USBC Association Policy Manual*.

**Article VII
Meetings**

Section A. Annual Meeting

An Annual Meeting of the Board and the BA delegates/alternates shall be held at a time and place approved by the Board of Directors. (See Article IX, Section B for the time frame for election of BA delegates and alternates to the USBC Annual Meeting.)

Attendance is open to all members. Voting officers, directors and delegates/alternates must be at least 14 years of age, unless state laws mandate a specific age.

1. The Association Invites All Associations and Delegates Within Its Jurisdiction, as Follows:

a. Associations:

BA will invite all BA associations as well as those associations that have a combined membership of men, women and youth.

b. Delegates and Alternates. Defined as members, at least 14 years of age at the time of election, unless state laws mandate a specific age, who are elected by chartered local associations. Only adult membership will be used to determine the number of adult delegates and alternates an association is entitled to send to the USBC BA state annual meeting.

[Insert the delegate chart adopted by the Board and delegates.]

A local association is not eligible to send delegates/alternates if it is declared delinquent or USBC has revoked its charter.

Note: An association that has not processed dues for the current season shall be considered delinquent.

c. Credentials. Credentials are **forwarded to the state association at least _____ days** prior to the opening of the annual meeting.

2. Voice and Vote

BA delegates, voting officers and directors of the association, at least 14 years of age, unless state laws mandate a specific age, have voice and vote. Other members may attend with voice only. Absentee and proxy voting are not permitted.

3. Responsibilities

BA delegates and Board members shall:

- a. Adopt bylaws.
- b. Adopt state adult dues, up to the established maximum.
- c. Elect officers and directors to the Board.
- d. Elect one delegate and one alternate to the USBC Annual Meeting.

4. Meeting Notice

Written notice of the meeting shall be forwarded to the Board and the BA delegates at least 15 days prior to the annual meeting.

5. Special Meetings

Special delegate meetings may be called by the president or upon written request of at least three Board members or at least twenty-five BA delegates.

6. Quorum***

_____ BA delegates constitute a quorum. The BA delegates and Board determine the number. *****(See the USBC Association Policy Manual, Chapter 5.)**

7. Action

A majority vote of BA delegates, officers and directors present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action, unless otherwise provided by law or these bylaws.

Election of officers requires a majority vote. Election of directors requires a majority vote*, unless plurality** vote has been adopted in accordance with these bylaws. Election of BA delegates and alternates requires a plurality vote**. Absentee and proxy voting are not permitted.

Section B. Board Meeting

The Board shall meet, at a minimum, as often as required by state law. Special meetings may be held upon the request of any Board member if a majority of the Board approves.

1. **Notice.** Written notice for all regular and special meetings shall be forwarded to the Board at least 15 days prior to the meeting.
2. **Quorum.****** _____ **Board members constitute a quorum.** The Board and BA delegates determine the number. ****(See the *USBC Association Policy Manual, Chapter 5.*)
3. **Action.** A majority vote of the officers and directors, present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action unless otherwise provided by law or these bylaws. Absentee and proxy voting are not permitted.
4. **Action(s) Without a Meeting.** Actions that are deemed necessary to conduct business/operations of the association may be taken outside of a Board meeting by use of mail, e-mail or teleconferencing. This type of action must be permissible by state law and approved by the BA delegates and Board. The procedures found in the *USBC Association Policy Manual, Chapter Five, Section D, Item 4* must be followed.
The association _____ (does/does not) allow the Board to vote via mail, e-mail, or teleconference.

Section C. Parliamentary Procedure

The most recent edition of *Robert's Rules of Order, Newly Revised*, shall govern all meetings.

Article VIII Committees

Section A. Standing Committees

The association shall have a Finance Committee. The committee is responsible for reviewing and monitoring association financial matters.

Section B. Other Committees

The president may establish other committees, with Board approval.

Article IX Delegate and Alternate to USBC Annual Meeting

A delegate and alternate to the USBC Annual Meeting are elected by plurality vote** of those BA delegates and officers and directors present and voting. (See Article VI, Section A of the national bylaws for representation.)

Note: The definition of a delegate is an individual, 18 years of age or older, who holds USBC membership.

Section A. Eligibility

Delegates and Alternates must be:

1. Elected by the Board and BA delegates.
2. At least 18 years of age.
3. A USBC member in good standing of the association at the time of election and throughout their term.

If a member is elected to represent more than one association to attend the same meeting, the first election shall stand and any succeeding election shall be declared null and void.

Note: If the association's charter has been revoked they are ineligible to send delegates to the USBC Annual Meeting.

Section B. Election

The delegate and alternate serve for one year, beginning August 1, and are elected by:

1. A slate.
2. Nominations from the floor.

Qualifications must be submitted, in writing, at least 24 hours prior to the opening of the annual meeting.

3. Plurality vote**. The election shall be by ballot, except that a voice vote may be taken when the number of candidates does not exceed the number of positions to be filled.
4. Alternates shall serve in order of their election.

The election is to be held in compliance with the USBC Annual Meeting requirements.

Section C. Vacancies

Vacancies in delegate positions are filled by the alternates in the order in which they were elected for the un-expired portion of each term. If a vacancy still exists, the president fills the vacant position by appointment.

The appointee must also meet the same eligibility requirements as elected positions.

Article X Amendments

Section A. Procedure

Any member of the association may submit proposed amendments to these bylaws. The state association bylaws may be amended by a two-thirds vote at any BA delegate meeting, by the delegates and Board present and voting.

The amendment must be:

1. Submitted in writing to the Association Manager or president.
2. **Submitted at least _____ days prior to the meeting when the association is considering the proposal.** (See Section B, Change in Dues.) The date or number of days is to be set by the Board and the BA delegates.
3. **Forwarded by the state association at least _____ days before the meeting to:**
 - a. Local Association Managers.
 - b. State Board of Directors.
 - c. BA delegates.

Section B. Change in Dues

Forward a notice at least 15 days prior to the meeting at which the proposed change is considered to the Board and the BA delegates.

The notice must:

1. Be in writing.
2. Specify the amount of the change.
3. Specify the reason for the change.

Notification of any adopted change in dues and the reason for the change will be forwarded in writing to each local association.

Section C. Effective Date

All amendments are effective August 1, following adoption, unless otherwise specified when adopted.

Article XI Fiscal Year

The fiscal year of this association is August 1 through July 31.

Article XII Indemnification

Directors, officers, and other authorized volunteers, employees or agents shall be indemnified against claims for personal and individual liability arising in connection with their positions or service on behalf of the association to the full extent permitted by law.



United States Bowling Congress (USBC) 2009-2010 Merged Local USBC Association Bylaws

Introduction

The following document is the mandatory form of bylaws to be adopted by each merged local association and used in conjunction with the *USBC Association Policy Manual*. Complete all blanks where indicated.

The association must abide by state corporate laws and may adopt additional provisions provided they do not conflict with the mandatory bylaws or state laws. The appropriate provision of state law takes precedence over the bylaws.

Notes and footnotes appear only to provide clarification and examples. Parenthetical statements are for information only.

Article I Name

The name of the organization is the _____ **USBC** Association, chartered by the United States Bowling Congress. (USBC must approve the name and jurisdiction of the association prior to granting a charter.)

Article II Nonprofit Corporation and Charter

Section A. Nonprofit Corporation

The association is organized as a nonprofit corporation and operates consistent with the requirements of an organization classified as tax exempt under Section 501(c)(3) of the Internal Revenue Code (IRC).

Section B. Charter

The association shall be chartered by USBC and subject to its authority. To maintain its charter, the association must:

1. Provide services for men, women and youth.
2. Adopt bylaws approved by USBC.
3. Not enact any bylaws or rules inconsistent with *USBC's Bylaws*.
4. Adhere to stated requirements as set forth in the *USBC Bylaws* and *USBC Association Policy Manual*.

Section C. Association Dissolution

Upon dissolution of this organization all of its assets remaining after payment of its lawful obligations shall be distributed in accordance with the requirements of Section 501(c)(3) of the Internal Revenue Code and regulations promulgated thereunder.

**Article III
Purpose**

The purposes of the association as stated in the Articles of Incorporation, include, but are not limited to:

1. Providing equal opportunity for all in the sport of bowling without regard to race, religion, age, gender, disability, or national origin.
2. Promoting the game of American Tenpins.
3. Conducting and supporting bowling competition.
4. Engaging in any other activities permitted by an organization classified as tax exempt under Section 501(c)(3) of the IRC.

**Article IV
Membership and Dues**

Membership is in effect from August 1 through July 31 and is composed of:

1. **Adults** who have paid the appropriate USBC, state (if applicable) and local association dues; and
2. **Youth** who have paid the appropriate USBC and state dues and local processing fee in the association's jurisdiction.

An individual joining a summer league after March 15 shall pay the dues/local processing fee that are known to be, or become, effective for the next current season. On payment of the dues/processing fee, the individual shall become a member for the balance of the current season and the next season.

Each individual shall pay shall pay annual USBC membership dues, local dues (adult) or local processing fee (youth) and state association dues, except as provided in Rule 100e, Traveling League and 100l, Mail-o-Graphic League.

The adult members, and all officers and directors, by two-thirds vote, determine and adopt local adult dues, if any.

The annual adult standard membership dues are as follows:

Local	\$ _____ (Cannot exceed \$10.)
State	\$ _____ (Cannot exceed \$1.)
USBC adult standard membership	<u>\$10.00</u>
Total	\$ _____

The annual youth standard membership dues are as follows:

Local processing fee	\$ 2.00
State	\$ 0.50
USBC youth standard membership	<u>\$14.50</u>
Total	\$17.00

The Board may waive all or part of local adult dues/youth processing fee for:

1. Members of other USBC associations having a reciprocal agreement with the association.
2. Other groups, such as seniors, etc., as determined by the Board.

The association cannot charge additional non-dues assessments.

Article V

Board of Directors - Management

Section A. Board Composition, Authority and Duties

The management and governance of the association is vested in the Board of Directors that includes the Officer and Director positions. The members and Youth Representatives determine the number of positions on the Board of Directors and their term. **The total number of board members is _____, with _____ total number of directors.** At least 20% of the total number of Board members will be elected by the Youth Representatives and officers and directors who hold youth membership. **The number of Board members elected by the Youth Representatives and officers and directors who hold youth membership is _____.**

The Board shall not engage in any acts constituting a conflict of interest. The Board's duties include but are not limited to:

1. Enforcing the bylaws.
2. Complying with the *USBC Association Policy Manual*.
3. Conducting championship level competition for its membership constituency (men, women and youth) and complying with state and local laws in their area.
4. Implementing USBC programs as requested.
5. Selecting/appointing the Association Manager.
6. Approving use of membership records.
7. Re-rating the league average of an association member when there is evidence the bowler's average does not represent the bowler's true ability.
8. Conducting suspension and reinstatement hearings if requested by USBC Headquarters.

(See the Suspension and Reinstatement Chapter for re-rate, suspension, reinstatement and appeal procedures.)

Section B. Eligibility

A candidate for the Board (elected or appointed) must be:

1. A USBC member in good standing of the association at the time of election and throughout their term.
2. Elected or appointed without regard to race, color, religion, gender, disability, national origin, or age, other than the minimum age of 14, unless state laws mandate a specific age, and be reasonably representative of the membership.
 - a. Any member of the Board authorized to sign contracts or acting as a signatory on association accounts must be a minimum age of 18.
 - b. At least 20% of the Board must be elected by the Youth Representatives and officers and directors who hold youth membership.
 - c. A maximum of three bowling center proprietors may serve on the Board at one time. A proprietor is an individual who is the owner, partner, or corporate officer of a bowling center or group of bowling centers. Excluded from the definition of proprietor is an individual who owns 25% or less of the equity shares, or who is inactive in the management of the bowling center and remains so during a term as an officer or director.

Additional eligibility requirements, if any, are to be approved by the members and Youth Representatives. **[Insert additional eligibility requirements here.]**

Section C. Election of Directors

Directors are elected by majority vote,* unless plurality vote** is adopted, by the members and Youth Representatives. **Directors whose positions are subject to election by the adult members are elected by _____ vote of adult members, and all officers and directors, present and voting from:**

1. A slate.
2. Nominations from the floor.

Qualifications must be submitted in a format specified by the Board.

At least 20% of the Board is elected by the Youth Representatives and those officers and directors who hold youth membership.

Voting will be by ballot if there is more than one nominee for each position.

* *If a majority vote is not reached on the first ballot, the candidate receiving the lowest vote total is dropped and balloting continues until a candidate receives a majority vote.*

** *A plurality vote is the largest number of votes cast for a given candidate. The candidate(s) receiving the most votes is (are) elected.*

Section D. Term

The term for directors is _____ years. The members and Youth Representatives determine the number of years in a term and the number of terms allowed. For two- and three-year terms the members and Youth Representatives establish a stagger system.

[Insert officer and director stagger system here.]

Section E. Resignation, Removal, and Vacancies

1. **Resignation.** A Board member may resign from the Board of Directors by providing written notice of resignation to the president or, in the case of the president, to the Board.
2. **Removal for Ineligibility.** A Board member who is no longer eligible to serve on the Board may be removed by a two-thirds vote of the Board when a quorum is present.
3. **Removal for Cause.** When a Board member is accused, in writing, of failure to properly perform the duties of their office or otherwise engaging in improper or unfair activities or conduct, the Board may conduct a meeting following the Removal Procedures in the Suspension and Reinstatement Chapter. An appeal may be filed with USBC Headquarters within 15 days of the removal. Two-thirds written consent of the full Board is required to seek re-election and/or re-appointment to the Board.
4. **Vacancies.** Vacancies in positions on the Board are filled for the un-expired portion of each term as follows:
 - a. If elected by the members, director vacancies are filled by the president, subject to approval by the Board.
 - b. Director vacancies elected by the Youth Representatives and officers and directors who hold youth membership are filled by the Youth Committee.
 - c. The Board fills vacancies in officer positions.

**Article VI
Officers**

Section A. President and Vice President

The officers of this association shall include a president and vice president. (The association determines if more than one vice president or a sergeant-at-arms is necessary and defines their duties and responsibilities to be placed in the association's operations manual.)

Section B. Election

The members and Youth Representatives determine the election process. **(Select one.)**

1. **Officers are elected by a majority vote* of the Board of Directors from among the current directors unless state laws mandate otherwise; or**

2. **Officers are elected by a majority vote* of the adult members, youth representatives and officers and directors, present and voting from:**
 - a. **A slate.**
 - b. **Nominations from the floor.**

Qualifications must be submitted in a format specified by the Board.

Voting will be by ballot if there is more than one nominee for each position.

Section C. Term

The term for elected officers is _____ years, not to exceed three years in a term.

The members and Youth Representatives determine the number of years in a term and the number of terms allowed.

Section D. Authority and Duties

1. **President**
 - a. Presides at all meetings.
 - b. Acts as spokesperson for the association.
 - c. Appoints committees, except Youth, with Board approval.

<p>Note: Committees should be composed of both Board members and non-Board members. (See Chapter Six of the <i>USBC Association Policy Manual, Committees.</i>)</p>
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2. **Vice President**
 - a. Presides at all meetings when the president is absent.
 - b. Performs other duties as prescribed by the Board or requested by the president.
3. **Association Manager**
 - a. Selected/appointed by and accountable to the Board.
 - b. Acts as the ex officio non-voting secretary/treasurer of the Board or such other officer designation as required by law and determined by the Board.
 - c. Responsible for other duties as prescribed by the Board and in the *USBC Association Policy Manual*.

Article VII Meetings

Section A. Annual Meeting

An Annual Meeting of association members/Youth Representatives shall be held at a time and place approved by the Board of Directors. (See Article IX, Section D for the time frame for election of delegates and alternates to the USBC Annual Meeting.)

1. **Attendance**

Attendance is open to all members.
2. **Youth Representatives**

Youth Representatives consist of the following:

- a. Youth members, at least 14 years of age.
 - b. One adult representative from each certified youth league. (A league is not eligible for representation if it has not submitted a league application.)
 - c. One center representative from each center having at least one certified youth league.
3. **Voice and Vote**
Voting officers, directors, and adult members and Youth Representatives, at least 14 years of age, unless state laws mandate a specific age, have voice and vote. Members not meeting the above criteria may attend with voice only. Absentee and proxy voting are not permitted.
4. **Responsibilities**
- a. All adult members, Youth Representatives, officers and directors shall elect delegates and alternates for the USBC Annual Meeting.
 - b. Adult Members and all officers and directors shall:
 - 1) Adopt bylaws, with the exception of the youth processing fee and Youth Committee eligibility requirements.
 - 2) Adopt local adult dues, up to the established maximum.
 - 3) Elect up to 80% of the total number of members of the Board.
 - 4) Elect delegates and alternates representing adult membership for the state annual meeting(s).
 - c. Youth Representatives and those officers and directors who hold youth membership shall:
 - 1) Adopt bylaws, with the exception of adult dues and youth processing fee.
 - 2) Adopt Youth Committee eligibility requirements.
 - 3) Elect the Youth Committee.
 - 4) Elect Youth Delegates and alternates for the state annual meeting.
 - 5) Elect at least 20% of the total number of members of the Board.
5. **Meeting Notice**
Written notice of the meeting shall be forwarded to the Board, Youth Representatives (league and center only) and league secretaries, which should be at least 15 days prior to the annual meeting.
6. **Special Meetings**
Special membership meetings may be called by the president or upon written request of at least three Board members or at least twenty-five members of the association.
7. **Quorum*****
- a. _____ **Members constitute a quorum.** The members and Youth Representatives determine the number. ***(See USBC Association Policy Manual, Chapter 5.)
 - b. _____ **Youth Representatives constitute a quorum for youth related elections and activities.** The members and Youth Representatives determine the number.

8. Action

A majority vote of those members/Youth Representatives present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action, unless otherwise provided by law or these bylaws. Election of officers requires a majority vote*. Election of directors requires a majority vote*, unless plurality vote** has been adopted in accordance with the bylaws. Election of delegates, Youth Delegates and alternates requires a plurality vote**. Absentee and proxy voting are not permitted.

Section B. Board Meeting

The Board shall meet, at a minimum, as often as required by state law. Special meetings may be held upon the request of any Board member if a majority of the Board approves.

1. **Notice.** Written notice for all regular and special meetings shall be forwarded to the Board, which should be at least 15 days prior to the meeting.
2. **Quorum****.** _____ **Board members constitute a quorum.** The members/Youth Representatives determine the number. ****(See USBC Association Policy Manual, Chapter 5.)
3. **Action.** A majority vote of those officers and directors present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action, unless otherwise provided by law or these bylaws. Absentee and proxy voting are not permitted.
4. **Action(s) Without a Meeting.** Actions that are deemed necessary to conduct business/operations of the association may be taken outside of a Board meeting by use of mail, e-mail or teleconferencing. This type of action must be permissible by state law and approved by the membership/Youth Representatives and the Board.
The procedures found in the *USBC Association Policy Manual*, Chapter Five, Section D, Item 4 must be followed.
The association _____ (does/does not) allow the Board to vote via mail, e-mail, or teleconference.

Section C. Parliamentary Procedure

The most recent edition of *Robert's Rules of Order, Newly Revised*, governs all meetings.

Article VIII Committees

Section A. Standing Committees

The association shall have the following Standing Committees: Finance and Youth.

1. **Finance Committee.** The committee is responsible for reviewing and monitoring association financial matters.

2. **Youth Committee.** The Youth Committee is elected by majority vote*, unless plurality vote** is adopted by the Youth Representatives and officers and directors who hold youth membership. **Youth Committee members whose positions are subject to election by the Youth Representatives are elected by a _____ vote of those Youth Representatives, present and voting from:**
- A slate provided by the Youth Committee.
 - Nominations from the floor.

Qualifications must be submitted to the Youth Committee in a format specified by the committee.

The Youth Committee is responsible for:

- Developing eligibility requirements for Board members representing the youth, to be approved by the members and Youth Representatives.
- Developing eligibility requirements for the Youth Committee, subject to approval of the Youth Representatives.
- Monitoring, promoting, reviewing and recommending youth programs conducted by the association.

Section B. Other Committees

The president may establish other committees, with Board approval.

Article IX Delegates, Youth Delegates and Alternates

Section A. USBC Annual Meeting

Delegates and alternates are elected by plurality vote** of those adult members, Youth Representatives, and officers and directors, present and voting. (See Article VI, Section A of the National Bylaws for representation.)

Note: The definition of a delegate is an individual, 18 years of age or older, who holds USBC membership.

Section B. State Annual Meeting

- Delegates and alternates representing adults are elected by plurality vote** of those adult members present and voting.
- Youth Delegates and alternates are elected by plurality vote** of those local Youth Representatives present and voting.

Section C. Eligibility

- USBC Annual Meeting.** Delegates and Alternates must be:
 - Elected by the Board, adult members and Youth Representatives.
 - At least 18 years of age.

- c. A USBC member in good standing of the association at the time of election and throughout their term.
2. **State Annual Meeting(s).** Nominees must be:
 - a. Elected by adult members or Youth Representatives.
 - b. At least 14 years of age.
 - c. A USBC member in good standing of the association at the time of election and throughout their term.

If a member is elected to represent more than one association to attend the same meeting, the first election shall stand and any succeeding election shall be declared null and void.

A local association is not eligible to send delegates/Youth Delegates if it is declared delinquent or USBC has revoked its charter.

Note: An association that has not processed dues for the current season shall be considered delinquent.

Section D. Election

Delegates, Youth Delegates and alternates serve for one year, beginning August 1, and are elected by:

1. A slate.
2. Nominations from the floor.

Qualifications must be submitted in a format specified by the Board.

3. Plurality vote**. The election shall be by ballot, except that a voice vote may be taken when the number of candidates does not exceed the number of positions to be filled.
4. Alternates shall serve in order of their election.

The election is to be held in compliance with the USBC or State Annual Meeting requirements.

Section E. Vacancies

Vacancies are filled for the un-expired portion of each term as follows:

1. If elected by adult members, vacancies are filled by the alternates in the order in which they were elected. If a vacancy still exists, the president fills the vacant position by appointment.
2. If elected by adult members and Youth Representatives, vacancies are filled by the alternates in the order in which they were elected. If a vacancy still exists, the president fills the vacant position by appointment.
3. If elected by the Youth Representatives, vacancies are filled by the alternates in the order in which they were elected. If a vacancy still exists, the Youth Committee fills the vacant position by appointment.

The appointee must also meet the same eligibility requirements as elected positions.

Article X Amendments

Section A. Procedure

Any member of the association may submit proposed amendments to these bylaws. The local association bylaws may be amended at any membership meeting by a two-thirds vote of the members/Youth Representatives present and voting. The amendment must be:

1. Submitted in writing to the Association Manager or president.
2. **Submitted at least _____ days prior to the membership meeting when the association is considering the proposal.** (The date or number of days is to be set by the members/Youth Representatives. See Section B, Change in Dues.)

Section B. Change in Adult Dues

Forward a notice to each league secretary and the Board at least 15 days prior to the meeting at which the proposed change is considered. The notice must:

1. Be in writing.
2. Specify the amount of the change.
3. Specify the reason for the change.

Notification of any adopted change in adult dues, and the reason for the change, will be forwarded, in writing to each league secretary.

Section C. Effective Date

All amendments are effective August 1, following adoption, unless otherwise specified when adopted.

Article XI Fiscal Year

The fiscal year of this association is August 1 through July 31.

Article XII Indemnification

Directors, officers, and other authorized volunteers, employees or agents shall be indemnified against claims for personal and individual liability arising in connection with their positions or service on behalf of the association to the full extent permitted by law.

United States Bowling Congress (USBC) 2009-2010 Local USBC Youth Association Bylaws

Introduction

The following document is the mandatory form of bylaws to be adopted by each Youth local association and to be used in conjunction with the *USBC Association Policy Manual*. Complete all blanks where indicated.

The association must abide by state corporate laws and may adopt additional provisions provided they do not conflict with the mandatory bylaws or state laws. The appropriate provision of state law takes precedence over the bylaws.

Notes and footnotes appear only to provide clarification and examples. Parenthetical statements are for information only.

Article I Name

The association is chartered by the United States Bowling Congress. (USBC must approve the name and jurisdiction of the association prior to granting a charter.) The name of the organization is the: _____ **USBC Youth Association.**

Article II Nonprofit Corporation and Charter

Section A. Nonprofit Corporation

The association is organized as a nonprofit corporation and operates consistent with the requirements of an organization classified as tax exempt under Section 501(c)(3) of the Internal Revenue Code (IRC).

Section B. Charter

The association shall be chartered by USBC and subject to its authority. To maintain its charter, the association must:

1. Provide services for USBC Youth (youth only).
2. Adopt bylaws approved by USBC.
3. Not enact any bylaws or rules inconsistent with *USBC's Bylaws*.
4. Adhere to stated requirements as set forth in the *USBC Bylaws* and *USBC Association Policy Manual*.

Section C. Association Dissolution

Upon dissolution of this organization all of its assets remaining after payment of its lawful obligations shall be distributed in accordance with the requirements of Section 501(c)(3) of the Internal Revenue Code and regulations promulgated thereunder.

Article III Purpose

The purposes of the association as stated in the Articles of Incorporation, include, but are not limited to:

1. Providing equal opportunity for all in the sport of bowling without regard to race, religion, age, gender, disability, or national origin.
2. Promoting the game of American Tenpins.
3. Conducting and supporting bowling competition.
4. Engaging in any other activities permitted by an organization classified as tax exempt under Section 501(c)(3) of the IRC.

Article IV Membership and Dues

Membership is composed of individuals who pay USBC and state dues and the local processing fee in the association's jurisdiction. Membership is in effect from August 1 through July 31.

An individual joining a summer league after March 15 shall pay the dues/local processing fee that are known to be, or become, effective for the next current season. On payment of the dues/local processing fee, the individual shall become a member for the balance of the current season and the next season.

Each individual shall pay national dues, state dues and a local processing fee, except as provided in Rule 100e, Traveling League and 100l, Mail-o-Graphic League.

The annual youth standard membership dues are as follows:

Local Processing Fee	\$ 2.00
State	\$ 0.50
USBC	<u>\$14.50</u>
Total	\$17.00

The Board may waive all or part of the local processing fee for:

1. Members of other USBC associations having a reciprocal agreement with the association.
2. Other groups as determined by the Board.

The association cannot charge additional non-dues assessments.

Article V Board of Directors - Management

Section A. Board Composition, Authority and Duties

The management and governance of the association is vested in the Board of Directors that includes the Officer and Director positions. The Board and the Youth Representatives determine the number of positions on the Board of Directors and their term. **The total number of board members is _____, with _____ total number of directors.**

The Board shall not engage in any acts constituting a conflict of interest. The Board's duties include but are not limited to:

1. Enforcing the bylaws.
2. Complying with the *USBC Association Policy Manual*.
3. Conducting championship level competition for its membership constituency (youth) and complying with state and local laws in their area.
4. Implementing USBC programs as requested.
5. Selecting/appointing the Association Manager.
6. Re-rating the league average of an association member when there is evidence the bowler's average does not represent the bowler's true ability.
7. Conducting suspension and reinstatement hearings if requested by USBC Headquarters.

(See the Suspension and Reinstatement Chapter for re-rate, suspension, reinstatement and appeal procedures.)

Section B. Eligibility

A candidate for the Board (elected or appointed) must be:

1. A USBC member in good standing at the time of election and throughout their term.
2. Elected or appointed without regard to race, color, religion, gender, disability, national origin, or age, other than the minimum age of 14, unless state laws mandate a specific age, and be reasonably representative of the membership.
3. Any member of the Board authorized to sign contracts or acting as a signatory on association accounts must be a minimum age of 18.

Additional eligibility requirements, if any, are to be approved by the Board and the Youth Representatives. **[Insert additional eligibility requirements here.]**

Section C. Election of Directors

Directors are elected by majority vote^{*}, unless plurality vote^{**} is adopted by the Board and Youth Representatives. **Directors are elected by _____ vote of the Board and the Youth Representatives, present and voting from:**

^{*} If a majority vote is not reached on the first ballot, the candidate receiving the lowest vote total is dropped and balloting continues until a candidate receives a majority vote.

1. A slate.
2. Nominations from the floor.

Qualifications must be submitted in a format specified by the Board.

Voting will be by ballot if there is more than one nominee for each position.

Section D. Term

The term for directors is _____ years. The number of years in a term, the number of terms allowed and a stagger system are determined by the Board and the Youth Representatives.

[Insert officer and director stagger system here.]

Section E. Resignation, Removal, and Vacancies

1. **Resignation.** A Board member may resign from the Board of Directors by providing written notice of resignation to the president or, in the case of the president, to the Board.
2. **Removal for Ineligibility.** A Board member who is no longer eligible to serve on the Board may be removed by a two-thirds vote of the Board when a quorum is present.
3. **Removal for Cause.** When a Board member is accused, in writing, of failure to properly perform the duties of their office or otherwise engaging in improper or unfair activities or conduct, the Board may conduct a meeting following the Removal Procedures in the Suspension and Reinstatement Chapter of the *USBC Association Manual*. An appeal may be filed with USBC Headquarters within 15 days of the removal. Two-thirds written consent of the full Board is required to seek re-election and/or re-appointment to the Board.
4. **Vacancies.** Vacancies in positions on the Board are filled for the un-expired portion of each term as follows:
 - a. The president, with Board approval, shall fill vacancies in director positions.
 - b. The Board fills vacancies in officer positions.

Article VI Officers

Section A. President and Vice President

The officers of this association shall include a president and vice president. (The association determines if more than one vice president or a sergeant-at-arms is necessary and defines their duties and responsibilities to be placed in the association's operations manual.)

** *A plurality vote is the largest number of votes cast for a given candidate. The candidate(s) receiving the most votes is (are) elected.*

Section B. Election

The Youth Representatives, officers and directors determine the election process.
(Select one.)

1. **Officers are elected by a majority vote of the Board of Directors from among the current directors unless state laws mandate otherwise; or**
2. **Officers are elected by a majority vote* of the Youth Representatives, officers and directors, present and voting from:**
 - a. **A slate.**
 - b. **Nominations from the floor.**

Qualifications must be submitted in a format specified by the Board.

Voting will be by ballot if there is more than one nominee for each position.

Section C. Term

The term for elected officers is _____ years, not to exceed three years in a term.

The number of years in a term, the number of terms allowed and a stagger system are determined by the Board and the Youth Representatives.

Section D. Authority and Duties

1. **President**
 - a. Presides at all meetings.
 - b. Acts as spokesperson for the association.
 - c. Appoints committees with Board approval.

Note: Committees should be composed of both Board members and non-Board members. (See Chapter Six of the <i>USBC Association Policy Manual, Committees.</i>)

2. **Vice President**
 - a. Presides at all meetings when the president is absent.
 - b. Performs other duties as prescribed by the Board or requested by the president.
3. **Association Manager**
 - a. Selected/appointed by and accountable to the Board.
 - b. Acts as the ex officio non-voting secretary/treasurer of the Board or such other officer designation as required by law and determined by the Board.
 - c. Responsible for other duties as prescribed by the Board and in the *USBC Association Policy Manual*.

Article VII Meetings

Section A. Annual Meeting

An Annual Meeting of the Board and the Youth Representatives shall be held at a time and place approved by the Board of Directors. (See Article IX, Section D for the time frame for election of delegates and alternates to the USBC meeting.)

1. **Attendance**

Attendance is open to all members.

2. **Youth Representatives**

Youth Representatives consist of the following:

- a. Youth members, at least 14 years of age.
- b. One adult representative from each certified youth league. (A league is not eligible for representation if it has not submitted a league application.)
- c. One center representative from each center having at least one certified youth league.

3. **Voice and Vote**

Youth Representatives, voting officers and directors of this association, at least 14 years of age, unless state laws mandate a specific age, have voice and vote. Members not meeting the above stated criteria may attend with voice only. Absentee and proxy voting are not permitted.

4. **Responsibilities**

Youth Representatives and the Board shall:

- a. Adopt bylaws, with the exception of youth dues.
- b. Elect officers and directors to the Board.
- c. Elect Youth Delegates and alternates for the USBC and state annual meeting(s).

5. **Meeting Notice**

Written notice of the meeting shall be forwarded to the Board and Youth Representatives (league and center only), which should be at least 15 days prior to the annual meeting.

6. **Special Meetings**

Special membership meetings may be called by the president or upon written request of at least three Board members or at least twenty-five members of the association.

7. **Quorum*****

_____ Youth Representatives constitute a quorum. The Youth Representatives and Board determine the number. ***(See the *USBC Association Policy Manual, Chapter 5.*)

8. **Action**

A majority vote of those Youth Representatives, officers and directors present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action, unless otherwise provided by law or these bylaws.

Election of officers requires a majority vote*. Election of directors requires a majority vote*, unless plurality vote** has been adopted in accordance with these bylaws. Election of Youth Delegates and alternates requires a plurality vote.** Absentee and proxy voting are not permitted.

Section B. Board Meeting

The Board shall meet, at a minimum, as often as required by state law. Special meetings may be held upon the request of any Board member if a majority of the Board approves.

1. **Notice.** Written notice for all regular and special meetings shall be forwarded to the Board, which should be at least 15 days prior to the meeting.
2. **Quorum****.** _____ **Board members constitute a quorum.** The Board and Youth Representatives determine the number. ****(See the *USBC Association Policy Manual, Chapter 5.*)
3. **Action.** A majority vote of the officers and directors, present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action, unless otherwise provided by law or these bylaws. Absentee and proxy voting are not permitted.
4. **Action(s) Without a Meeting.** Actions that are deemed necessary to conduct business/operations of the association may be taken outside of a Board meeting by use of mail, e-mail or teleconferencing. This type of action must be permissible by state law and approved by the Youth Representatives and the Board. The procedures found in the *USBC Association Policy Manual, Chapter Five, Section D, Item 4* must be followed.
The association _____ (does/does not) allow the Board to vote via mail, e-mail, or teleconference.

Section C. Parliamentary Procedure

The most recent edition of *Robert's Rules of Order, Newly Revised*, governs all meetings.

Article VIII Committees

Section A. Standing Committees

The association shall have a Finance Committee. The committee is responsible for reviewing and monitoring the association's financial matters.

Section B. Other Committees

The president may establish other committees, with Board approval.

Article IX Delegates, Alternates

Section A. USBC Annual Meeting

Delegates and alternates to the USBC Annual Meeting are elected by plurality vote** by those Youth Representatives and officers and directors present and voting. (See Article VI, Section A, of the national bylaws for representation.)

Note: The definition of a delegate is an individual, 18 years of age or older, who holds USBC membership.

Section B. Eligibility

1. USBC Annual Meeting

Delegates and Alternates must be:

- a. Elected by the Youth Representatives, officers and directors.
- b. At least 18 years of age.
- c. A USBC member in good standing at the time of election and throughout their term.

2. State Annual Meeting. Nominees must be:

- a. Elected by the Youth Representatives, officers and directors.
- b. At least 14 years of age.
- c. A USBC member in good standing at the time of election and throughout their term.

If a member is elected to represent more than one association to attend the same meeting, the first election shall stand and any succeeding election shall be declared null and void.

A local association is not eligible to send Youth Delegates if it is declared delinquent or USBC has revoked its charter.

Note: An association that has not processed dues for the current season shall be considered delinquent.

Section C. Election

Youth Delegates and alternates serve for one year, beginning August 1, and are elected by:

1. A slate.
2. Nominations from the floor.

Qualifications must be submitted in a format specified by the Board.

3. Plurality vote**. The election shall be by ballot, except that a voice vote may be taken when the number of candidates does not exceed the number of positions to be filled.
4. Alternates shall serve in order of their election.

The election is to be held in compliance with the USBC or State Annual Meeting requirements.

Section D. Vacancies

Vacancies are filled for the un-expired portion of each term as follows:

1. If elected by the Youth Representatives and Board, vacancies are filled by the alternates in the order in which they were elected.
2. If a vacancy still exists, the president fills the vacant position by appointment.

The appointee must also meet the same eligibility requirements as elected positions.

Article X Amendments

Section A. Procedure

Any member of the association may submit proposed amendments to these bylaws.

The local association bylaws may be amended at any membership meeting, by a two-thirds vote of the officers and directors and the Youth Representatives.

The amendment must be:

1. Submitted in writing to the Association Manager or president.
2. **Submitted at least _____ days** prior to the meeting when the association is considering the proposal. The date or number of days is to be set by the Board and the Youth Representatives.

Section B. Effective Date

All amendments are effective August 1, following adoption, unless otherwise specified when adopted.

Article XI Fiscal Year

The fiscal year of this association is August 1 through July 31.

Article XII Indemnification

Directors, officers, and other authorized volunteers, employees or agents shall be indemnified against claims for personal and individual liability arising in connection with their positions or service on behalf of the association to the full extent permitted by law.

United States Bowling Congress (USBC) 2009-2010 Local USBC WBA Bylaws

Introduction

The following document is the mandatory form of bylaws to be adopted by each WBA (women only) local association and to be used in conjunction with the *USBC Association Policy Manual*. Complete all blanks where indicated.

The association must abide by state corporate laws and may adopt additional provisions provided they do not conflict with the mandatory bylaws or state laws. The appropriate provision of state law takes precedence over the bylaws.

Notes and footnotes appear only to provide clarification and examples. Parenthetical statements are for information only.

Article I Name

The association is chartered by the United States Bowling Congress. (USBC must approve the name and jurisdiction of the association prior to granting a charter.) The name of the organization is the: _____ **USBC WBA.**

Article II Nonprofit Corporation and Charter

Section A. Nonprofit Corporation

The association is organized as a nonprofit corporation and operates consistent with the requirements of an organization classified as tax exempt under Section 501(c)(3) of the Internal Revenue Code (IRC).

Section B. Charter

The association shall be chartered by USBC and subject to its authority. To maintain its charter, the association must:

1. Provide services for USBC WBA (women only).
2. Adopt bylaws approved by USBC.
3. Not enact any bylaws or rules inconsistent with *USBC's Bylaws*.
4. Adhere to stated requirements as set forth in the *USBC Bylaws* and *USBC Association Policy Manual*.

Section C. Association Dissolution

Upon dissolution of this organization all of its assets remaining after payment of its lawful obligations shall be distributed in accordance with the requirements of Section 501(c)(3) of the Internal Revenue Code and regulations promulgated thereunder.

**Article III
Purpose**

The purposes of the association as stated in the Articles of Incorporation, include, but are not limited to:

1. Providing equal opportunity for all in the sport of bowling without regard to race, religion, age, gender, disability, or national origin. "Gender" does not apply to WBA associations.
2. Promoting the game of American Tenpins.
3. Conducting and supporting bowling competition.
4. Engaging in any other activities permitted by an organization classified as tax exempt under Section 501(c)(3) of the IRC.

**Article IV
Membership and Dues**

Membership is composed of individuals who pay dues to the association and is in effect from August 1 through July 31.

An individual joining a summer league after March 15 shall pay the dues that are known to be, or become, effective for the next current season. On payment of the dues, the individual shall become a member for the balance of the current season and the next season.

Each individual shall pay national, state (where applicable) and local dues, except as provided in Rule 100e, Traveling League and 100l, Mail-o-Graphic League.

The WBA members, by two-thirds vote, determine and adopt local adult dues, if any. The annual adult standard membership dues are as follows:

Local	\$_____.	(Cannot exceed \$10.)
State	\$_____.	(Cannot exceed \$1.)
USBC adult standard membership:	\$10.	

The Board may waive all or part of local dues for:

1. Members of other USBC associations having a reciprocal agreement with the association.
2. Other groups, such as seniors, etc., as determined by the Board.

The association cannot charge additional non-dues assessments.

Article V Board of Directors - Management

Section A. Board Composition, Authority and Duties

The management and governance of the association is vested in the Board of Directors that includes the Officer and Director positions. The Board and the WBA members determine the number of positions on the Board of Directors and their term. **The total number of board members is _____, with _____ total number of directors.**

The Board shall not engage in any acts constituting a conflict of interest. The Board's duties include but are not limited to:

1. Enforcing the bylaws.
2. Complying with the *USBC Association Policy Manual*.
3. Conducting championship level competition for its membership constituency (women) and complying with state and local laws in their area.
4. Implementing USBC programs as requested.
5. Selecting/appointing the Association Manager.
6. Approving use of membership records.
7. Re-rating the league average of an association member when there is evidence the bowler's average does not represent the bowler's true ability.
8. Conducting suspension and reinstatement hearings if requested by USBC Headquarters.

(See the Suspension and Reinstatement Chapter for re-rate, suspension, reinstatement and appeal procedures.)

Section B. Eligibility

A candidate for the Board (elected or appointed) must be:

1. A USBC member in good standing of the association at the time of election and throughout their term.
2. Elected or appointed without regard to race, color, religion, gender, disability, national origin, or age, other than the minimum age of 14, unless state laws mandate a specific age, and be reasonably representative of the membership. "Gender" does not apply to WBA associations.
 - a. Any member of the Board authorized to sign contracts or acting as a signatory on association accounts must be a minimum age of 18.
 - b. A maximum of three bowling center proprietors may serve on the Board at one time. A proprietor is an individual who is the owner, partner, or corporate officer of a bowling center or group of bowling centers. Excluded from the definition of proprietor is an individual who owns 25% or less of the equity shares, or who is inactive in the management of the bowling center and remains so during a term as an officer or director.

Additional eligibility requirements, if any, are to be approved by the Board and the WBA membership as appropriate. **[Insert additional eligibility requirements here.]**

Section C. Election of Directors

Directors are elected by majority^{*} vote, unless plurality vote^{**} is adopted by the Board and WBA members. **Directors are elected by _____ vote of the Board and the WBA membership, present and voting from:**

1. A slate.
2. Nominations from the floor.

Qualifications must be submitted in a format specified by the Board.

Voting will be by ballot if there is more than one nominee for each position.

Section D. Term

The term for directors is _____ years. The number of years in a term, the number of terms allowed and a stagger system are determined by the Board and the WBA membership.

[Insert officer and director stagger system here.]

Section E. Resignation, Removal, and Vacancies

1. **Resignation.** A Board member may resign from the Board of Directors by providing written notice of resignation to the president or, in the case of the president, to the Board.
2. **Removal for Ineligibility.** A Board member who is no longer eligible to serve on the Board may be removed by a two-thirds vote of the Board when a quorum is present.
3. **Removal for Cause.** When a Board member is accused, in writing, of failure to properly perform the duties of their office or otherwise engaging in improper or unfair activities or conduct, the Board may conduct a meeting following the Removal Procedures in the Suspension and Reinstatement Chapter of the *USBC Association Manual*. An appeal may be filed with USBC Headquarters within 15 days of the removal. Two-thirds written consent of the full Board is required to seek re-election and/or re-appointment to the Board.
4. **Vacancies.** Vacancies in positions on the Board are filled for the un-expired portion of each term as follows:
 - a. The president, with Board approval, shall fill vacancies in director positions.
 - b. The Board fills vacancies in officer positions.

* *If a majority vote is not reached on the first ballot, the candidate receiving the lowest vote total is dropped and balloting continues until a candidate receives a majority vote.*

** *A plurality vote is the largest number of votes cast for a given candidate. The candidate(s) receiving the most votes is (are) elected.*

Article VI Officers

Section A. President and Vice President

The officers of this association shall include a president and vice president. (The association determines if more than one vice president or a sergeant-at-arms is necessary and defines their duties and responsibilities in the association's operations manual.)

Section B. Election

The members, officers and directors determine the election process. (**Select one.**)

1. **Officers are elected by a majority vote of the Board of Directors from among the current directors unless state laws mandate otherwise; or**
2. **Officers are elected by a majority* vote of the WBA members, officers and directors, present and voting from:**
 - a. **A slate.**
 - b. **Nominations from the floor.**

Qualifications must be submitted in a format specified by the Board.

Voting will be by ballot if there is more than one nominee for each position.

Section C. Term

The term for elected officers is _____ years, not to exceed three years in a term.

The number of years in a term, the number of terms allowed and a stagger system are determined by the Board and the WBA membership.

Section D. Authority and Duties

1. **President**
 - a. Presides at all meetings.
 - b. Acts as spokesperson for the association.
 - c. Appoints committees with Board approval.

Note: Committees should be composed of both Board members and non-Board members. (See Chapter Six of the *USBC Association Policy Manual, Committees.*)

2. **Vice President**
 - a. Presides at all meetings when the president is absent.
 - b. Performs other duties as prescribed by the Board or requested by the president.
3. **Association Manager**
 - a. Selected/appointed by and accountable to the Board.

- b. Acts as the ex officio non-voting secretary/treasurer of the Board or such other officer designation as required by law and determined by the Board.
- c. Responsible for other duties as prescribed by the Board and in the *USBC Association Policy Manual*.

Article VII Meetings

Section A. Annual Meeting

An Annual Meeting of the Board and the WBA membership shall be held at a time and place approved by the Board of Directors. (See Article IX, Section D for the time frame for election of delegates and alternates to the USBC meeting.)

1. Attendance

Attendance is open to all members.

2. Voice and Vote

WBA membership and voting officers and directors of this association, at least 14 years of age, unless state laws mandate a specific age, have voice and vote. Members not meeting the above stated criteria may attend with voice only. Absentee and proxy voting are not permitted.

3. Responsibilities

WBA members shall:

- a. Adopt bylaws, including local adult dues amount, up to the established maximum.
- b. Elect officers and directors to the Board.
- c. Elect delegates and alternates for the USBC and state annual meetings.

4. Meeting Notice

Written notice of the meeting shall be forwarded to the Board and league secretaries, which should be at least 15 days prior to the annual meeting.

5. Special Meetings

Special membership meetings may be called by the president or upon written request of at least three Board members or at least twenty-five members of the association.

6. Quorum***

 WBA members constitute a quorum. The members and Board determine the number. ***(See the *USBC Association Policy Manual, Chapter 5.*)

7. Action

A majority vote of those members, officers and directors present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action, unless otherwise provided by law or these bylaws.

Election of officers requires a majority* vote. Election of directors requires a majority* vote, unless plurality** vote has been adopted in accordance with these bylaws. Election of delegates and alternates requires a plurality** vote. Absentee and proxy voting are not permitted.

Section B. Board Meeting

The Board shall meet, at a minimum, as often as required by state law. Special meetings may be held upon the request of any Board member if a majority of the Board approves.

1. **Notice.** Written notice for all regular and special meetings shall be forwarded to the Board, which should be at least 15 days prior to the meeting.
2. **Quorum****.** _____ **Board members constitute a quorum.** The Board and WBA members determine the number. ****(See the *USBC Association Policy Manual, Chapter 5.*)
3. **Action.** A majority vote of the officers and directors, present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action, unless otherwise provided by law or these bylaws. Absentee and proxy voting are not permitted.
4. **Action(s) Without a Meeting.** Actions that are deemed necessary to conduct business/operations of the association may be taken outside of a Board meeting by use of mail, e-mail or teleconferencing. This type of action must be permissible by state law and approved by the membership and the Board. The procedures found in the Association Policy Manual, Chapter Five, Section D, Item 4 must be followed.

The association _____ (does/does not) allow the Board to vote via mail, e-mail, or teleconference.

Section C. Parliamentary Procedure

The most recent edition of *Robert's Rules of Order, Newly Revised*, governs all meetings.

Article VIII Committees

Section A. Standing Committees

The association shall have a Finance Committee. The committee is responsible for reviewing and monitoring the association's financial matters.

Section B. Other Committees

The president may establish other committees, with Board approval.

Article IX Delegates, Alternates

Section A. USBC Annual Meeting

Delegates and alternates to the USBC Annual Meeting are elected by plurality vote** by those members and officers and directors present and voting. (See Article VI, Section A of the national bylaws for representation.)

Note: The definition of a delegate is an individual, 18 years of age or older, who holds USBC membership.

Section B. State Annual Meeting

Delegates and alternates to the state annual meeting are elected by plurality vote** by those members, officers and directors present and voting.

Section C. Eligibility

1. **USBC Annual Meeting.** Delegates and Alternates must be:
 - a. Elected by the WBA members, officers and directors.
 - b. At least 18 years of age.
 - c. A USBC member in good standing of the association at the time of election and throughout their term.
2. **State Annual Meeting.** Nominees must be:
 - a. Elected by the WBA members, officers and directors.
 - b. At least 14 years of age.
 - c. A USBC member in good standing of the association at the time of election and throughout their term.

If a member is elected to represent more than one association to attend the same meeting, the first election shall stand and any succeeding election shall be declared null and void.

A local association is not eligible to send delegates if it is declared delinquent or USBC has revoked its charter.

Note: An association that has not processed dues for the current season shall be considered delinquent.

Section D. Election

Delegates and alternates serve for one year, beginning August 1, and are elected by:

1. A slate.
2. Nominations from the floor.

Qualifications must be submitted in a format specified by the Board.

3. Plurality vote**. The election shall be by ballot, except that a voice vote may be taken when the number of candidates does not exceed the number of positions to be filled.
4. Alternates shall serve in order of their election.

The election is to be held in compliance with the USBC or State Annual Meeting requirements.

Section E. Vacancies

Vacancies are filled for the un-expired portion of each term as follows:

1. If elected by the members, vacancies are filled by the alternates in the order in which they were elected.
2. If a vacancy still exists, the president fills the vacant position by appointment.

The appointee must also meet the same eligibility requirements as elected positions.

Article X Amendments

Section A. Procedure

Any member of the association may submit proposed amendments to these bylaws. The local association bylaws may be amended at any membership meeting, by a two-thirds vote of the officers and directors and the WBA membership present and voting.

The amendment must be:

1. Submitted in writing to the Association Manager or president.
2. **Submitted at least _____ days** prior to the meeting when the association is considering the proposal. (See Section B, Change in Dues.) The date or number of days is to be set by the Board and the WBA members.

Section B. Change in Dues

Forward a notice at least 15 days prior to the meeting at which the proposed change is considered to the Board and WBA league secretaries.

The notice must:

1. Be in writing.
2. Specify the amount of the change.
3. Specify the reason for the change.

Notification of any adopted change in dues, and the reason for the change, will be forwarded, in writing to each WBA league secretary.

Section C. Effective Date

All amendments are effective August 1, following adoption, unless otherwise specified when adopted.

Article XI Fiscal Year

The fiscal year of this association is August 1 through July 31.

Article XII Indemnification

Directors, officers, and other authorized volunteers, employees or agents shall be indemnified against claims for personal and individual liability arising in connection with their positions or service on behalf of the association to the full extent permitted by law.

United States Bowling Congress (USBC) 2009-2010 Local USBC BA Bylaws

Introduction

The following document is the mandatory form of bylaws to be adopted by each BA (men and women) local association and to be used in conjunction with the *USBC Association Policy Manual*. Complete all blanks where indicated.

The association must abide by state corporate laws and may adopt additional provisions provided they do not conflict with the mandatory bylaws or state laws. The appropriate provision of state law takes precedence over the bylaws.

Notes and footnotes appear only to provide clarification and examples. Parenthetical statements are for information only.

Article I Name

The association is chartered by the United States Bowling Congress. (USBC must approve the name and jurisdiction of the association prior to granting a charter.) The name of the organization is the: _____ **USBC BA.**

Article II Nonprofit Corporation and Charter

Section A. Nonprofit Corporation

The association is organized as a nonprofit corporation and operates consistent with the requirements of an organization classified as tax exempt under Section 501(c)(3) of the Internal Revenue Code (IRC).

Section B. Charter

The association shall be chartered by USBC and subject to its authority. To maintain its charter, the association must:

1. Provide services for USBC BA (men and women only).
2. Adopt bylaws approved by USBC.
3. Not enact any bylaws or rules inconsistent with *USBC's Bylaws*.
4. Adhere to stated requirements as set forth in the *USBC Bylaws* and *USBC Association Policy Manual*.

Section C. Association Dissolution

Upon dissolution of this organization all of its assets remaining after payment of its lawful obligations shall be distributed in accordance with the requirements of Section 501(c)(3) of the Internal Revenue Code and regulations promulgated thereunder.

Article III Purpose

The purposes of the association as stated in the Articles of Incorporation, include, but are not limited to:

1. Providing equal opportunity for all in the sport of bowling without regard to race, religion, age, gender, disability, or national origin.
2. Promoting the game of American Tenpins.
3. Conducting and supporting bowling competition.
4. Engaging in any other activities permitted by an organization classified as tax exempt under Section 501(c)(3) of the IRC.

Article IV Membership and Dues

Membership is composed of individuals who pay dues to the association and is in effect from August 1 through July 31.

An individual joining a summer league after March 15 shall pay the dues that are known to be, or become, effective for the next current season. On payment of the dues, the individual shall become a member for the balance of the current season and the next season.

Each individual shall pay national, state (where applicable) and local dues, except as provided in Rule 100e, Traveling League and 100l, Mail-o-Graphic League.

The BA members, by two-thirds vote, determine and adopt local adult dues, if any. The annual adult standard membership dues are as follows:

Local	\$ _____. (Cannot exceed \$10.)
State	\$ _____. (Cannot exceed \$1.)
USBC adult standard membership:	\$10.

The Board may waive all or part of local dues for:

1. Members of other USBC associations having a reciprocal agreement with the association.
2. Other groups, such as seniors, etc., as determined by the Board.

The association cannot charge additional non-dues assessments.

Article V Board of Directors - Management

Section A. Board Composition, Authority and Duties

The management and governance of the association is vested in the Board of Directors that includes the Officer and Director positions. The Board and the BA members determine the number of positions on the Board of Directors and their term. **The total number of board members is _____, with _____ total number of directors.**

The Board shall not engage in any acts constituting a conflict of interest. The Board's duties include but are not limited to:

1. Enforcing the bylaws.
2. Complying with the *USBC Association Policy Manual*.
3. Conducting championship level competition for its membership constituency (men and women) and complying with state and local laws in their area.
4. Implementing USBC programs as requested.
5. Selecting/appointing the Association Manager.
6. Approving use of membership records.
7. Re-rating the league average of an association member when there is evidence the bowler's average does not represent the bowler's true ability.
8. Conducting suspension and reinstatement hearings if requested by USBC Headquarters.

(See the Suspension and Reinstatement Chapter for re-rate, suspension, reinstatement and appeal procedures.)

Section B. Eligibility

A candidate for the Board (elected or appointed) must be:

1. A USBC member in good standing of the association at the time of election and throughout their term.
2. Elected or appointed without regard to race, color, religion, gender, disability, national origin, or age, other than the minimum age of 14, unless state laws mandate a specific age, and be reasonably representative of the membership.
 - a. Any member of the Board authorized to sign contracts or acting as a signatory on association accounts must be a minimum age of 18.
 - b. A maximum of three bowling center proprietors may serve on the Board at one time. A proprietor is an individual who is the owner, partner, or corporate officer of a bowling center or group of bowling centers. Excluded from the definition of proprietor is an individual who owns 25% or less of the equity shares, or who is inactive in the management of the bowling center and remains so during a term as an officer or director.

Additional eligibility requirements, if any, are to be approved by the Board and the BA membership. **[Insert additional eligibility requirements here.]**

Section C. Election of Directors

Directors are elected by majority vote^{*}, unless plurality vote^{**} is adopted, by the Board and BA members. **Directors are elected by _____ vote of the Board and the BA membership, present and voting from:**

1. A Slate.
2. Nominations from the floor.

Qualifications must be submitted in a format specified by the Board.

Voting will be by ballot if there is more than one nominee for each position.

Section D. Term

The term for directors is _____ years. The number of years in a term, the number of terms allowed and a stagger system are determined by the Board and the BA membership.

[Insert officer and director stagger system here.]

Section E. Resignation, Removal, and Vacancies

1. **Resignation.** A Board member may resign from the Board of Directors by providing written notice of resignation to the president or, in the case of the president, to the Board.
2. **Removal for Ineligibility.** A Board member who is no longer eligible to serve on the Board may be removed by a two-thirds vote of the Board when a quorum is present.
3. **Removal for Cause.** When a Board member is accused, in writing, of failure to properly perform the duties of their office or otherwise engaging in improper or unfair activities or conduct, the Board may conduct a meeting following the Removal Procedures in the Suspension and Reinstatement Chapter of the *USBC Association Manual*. An appeal may be filed with USBC Headquarters within 15 days of the removal. Two-thirds written consent of the full Board is required to seek re-election and/or re-appointment to the Board.
4. **Vacancies.** Vacancies in positions on the Board are filled for the un-expired portion of each term as follows:
 - a. The president, with Board approval, shall fill vacancies in director positions.
 - b. The Board fills vacancies in officer positions.

^{*} *If a majority vote is not reached on the first ballot, the candidate receiving the lowest vote total is dropped and balloting continues until a candidate receives a majority vote.*

^{**} *A plurality vote is the largest number of votes cast for a given candidate. The candidate(s) receiving the most votes is (are) elected.*

Article VI Officers

Section A. President and Vice President

The officers of this association shall include a president and vice president. (The association determines if more than one vice president or a sergeant-at-arms is necessary and defines their duties and responsibilities in the association's operations manual.)

Section B. Election

The BA members, officers and directors determine the election process. (**Select one.**)

1. **Officers are elected by a majority vote of the Board of Directors from among the current directors unless state laws mandate otherwise; or**
2. **Officers are elected by a majority vote* of the BA members and officers and directors, present and voting from:**
 - a. **A slate.**
 - b. **Nominations from the floor.**

Qualifications must be submitted in a format specified by the Board.

Voting will be by ballot if there is more than one nominee for each position.

Section C. Term

The term for elected officers is _____ years, not to exceed three years in a term.

The number of years in a term, the number of terms allowed and a stagger system are determined by the Board and the BA membership.

Section D. Authority and Duties

1. **President**
 - a. Presides at all meetings.
 - b. Acts as spokesperson for the association.
 - c. Appoints committees with Board approval.

Note: Committees should be composed of both Board members and non-Board members. (See Chapter Six of the <i>USBC Association Policy Manual, Committees.</i>)

2. **Vice President**
 - a. Presides at all meetings when the president is absent.
 - b. Performs other duties as prescribed by the Board or requested by the president.
3. **Association Manager**
 - a. Selected/appointed by and accountable to the Board.

- b. Acts as the ex officio non-voting secretary/treasurer of the Board or such other officer designation as required by law and determined by the Board.
- c. Responsible for other duties as prescribed by the Board and in the *USBC Association Policy Manual*.

Article VII Meetings

Section A. Annual Meeting

An Annual Meeting of the Board and the BA membership shall be held at a time and place approved by the Board of Directors. (See Article IX, Section D for the time frame for election of delegates and alternates to the USBC meeting.)

1. Attendance

Attendance is open to all members.

2. Voice and Vote

BA members, voting officers and directors of this association, at least 14 years of age, unless state laws mandate a specific age, have voice and vote.

Members not meeting the above stated criteria may attend with voice only.

Absentee and proxy voting are not permitted.

3. Responsibilities

BA members shall:

- a. Adopt bylaws, including local adult dues amount, up to the established maximum.

- b. Elect officers and directors to the Board.

- c. Elect delegates and alternates for the USBC and state annual meetings.

4. Meeting Notice

Written notice of the meeting shall be forwarded to the Board and league secretaries, which should be at least 15 days prior to the annual meeting.

5. Special Meetings

Special membership meetings may be called by the president or upon written request of at least three Board members or at least twenty-five members of the association.

6. Quorum***

 BA members constitute a quorum. The BA members and Board determine the number. *****(See the *USBC Association Policy Manual*, Chapter 5.)**

7. Action

A majority vote of those members, officers and directors present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action, unless otherwise provided by law or these bylaws.

Election of officers requires a majority* vote. Election of directors requires a majority* vote, unless plurality** vote has been adopted in accordance with these bylaws. Election of delegates and alternates requires a plurality** vote. Absentee and proxy voting are not permitted.

Section B. Board Meeting

The Board shall meet, at a minimum, as often as required by state law. Special meetings may be held upon the request of any Board member if a majority of the Board approves.

1. **Notice.** Written notice for all regular and special meetings shall be forwarded to the Board, which should be at least 15 days prior to the meeting.
2. **Quorum****.** _____ **Board members constitute a quorum.** The Board and BA members determine the number. ****(See the *USBC Association Policy Manual, Chapter 5.*)
3. **Action.** A majority vote of the officers and directors, present and voting, at a properly noticed meeting, when a quorum has been established, is required to take action, unless otherwise provided by law or these bylaws. Absentee and proxy voting are not permitted.
4. **Action(s) Without a Meeting.** Actions that are deemed necessary to conduct business/operations of the association may be taken outside of a Board meeting by use of mail, e-mail or teleconferencing. This type of action must be permissible by state law and approved by the membership and the Board. The procedures found in the *USBC Association Policy Manual, Chapter Five, Section D, Item 4* must be followed.
The association _____ (does/does not) allow the Board to vote via mail, e-mail, or teleconference.

Section C. Parliamentary Procedure

The most recent edition of *Robert's Rules of Order, Newly Revised*, governs all meetings.

Article VIII Committees

Section A. Standing Committees

The association shall have a Finance Committee. The committee is responsible for reviewing and monitoring the association's financial matters.

Section B. Other Committees

The president may establish other committees, with Board approval.

Article IX Delegates, Alternates

Section A. USBC Annual Meeting

Delegates and alternates to the USBC Annual Meeting are elected by plurality** vote by those members and officers and directors present and voting. (See Article VI, Section A of the national bylaws for representation.)

Note: The definition of a delegate is an individual, 18 years of age or older, who holds USBC membership.

Section B. State Annual Meeting

Delegates and alternates to the state annual meeting are elected by plurality vote** by those members, officers and directors present and voting.

Section C. Eligibility

1. **USBC Annual Meeting.** Delegates and Alternates must be:
 - a. Elected by the BA members, officers and directors.
 - b. At least 18 years of age.
 - c. A USBC member in good standing of the association at the time of election and throughout their term.
2. **State Annual Meeting.** Nominees must be:
 - a. Elected by the BA members, officers and directors.
 - b. At least 14 years of age.
 - c. A USBC member in good standing of the association at the time of election and throughout their term.

If a member is elected to represent more than one association to attend the same meeting, the first election shall stand and any succeeding election shall be declared null and void.

A local association is not eligible to send delegates if it is declared delinquent or USBC has revoked its charter.

Note: An association that has not processed dues for the current season shall be considered delinquent.

Section D. Election

Delegates and alternates serve for one year, beginning August 1, and are elected by:

1. A slate.
2. Nominations from the floor.
Qualifications must be submitted in a format specified by the Board.
3. Plurality vote**. The election shall be by ballot, except that a voice vote may be taken when the number of candidates does not exceed the number of positions to be filled.
4. Alternates shall serve in order of their election.

The election is to be held in compliance with the USBC or State Annual Meeting requirements.

Section E. Vacancies

Vacancies are filled for the un-expired portion of each term as follows:

1. If elected by the members, vacancies are filled by the alternates in the order in which they were elected.
2. If a vacancy still exists, the president fills the vacant position by appointment.

The appointee must also meet the same eligibility requirements as elected positions.

Article X Amendments

Section A. Procedure

Any member of the association may submit proposed amendments to these bylaws. The local association bylaws may be amended at any membership meeting, by a two-thirds vote of the officers and directors and the BA membership present and voting.

The amendment must be:

1. Submitted in writing to the Association Manager or president.
2. **Submitted at least _____ days** prior to the meeting when the association is considering the proposal. (See Section B, Change in Dues.) The date or number of days is to be set by the Board and the BA members.

Section B. Change in Dues

Forward a notice at least 15 days prior to the meeting at which the proposed change is considered to the Board and BA league secretaries.

The notice must:

1. Be in writing.
2. Specify the amount of the change.
3. Specify the reason for the change.

Notification of any adopted change in dues, and the reason for the change, will be forwarded, in writing to each BA league secretary.

Section C. Effective Date

All amendments are effective August 1, following adoption, unless otherwise specified when adopted.

Article XI Fiscal Year

The fiscal year of this association is August 1 through July 31.

Article XII Indemnification

Directors, officers, and other authorized volunteers, employees or agents shall be indemnified against claims for personal and individual liability arising in connection with their positions or service on behalf of the association to the full extent permitted by law.



USBC Association Business Model

After a thorough review of the USBC Bylaws and the USBC Association Policy Manual and based on recommendations from the USBC Task Force, the USBC Board of Directors now provides this business model to assist associations with their business needs. The procedures are divided into two categories; **Required** and **Recommended**.

Required:

1. Support the purpose of the Organization as stated in Article III of the USBC Bylaws.
2. Conduct association championship tournament(s). These tournaments should be self-sufficient.
3. Examination of financial documents/procedures. See page 8-166 of the Association Leaders Handbook for guidance on Audits.
 - * Deposits: within time frame
 - * Disbursements: checks, credit cards, transfer of funds
 - * Tax forms filed to appropriate agency and on time
 - * Dual signatures for withdrawals
 - * President verified all accounts monthly, if statements are issued quarterly the president must verify quarterly
 - * Provide needed recommendations
4. Transmit membership, tournament scores (if applicable), awards and association board data to USBC Headquarters via WinLABS and/or as required by USBC Headquarters. Merged associations also must indicate youth committee members.
 - a. Transmit membership and dues, including state dues, to USBC Headquarters within 20 days of receipt. (Local Only)
 - b. Apply for all USBC awards within seven days of receipt.
 - c. Transmit all board member information within 20 days of election and maintain the accuracy of the information.
5. Provide full financial disclosure to membership annually. (Income, disbursement, salaries, assets, reserves, etc.)
6. Maintain industry standard recommended reserves of 6-9 months, not to exceed 2 years of fixed costs. (Reserves are listed on line 21 of the Form 990-EZ, see chart #2).

Tournament Lineage, Prize Fund, State and National Dues are not calculated in this dollar amount because they are flow through amounts.

- * Utilizing excess reserves through planned, structured programs can increase member services, proprietor satisfaction, industry awareness, and more.
7. Protect the tax exempt status of its association and USBC National as described by Michael Best & Friedrich, LLP, USBC's legal counsel, see attachment A.
 8. File all required corporate forms, tax returns and IRS forms as appropriate. Examples include: IRS Forms (990, Schedule A and Schedule B if applicable), Payroll Taxes, State Corporate Statutes and State Workers Compensation. This would also include recording and filing meeting minutes as required by state law. The IRS has created a new Form 990 that all associations will need to submit starting with the 2008-2009 Fiscal Year. The new Form 990 has 3 versions: 990-N, 990-EZ, and 990. See chart #1 to determine the correct form for your association.
 9. Follow all local, state, and federal laws.

Recommended:

1. Support and implement programs and services developed by USBC Headquarters.
 - * Supports the USBC Vision and Mission to grow the sport.
2. Develop an association operations manual.
 - * Provides guidelines for day-to-day operations of the local association.
3. Prepare and operate under an annual budget.
 - * Aids the board in financial proficiency and is a recognized sound business practice.
4. Develop and maintain a membership retention and development plan. This plan should include; developing a program to increase proprietor, association and membership relations. (Pertains to Locals, however States could help Locals)
 - * Retaining current members, increasing membership and improving proprietor relations ensures not only the association's stability but the future of the sport.
5. Assist centers with membership promotions and membership marketing plans, i.e. In School programs, After School, High School and Bowling Camps.
6. Develop and implement a communication plan. The plan should include methods of communicating information to and from USBC Headquarters, the respective board, the proprietors and the members they serve. The plan should also include a method

for the members to provide feedback. Examples of types of communication are newsletters, website, e-mail blasts, posters, association representative program, etc.

7. Support the Bowling Foundation at the local and state level.
 - * Promotes National Recognition for charitable work by the bowling family
 - * Still give locally, but report Nationally
8. Develop an Association leadership/training program/new board member training program to include, at a minimum:
 - a. Duties.
 - b. Bylaws.
 - c. Policies and Operations Manual
 - d. Committee responsibilities.
9. Develop a Business/Action plan that the association can use as a guide to meet its purpose.
10. Perform Evaluations for all paid employees on an annual basis.

USBC Business Template

Attachment A

- Michael Best & Friedrich, LLP, USBC's legal counsel, stated:
 - * Recently the IRS stated that it will "...re-energize a little used line of legal precedent known as the "commensurate test" to create and enforce a standard that ensures exempt organizations are spending in line with their resources". Simply put, this means that the IRS is going to ensure that Associations are not hoarding their funds, but are spending the funds to support the purposes for which they received their exemption from taxation.
 - * If USBC or an association violates IRS requirements it may have its exemption from taxation cancelled.
 - * If the IRS were to challenge the exempt status of an Association, the potential financial impact on the Association coupled with legal fees to defend an IRS proceeding, could jeopardize its continued viability.
 - * USBC HQ and Associations will be expected to create and maintain board minutes, policies, documents related to governance and fundraising, and reports related to administrative activities. The IRS expects that actions taken by Associations in Board and Committee meetings to be documented.
 - * USBC HQ and Associations will be expected to maintain information concerning the results of their activities and the measurement of their performance of their exempt purposes.
 - * The Board of Directors of the USBC and Associations will be expected to oversee and evaluate staffing needs and to measure the performance of their chief executive.
 - * Boards will be expected to meet on a regular basis at pre-announced times with a known agenda and to keep minutes of meetings.
 - * Boards of the USBC and Associations will be expected to evaluate their effectiveness and performance every three years.
 - * There will be increased scrutiny concerning the obligation of the Associations to keep and maintain complete, current and accurate financial records. Associations will be expected to implement safeguards to protect member funds, to audit the records of those entrusted with the funds and to conduct an annual review of the Association's financial activities by a qualified, independent expert.
 - * The IRS has recommended that an Association have an audit committee and employ an outside audit expert whenever it possesses significant funds.

- * The IRS expects the local and state associations chartered by USBC to have procedures and policies in place to ensure that the activities and operations of the associations are consistent with those of the parent organization. The IRS will use Form 990 Report to monitor this requirement.
- * Prudence suggests that action be taken before criticism is leveled, claims of breach of duty are made or an action is taken to revoke tax exempt status.

Chart #1

Form 990 Series - Filing Phase-In

The new Form 990 series returns will be effective for 2008 tax year (8/1/2008-7/31/2009) and must be filed by 12/15/2009. To allow organizations time to adjust to the new forms, the IRS is phasing in the new returns during a three-year transition period. During the transition, an organization's annual filing requirement will depend on its financial activity. The charts below indicate annual exempt organization filing requirements during the transition period.

Year End 7/31/2009 File by 12/15/2009	Form to File
Gross receipts normally ≤ \$25,000	990-N
Gross receipts > \$25,000 and < \$ 1 million, and Total assets < \$2.5 million	990-EZ or 990
Gross receipts ≥ \$1 million, and/or Total assets ≥ \$2.5 million	990

Year End 7/31/2010 File by 12/15/2010	Form to File
Gross receipts normally ≤ \$25,000	990-N
Gross receipts > \$25,000 and < \$500,000, and Total assets < \$1.25 million	990-EZ or 990
Gross receipts ≥ \$500,000, and/or Total assets ≥ \$1.25 million	990

Year End 7/31/2011 File by 12/15/2011	Form to File
Gross receipts normally ≤ \$50,000	990-N
Gross receipts > \$50,000 and < \$200,000, and Total assets < \$500,000	990-EZ or 990
Gross receipts ≥ \$200,000, and/or Total assets ≥ \$500,000	990

Form 990-EZ

Short Form Return of Organization Exempt From Income Tax

2008

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation) Sponsoring organizations and controlling organizations as defined in section 512(b)(13) must file Form 990. All other organizations with gross receipts less than \$1,000,000 and total assets less than \$2,500,000 at the end of the year may use this form.

Open to Public Inspection

Department of the Treasury Internal Revenue Service

The organization may have to use a copy of this return to satisfy state reporting requirements.

A For the 2008 calendar year, or tax year beginning, 2008, and ending, 20

B Check if applicable: Address change, Name change, Initial return, Termination, Amended return, Application pending. C Name of organization, Number and street, Room/suite, City or town, state or country, and ZIP + 4. D Employer identification number, E Telephone number, F Group Exemption Number.

Section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable trusts must attach a completed Schedule A (Form 990 or 990-EZ). G Accounting method: Cash, Accrual, Other (specify).

I Website: J Organization type (check only one) 501(c), 4947(a)(1) or 527. H Check if the organization is not required to attach Schedule B (Form 990, 990-EZ, or 990-PF).

K Check if the organization is not a section 509(a)(3) supporting organization and its gross receipts are normally not more than \$25,000. A return is not required, but if the organization chooses to file a return, be sure to file a complete return.

L Add lines 5b, 6b, and 7b, to line 9 to determine gross receipts; if \$1,000,000 or more, file Form 990 instead of Form 990-EZ.

Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances (See page 47 of the instructions.)

Table with 21 rows for revenue and expenses. Rows include: 1 Contributions, gifts, grants, and similar amounts received; 2 Program service revenue including government fees and contracts; 3 Membership dues and assessments; 4 Investment income; 5a Gross amount from sale of assets other than inventory; 5b Less: cost or other basis and sales expenses; 5c Gain or (loss) from sale of assets other than inventory; 6 Special events and activities; 6a Gross revenue; 6b Less: direct expenses other than fundraising expenses; 6c Net income or (loss) from special events and activities; 7a Gross sales of inventory, less returns and allowances; 7b Less: cost of goods sold; 7c Gross profit or (loss) from sales of inventory; 8 Other revenue; 9 Total revenue; 10 Grants and similar amounts paid; 11 Benefits paid to or for members; 12 Salaries, other compensation, and employee benefits; 13 Professional fees and other payments to independent contractors; 14 Occupancy, rent, utilities, and maintenance; 15 Printing, publications, postage, and shipping; 16 Other expenses; 17 Total expenses; 18 Excess or (deficit) for the year; 19 Net assets or fund balances at beginning of year; 20 Other changes in net assets or fund balances; 21 Net assets or fund balances at end of year.

Part II Balance Sheets—If Total assets on line 25, column (B) are \$2,500,000 or more, file Form 990 instead of Form 990-EZ.

(See page 51 of the instructions.)

Table with 27 rows for balance sheets. Columns: (A) Beginning of year, (B) End of year. Rows include: 22 Cash, savings, and investments; 23 Land and buildings; 24 Other assets; 25 Total assets; 26 Total liabilities; 27 Net assets or fund balances.

Part III Statement of Program Service Accomplishments (See page 51 of the instructions.)	Expenses
What is the organization's primary exempt purpose?	(Required for 501(c)(3) and (4) organizations and 4947(a)(1) trusts; optional for others.)
Describe what was achieved in carrying out the organization's exempt purposes. In a clear and concise manner, describe the services provided, the number of persons benefited, or other relevant information for each program title.	
28	
(Grants \$ _____) If this amount includes foreign grants, check here <input type="checkbox"/>	28a
29	
(Grants \$ _____) If this amount includes foreign grants, check here <input type="checkbox"/>	29a
30	
(Grants \$ _____) If this amount includes foreign grants, check here <input type="checkbox"/>	30a
31 Other program services (attach schedule) _____	
(Grants \$ _____) If this amount includes foreign grants, check here <input type="checkbox"/>	31a
32 Total program service expenses (add lines 28a through 31a) _____	32

Part IV List of Officers, Directors, Trustees, and Key Employees (List each one even if not compensated. See page 52 of the instructions.)

(a) Name and address	(b) Title and average hours per week devoted to position	(c) Compensation (If not paid, enter -0-.)	(d) Contributions to employee benefit plans & deferred compensation	(e) Expense account and other allowances
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Part V Other Information (Note the statement requirement in General Instruction V.)

		Yes	No
33	Did the organization engage in any activity not previously reported to the IRS? If "Yes," attach a detailed description of each activity _____		
34	Were any changes made to the organizing or governing documents but not reported to the IRS? If "Yes," attach a conformed copy of the changes _____		
35	If the organization had income from business activities, such as those reported on lines 2, 6, and 7 (among others), but not reported on Form 990-T, attach a statement explaining your reason for not reporting the income on Form 990-T.		
a	Did the organization have unrelated business gross income of \$1,000 or more or 6033(e) notice, reporting, and proxy tax requirements? _____		
b	If "Yes," has it filed a tax return on Form 990-T for this year? _____		
36	Was there a liquidation, dissolution, termination, or substantial contraction during the year? If "Yes," complete applicable parts of Schedule N _____		
37a	Enter amount of political expenditures, direct or indirect, as described in the instructions. 37a _____		
b	Did the organization file Form 1120-POL for this year? _____		
38a	Did the organization borrow from, or make any loans to, any officer, director, trustee, or key employee or were a such loans made in a prior year and still unpaid at the start of the period covered by this return? _____		
b	If "Yes," complete Schedule L, Part II and enter the total amount involved 38b _____		
39	501(c)(7) organizations. Enter:		
a	Initiation fees and capital contributions included on line 9 39a _____		
b	Gross receipts, included on line 9, for public use of club facilities 39b _____		
40a	501(c)(3) organizations. Enter amount of tax imposed on the organization during the year under: section 4911 _____ ; section 4912 _____ ; section 4955 _____		
b	501(c)(3) and (4) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year or did it become aware of an excess benefit transaction from a prior year? If "Yes," complete Schedule L, Part I _____		
c	Enter amount of tax imposed on organization managers or disqualified persons during the year under sections 4912, 4955, and 4958 _____		
d	Enter amount of tax on line 40c reimbursed by the organization _____		
e	All organizations. At any time during the tax year, was the organization a party to a prohibited tax shelter transaction? _____		
41	List the states with which a copy of this return is filed. _____		
42a	The books are in care of _____ Telephone no. (_____) _____ Located at _____ ZIP + 4 _____		
b	At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)? _____ If "Yes," enter the name of the foreign country: _____ See the instructions for exceptions and filing requirements for Form TD F 90-22.1 .	Yes	No
c	At any time during the calendar year, did the organization maintain an office outside of the U.S.? _____ If "Yes," enter the name of the foreign country: _____		
43	Section 4947(a)(1) nonexempt charitable trusts filing Form 990-EZ in lieu of Form 1041 —Check here <input type="checkbox"/> and enter the amount of tax-exempt interest received or accrued during the tax year 43 _____		
44	Did the organization maintain any donor advised funds? If "Yes," Form 990 must be completed instead of Form 990-EZ _____	Yes	No
45	Is any related organization a controlled entity within the meaning of section 512(b)(13)? If "Yes," Form 990 must be completed instead of Form 990-EZ _____		

Part VI Section 501(c)(3) organizations only. All 501(c)(3) organizations must answer questions 46-49 and complete the tables for lines 50 and 51.

	Yes	No
46 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i> _____	46	
47 Did the organization engage in lobbying activities? <i>If "Yes," complete Schedule C, Part II</i> _____	47	
48 Is the organization operating a school as described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i> _____	48	
49a Did the organization make any transfers to an exempt non-charitable related organization? _____	49a	
b If "Yes," was the related organization(s) a section 527 organization? _____	49b	

50 Complete this table for the five highest compensated employees (other than officers, directors, trustees and key employees) who received more than \$100,000 of compensation from the organization. If there are none, enter "None."

(a) Name and address of each employee paid more than \$100,000	(b) Title and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans & deferred compensation	(e) Expense account and other allowances
Total number of other employees paid over \$100,000 _____				

51 Complete this table for the five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. If there are none, enter "None."

(a) Name and address of each independent contractor paid more than \$100,000	(b) Type of service	(c) Compensation
Total number of other independent contractors receiving over \$100,000 _____		

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Please Sign Here

Signature of officer _____ Date _____

Type or print name and title. _____

Paid Preparer's Use Only

Preparer's signature _____ Date _____ Check if self-employed Preparer's PTIN (See Gen. Inst. X) _____

Firm's name (or yours if self-employed), address, and ZIP + 4 _____ EIN _____ Phone no. () _____

May the IRS discuss this return with the preparer shown above? See instructions _____ **Yes** **No**

Chapter One: Association Structure

This chapter details USBC requirements for associations regarding charters, association purpose, tax exemption, incorporating, association name, jurisdictional area, and association dissolution.

USBC is the representative, legislative and executive body with complete and final jurisdiction over chartered associations, its members, leagues, and tournaments.

Section A. Association Purpose

The purpose of the association is to:

1. Provide equal opportunity for all in the sport of bowling without regard to race, religion, age, gender, disability or national origin.
2. Promote the game of American Tenpins.
3. Conduct and support bowling competition.
4. Engage in other activities permitted by an organization classified as tax exempt under Section 501(c)(3) of the Internal Revenue Code.
5. Provide services and benefits to its members.
6. Enforce the playing rules.
7. Promote the growth of youth activities.
8. Maintain or increase membership.
9. Foster programs to increase bowling skills among its membership.

Section B. Charter

USBC Headquarters will issue a charter to state and local bowling associations that meet requirements established in the *USBC Bylaws*, this *USBC Association Policy Manual*, and by the USBC Board of Directors. Chartered associations are subject to the authority of USBC.

1. **Maintenance** – To maintain its charter, at a minimum the association must:
 - a. Adopt bylaws approved by the USBC delegates.
 - b. Not enact any bylaws or rules inconsistent with *USBC Bylaws*, this *USBC Association Policy Manual*, or state laws.
 - c. Adhere to stated requirements set forth in this manual.
 - d. Comply with 501(c)(3) status.
 - e. Maintain corporation status.
2. **Revocation** – USBC shall have the power to revoke the charter of any state or local association at any time if it determines the association is not acting in compliance with USBC bylaws or rules, or state or local association bylaws; or is not in compliance with such requirements as USBC may establish, in its sole discretion, from time to time. However, prior to USBC revoking a charter, USBC will work with the association to attempt a resolution other than revocation. The revocation could be appealed to the USBC Legal and Legislative Committee.

Section C. Tax Exemption

Every USBC association will be under the national group exemption and classified as tax exempt under Section 501(c)(3) of the Internal Revenue Code (IRC). An association must comply with IRS requirements to maintain its tax exempt status.

Section D. Incorporation

Every USBC association (excluding affiliate associations) will incorporate. Associations must comply with state requirements and maintain their corporate status. This could include yearly filings and fees.

Section E. Association Name

1. The name of the association is subject to approval of USBC Headquarters.
2. Any change or modification of the association name must first be approved by USBC Headquarters and then adopted by the delegates/youth representatives/members. (Refer to the appropriate *USBC bylaws*.)
3. Association name will be as follows:
 - a. (Name of state or local) USBC (Serving men, women and youth)
 - b. (Name of state or local) USBC BA (Serving men and women)
 - c. (Name of state or local) USBC WBA (Serving women)
 - d. (Name of state or local) USBC Youth (Serving youth)

Section F. Association Jurisdiction/Location

1. The association's jurisdictional boundaries shall be determined at the time of initial chartering and shall be approved by USBC Headquarters.
2. Jurisdictional boundaries describe the area, including the centers, assigned to an association. The association will then provide programs and services to the members in the centers in that area. Boundary examples include county lines, state roads, rivers, mountains, etc.
3. USBC Headquarters shall decide all questions of jurisdiction. The association(s) involved in a jurisdictional boundary dispute shall submit their recommendation(s) to USBC Headquarters for a decision. Any appeal of the decision shall be submitted to USBC Headquarters according to USBC appeal procedures.
4. Any change or modification of the boundaries also shall be approved by USBC Headquarters.
5. Local association jurisdictional boundaries shall include at least one certified bowling center.
6. The following may not serve the same center:
 - a. Merged and a non-merged adult association.
 - b. Two merged associations.
7. A youth association will determine if it will merge with the BA and WBA adult associations in the same jurisdictional boundaries. This merger must include both adult associations. The youth association has the option of merging or remaining non-merged.

8. A merged association serving men, women and youth in the same jurisdictional boundaries as a non-merged youth association may either compete for the youth membership or make an agreement that the youth association will provide programs and services for the youth in the area.

NOTE: This scenario will be detailed throughout this manual as "merged with a youth association."

9. Local associations shall only be affiliated with one merged state association or a non-merged BA, WBA and/or youth state association, with the exception of a merged state (BA/WBA) with a non-merged youth state association.
10. Multiple states may combine into one state association with approval of USBC Headquarters.
11. The location of the association office shall be determined by the board and should be central to the area served.

Section G. Association Dissolution

Associations dissolved include but are not limited to, those that have merged with another association; have not completed the charter process with USBC or have had their charters revoked by USBC.

For those associations merging, all assets remaining after payment and discharge of its duties, obligations, and liabilities will be distributed proportionately at the direction of the former association board. This board determines the division of the assets including trusts, no portion of the assets is distributed to any organization not described in Internal Revenue Code (IRC), Section 501(c)(3) of 1986, as amended.

For all other associations dissolved, all assets remaining after payment of its lawful obligations shall be distributed in accordance with the requirements of the Internal Revenue Code (IRC), Section 501(c)(3) and regulations promulgated thereunder.

USBC has the authority to enforce any/all distributions provided they meet the requirements described in IRC, Section 501(c)(3) of 1986, as amended. Failure to distribute could be cause for suspension from USBC.

Chapter Two: Membership and Dues

This chapter explains the processing of membership dues.

Section A. Dues – State/Local

Each state/local association will determine the amount of state/local adult dues for their members with the exception of youth. This amount may not exceed those maximums established by the USBC delegates. In addition:

1. Local merged associations and non-merged BA associations must charge the same local association dues amount to men and women.
2. State merged and non-merged state BA associations must charge the same state association dues amount to men and women.
3. Merged state associations may only charge the difference between its adult and youth dues when a youth member joins an adult league, or the association may waive all or part of its remaining state dues. (Refer to Rule 400 for youth eligibility.)
4. Youth joining an adult league in a merged local association will pay full local adult dues or the association may waive all or part of its local adult dues. (Refer to Rule 400 for youth eligibility.)
5. Associations will accept payment of annual membership dues in any form approved by USBC Headquarters.

Section B. Distribution of State Dues

State dues shall be distributed by USBC Headquarters as follows:

1. Merged State – All youth and adult dues go to the merged state association.
2. Non-merged State
 - a. Youth dues go to state youth association.
 - b. Men's dues go to state BA.
 - c. Women in a merged local association choose the state WBA, BA or both. If choosing both, she must pay the corresponding dues for both.*
 - d. Women in a non-merged local association will pay the corresponding state dues.*
3. Merged and Non-Merged Youth State
 - a. Adult dues go to merged state.
 - b. If merged state and youth association are competing — youth choose the merged, youth only or both. If choosing both, they must pay the appropriate dues for both.**
 - c. If merged state and youth association are not competing — youth dues go to youth state.

Definition:

** Women who join the local and state WBA and also want to bowl in the BA must join the local and state BA and vice versa.*

*** Merged with a youth association: Merged associations represent men, women and youth and youth associations represent youth in the same jurisdictional area. Youth who join a competing merged or youth association and also want to bowl in the other must apply and pay the appropriate state dues and local processing fee.*

(This situation arises when the BA and WBA merge and the youth association remains separate.)

Chapter Three: Board of Directors

This chapter explains the board structure; the authority and duties of board members; and topics associated with board eligibility, participation, and responsibilities.

Section A. Structure

1. The association's officers and directors, as determined in the association's mandatory bylaws, constitute the board of directors.
2. No individual may be elected or appointed to more than one voting position on the board.
3. Additional individuals may be selected/appointed to assist the association; however, those individuals will not be considered members of the board. (i.e. assistant office manager, committee member, etc.) USBC does not extend bonding/burglary/holdup coverage outside of its purchased policy. Members of the board of directors are bonded when handling association funds. (Refer to Section I in this chapter.)
4. Life or other honorary members are not members of the board unless elected by the voting body as an officer or director.
5. Where there has been a merger of a BA and WBA and they have an agreement with the non-merged youth association (non-competing), the merged board must still have 20% representation elected by the youth representatives/youth delegates and officers and directors who hold youth membership.
6. In an area where the BA and WBA merge and the youth association refuses to merge, this creates a competitive situation. The merged association will serve men, women, and youth, and the structure is consistent with a regular merged association. Additionally, the youth association will be chartered and have a structure consistent with a regular non-merged youth association.
7. USBC shall have the authority to suspend, expel, or otherwise discipline for cause, officers or directors of any chartered association.

Section B. Authority and Duties

The management and governance of the association is vested in the board of directors.

The board's duties include but are not limited to:

1. Enforcing the bylaws.
2. Complying with the *USBC Association Policy Manual*.
3. Conducting championship level competition for its membership constituency (Refer to Chapter 4, Section H).
4. Establishing a procedure for the handling of funds which includes:
 - a. Approving the financial institution(s), which must be federally insured or its equivalent.
 - b. Designating board members, at least 18 years of age, to sign for withdrawals. All withdrawals must have two signatures. Two members of an immediate family cannot co-sign for withdrawals (Refer to Section I of this chapter for definition of family members).
 - c. Ensuring all money is deposited within seven days.

- d. Authorizing all expenditures which can include electronic transfers of routine bills. (Electronic transfers and routine bills only need initial authorization.)
- e. Ensuring the president verifies the association accounts monthly.
- f. Ensuring all required financial reports are filed. (IRS, payroll taxes, state taxes, etc. Refer to Chapter 4, Section F.)
- g. Ensuring scholarship funds are handled as specified by USBC Headquarters. (Refer to bowl.com.)
5. Establishing a procedure for a yearly audit. (Quarterly audits are recommended.)
6. Choosing the date of the association annual meeting.
7. Determining the procedure for selecting the annual meeting and championship tournament site(s).
8. Approving a procedure for retention of records which must include the financial records.
9. Overseeing the transfer of association records and property to the:
 - a. Successors to a position, or employee, no later than the first day of their term or employment.
 - b. Board within two weeks from the date of vacancy.
10. Determining association optional member benefits and dues, if applicable, not to exceed the maximum dues amount determined by the USBC delegates.
11. Implementing USBC programs as requested.
12. Ensuring the association has an active e-mail account, to be maintained by the association manager or another individual appointed by the board. The e-mail account must be entered in the association's WinLABS database and transmitted to USBC Headquarters.
13. Selecting/appointing the association manager.
14. Authorizing other non-board positions to assist the association, including but not limited to, office assistant, clerk, awards chairman, etc.
15. Approving requests by a center or another entity for a special mailing to the entire association membership.
 - a. The membership list must be retained by the association and the mailing must be made by the association or a bonded mailing service.
 - b. If a center in the association's jurisdiction requests a mailing to the entire association membership, the association board must receive written approval from each center in the association's jurisdiction prior to doing the mailing. If a center in the association's jurisdiction does not provide written approval of a neighboring center's mailing, his/her center's bowlers must be excluded from the mailing.
 - c. Association mailings, such as state or local tournament promotions, or mailings done by the association on behalf of another entity (state association, tournament group, etc.) not within the association's jurisdiction, does not require approval from centers.
16. Establishing a procedure for maintaining averages, which shall include providing each league secretary with the National ID numbers of each participant in the league prior to the end of each league's schedule or association cutoff date for submission of averages. It shall provide for the maintenance of an average record of association members by publishing a yearbook or maintaining a list for office use. The average listing shall be maintained as part of association records for at least three (3) years and must include the following information:

- a. A listing, alphabetical by bowler name, of all league averages based on at least 21 games. All such averages shall be considered official. The association shall either maintain separate winter league and summer league average listings; or the association may maintain a single combined listing provided such listing indicates which leagues are summer leagues.
- b. The names of each league in which a member has bowled at least 21 games.
- c. The number of games bowled by the member in each league.
- d. The member's average in each such league.

The association may set a date for league secretaries to submit averages but this date may not be earlier than March 1. Averages as of the date set shall be considered the final season averages except in the case of bowlers in a league which has not bowled 10 weeks of its schedule as of that date. In that case, the averages at the end of the league schedule are official.

17. Re-rating the league average of an association member when there is evidence the bowler's average does not represent the bowler's true ability. (local only)
18. Conducting suspension and reinstatement hearings if requested by USBC Headquarters. (Refer to the Suspension and Reinstatement Procedures for re-rate, suspension, reinstatement, and appeal procedures.)
19. The board shall have the power to render final decisions on all protests and disputes within the association unless appealed to USBC Headquarters.
20. Providing other reports as required by USBC Headquarters.

Section C. Board Eligibility

In addition to the eligibility requirements in the *USBC Bylaws*, the following applies:

1. A candidate for the board (elected or appointed) must be bondable by USBC, if at least 18 years of age.
2. The association manager is not eligible to serve concurrently as an officer however, may be elected as a director.
3. In a merged association, a non-merged BA and a non-merged WBA, a maximum of three bowling center proprietors may serve on the board simultaneously including the total number of proprietor board members representing adults, as well as proprietor board members elected by and from the youth representatives/youth delegates.
4. Representation on the state board from local associations is not limited unless otherwise specified in the bylaws. If limited:
 - a. The first local association the individual joins (within the state) will be the determining factor in applying the limitation.
 - b. An officer or director who changes residence shall not be required to relinquish office until the term expires unless:
 - 1) A written resignation is received.
 - 2) Disciplinary action or the removal procedures are instituted in accordance with the procedures in the *USBC Bylaws* and Suspension and Reinstatement Procedures.

- 3) Membership is not renewed by October 1. Before a vacancy can be declared, the individual has the opportunity to appear before the board to explain the reasons for not renewing his/her membership.

Section D. Elections

In addition to the election requirements in the *USBC Bylaws*, the following applies:

1. Board members remain in office until their successors take office. Terms of office begin August 1 following the election unless another date is specified in the bylaws. If another date is adopted, it is to be indicated in Article V, Section D of the respective bylaws.
2. The president, vice president(s), and sergeant-at-arms (optional) positions shall be voted on separately and consecutively beginning with the highest office to be filled.
3. An officer or director may accept a nomination and run for election for another office on the board without resigning the present office. If defeated, the individual completes his/her term.

Section E. Election Protest (Local only)

Any and all protests must be voiced during the meeting at the time of the infraction, i.e., during the election process. If a protest is voiced during the meeting and *no action* is taken by the presiding officer/ board; then a protest may be filed in, writing, to USBC Headquarters within 15 days of the meeting. NOTE: Most protests involve the election process.

Directions on protests during the meeting are announced at the meeting. An appropriate venue would be in the opening remarks or the Rules of the Meeting and/or again by the Chair prior to the elections.

Section F. Terms

1. **Term of Office (Number of years in a term).** USBC Headquarters suggests two- or three-year terms.
2. **Term Limit (Number of terms allowed)** - Refer to state law to determine if there is a maximum number of term limits allowed by law. USBC Headquarters suggests a limit of two or three terms.

Section G. Stagger System

Based on the adopted number of years in a term and number of terms allowed, a stagger system must be developed to be approved by the appropriate voting body and included in the bylaws (Examples of stagger systems can be found in Chapters 5 & 7 of the *USBC Association Leader's Handbook*).

Section H. Resignation, Removal, and Vacancies

In addition to the *USBC Bylaws* and Suspension and Reinstatement Procedures, the following applies:

No vacancy, except by death, can be filled unless:

1. A written resignation is received.
2. Disciplinary action or the removal procedure is instituted in accordance with the procedures in the *USBC Bylaws* and Suspension and Reinstatement Procedures.
3. Membership is not renewed by October 1. Before a vacancy can be declared, the individual has the opportunity to appear before the board to explain the reasons for not renewing the membership.

Refer to the Suspension and Reinstatement Procedures for removal of a board member or member suspension and reinstatement procedures.

Section I. Bonding

1. USBC maintains a policy of bonding, burglary, and holdup insurance for all chartered associations. The bonding, burglary, and holdup insurance coverage is available through a policy of insurance issued to USBC by an independent licensed insurance company.

USBC chartered associations, with the exception of those located on US Military Bases in foreign countries, automatically are covered for \$10,000. Additional coverage can be obtained without cost, upon written request to USBC Headquarters or through the WinLABS program.

The policies of insurance provide coverage for misuse of funds by an association officer and bonds all officers and directors of the association for loss of funds due to burglary and/or holdup.

2. Coverage is extended to a non-board member appointed by the association manager as the tournament manager of a required championship tournament. Funds from other association tournaments, conducted by a non-board member appointed by the association manager, are not bonded until received by a member of the board.
3. Requirements for Bonding
 - a. **Family Members.** Two members of an immediate family cannot co-sign for withdrawals. (Immediate family members include: mother, daughter, sister, wife, husband, son, brother, father, stepsister, stepmother, in-laws, etc. Even though members of an immediate family are not residing in the same household, it would not be permissible for them to act as signatories on association accounts.)
 - b. **Age.** To meet bonding requirements, any member of the board authorized to handle funds, sign contracts or acting as a signatory on association accounts must be a minimum age of 18. Bond coverage does not extend to anyone under the age of 18.

Section J. Diversity

1. USBC will provide equal opportunity for all in the sport of bowling without regard to race, religion, age, gender, disability, or national origin.
2. All associations should ensure its board and committees are representative of its membership.

Section K. Life Members

Individuals who have been recognized by their ABC and/or WIBC associations as honorary members will retain their titles of Life Member or Member Emerita of the former ABC and/or WIBC association. These honorary members will not be members of the board of directors unless they are elected to one of the board positions of the association.

The association board will have the authority to determine if it will develop its own recognition program and/or honorary memberships. If the association determines that Life membership is to be part of its recognition program, those members could receive special discounts, etc. but not to include automatic board participation.

Section L. Conflict of Interest

Association board members have a legal responsibility to the association and its members and may be held responsible for failing to honor those obligations. A board member must:

1. Be looking out for the association's and member's best interest, not his/her own.
2. Not experience personal gain from his/her affiliation as a member of the board.
3. Not participate in the decision making process if the decision affects that individual.

Example: If voting on a host center for the association tournament, any interested board member(s), especially a proprietor member of the board, should not vote and should excuse themselves from the discussions.

4. Maintain confidentiality in any matter the board deems as confidential.

Section M. Expenses

Legitimate business expenses can be reimbursed, with board approval. Such expenses must be documented, including receipts.

Section N. Auxiliary Members

For the purpose of training and educating a potential board member, the association board may implement an auxiliary board member program.

1. The auxiliary members perform specific duties for the association, as determined by the board, and:
 - a. Are appointed by the president with board approval.
 - b. Attend board meetings with voice only and no vote. The auxiliary member(s) must be excused from the board meeting when confidential or legal business is discussed (i.e. – hearings, performance reviews, etc.)
 - c. Auxiliary members should:
 - 1) Serve on committees.
 - 2) Provide special reports at the request of the board.
 - 3) Participate in league secretary training.
 - 4) Serve as an association representative.
 - 5) Distribute awards, etc.

2. To be eligible to serve as an auxiliary member, an individual:
 - a. Must be a USBC member of the local association, in good standing throughout his/her term.
 - b. Shall not have served on a previous state or local association (USBC, ABC, WIBC or YABA) board. However, those individuals who have only served on a board as a youth member are eligible to serve as an auxiliary member in a non-merged adult association.

Section O. Other Requirements

1. Registered Volunteer Program

Specific roles or positions within the USBC Youth program that require registration include:

- USBC Headquarters employees.
- USBC National Board and Youth Committee members.
- Local non-merged youth association board members.
- Local merged association Youth Committee members.
- Local association manager in merged associations and non-merged youth associations.
- USBC youth league officers.
- USBC youth league or tournament coaches.
- USBC youth tournament directors.
- Non-family members who serve as overnight trip chaperones.

2. Record Retention

Associations are required to:

- a. Maintain all required records of all former organizations.
- b. Maintain records as described in the USBC Record Retention Guide (available in the “Forms and Manuals” section of bowl.com).

3. Supply Distribution

Associations must develop a supply distribution system that best fits the needs of the leagues.

4. Logos

- a. The USBC logo is trademarked. Any use of the USBC logo must comply with information included in the *USBC Graphics Standards Manual* (also known as the *USBC Style Guide and Association Leaders’ Brand Guide*). The guide is available at bowl.com on the Association/branding page. Associations may not license the use of the USBC logo or marks (i.e. related graphics such as the logo for bowl.com, USBC tournaments, departments, etc.) to any third party. If such licensing is desired, please e-mail marketing@bowl.com.
- b. The USBC Association Logo options template must be used when designing and creating a new logo. Submit your logo to USBC Headquarters (marketing@bowl.com) for approval before printing or digitizing your association logo.
- c. When creating new (or reordering existing) association apparel, pins, etc. that includes a logo, your USBC association logo must be used. If logos are not used on these items, it is acceptable to only use your USBC association name without the logo.

- d. The primary and secondary USBC youth logos are trademarked, and may not be altered. All use of USBC youth logos must comply with information included in the *USBC Youth*

Characters Official Graphics Standards and Style Guide and use of the logo(s) must be approved by USBC by e-mailing a request to marketing@bowl.com.

The *USBC Graphics Standards Manual* and *USBC Youth Characters Official Graphics Standards and Style Guide* can be obtained by logging on to the Association page of bowl.com or e-mailing marketing@bowl.com.

Additional information, including sample logos, can be found on bowl.com.

5. **Recognition**

USBC associations are required to:

- a. Maintain records of all those previously honored, such as:
 - 1) Hall of Fame members.
 - 2) Honorary members.
- b. Solicit input and submit names of individuals deserving National, state and/or local recognition.
- c. Provide USBC Headquarters with appropriate information, as requested.

Chapter Four: Officers

This chapter details the specific officer positions, authority, duties, performance reviews, processing and distributing of awards, tax information, lane certifications and dressing inspections, and tournaments.

Section A. President

Authority and duties:

1. Presides at all board and association meetings.
2. Acts as spokesperson for the association.
3. Obtains financial records from the association manager and verifies the association accounts monthly.
4. Appoints committees with board approval. In merged associations the president does not appoint the Youth Committee.
5. In a non-merged youth association, appoints two adult association board members, at least 18 years of age, as adult advisors to the Youth Leaders Chapter (if there is a chapter in the jurisdiction) with approval of the association board and youth leaders board.
6. Provides an agenda to the association manager which should be within one week in advance of the meeting.
7. The president may attend president-appointed committee meetings in an ex officio, non-voting capacity, unless the Board directs otherwise.

Section B. Vice President

Authority and duties:

1. Presides at all meetings when the president is absent.
2. Performs other duties as prescribed by the board or requested by the president.

Section C. Association Manager

1. Acts as the ex officio, non-voting secretary/treasurer of the board.
2. Has voice only, does not count towards the quorum and cannot make or second motions at board meetings, unless he/she is also a director. He/she may be excused from board meetings based on the issue/discussion at hand.
3. Has voice and vote at membership meetings, unless he/she is not a current member of the association.
4. Is selected/appointed by and accountable to the board and USBC.
5. Must be a minimum age of 18, unless state laws mandate a specific age and be USBC bondable.
6. Is not required to be a member of the association however, it is suggested.
7. Is not eligible to serve concurrently as an officer of the association.
8. Is eligible to serve as a director. (Not recommended due to possible conflicts of interest.)
9. Authority and duties:

- a. Reporting
 - 1) To USBC Headquarters as required.
 - 2) To the board/delegates/youth representatives/members at every meeting and as needed.
 - 3) A financial report, in writing, at every board and delegate/youth representative/membership meeting.
 - 4) A written, audited, year-end financial report at a board and the delegate/youth representative/ membership meeting.
- b. Financial – Complying with the established bookkeeping procedures and accounting of assets and disbursements, as approved by the board, which must include:
 - 1) Receiving and issuing a receipt for all funds paid to the association within 10 days, i.e. to league secretaries for receipt of dues. (local only)
 - 2) Depositing association funds, and if applicable, Youth Leaders Chapter funds in the association's account, in a financial institution which must be federally insured or its equivalent, within seven days of receipt. Non-board members handling/depositing association or youth leaders funds are not bonded through USBC.
 - 3) Ensuring all withdrawals have two signatures. (Two members of an immediate family cannot cosign for withdrawals.)
 - 4) Providing the president with all records for monthly verifications.
 - 5) Ensuring all required financial reports are filed. (IRS, payroll taxes, state taxes, etc. Refer to Section F of this chapter.)
 - 6) Providing all documentation for the association audits.
 - 7) Preparing a budget for board approval, if required. (Note: The finance committee reviews and monitors the budget, if applicable.)
 - 8) Establishing a procedure for retention of records which must include the financial records, to be approved by the board.
 - 9) Providing a report of financial transactions as requested by the board or USBC Headquarters.
 - 10) Paying all bills authorized by the board.
 - 11) Paying all invoices/warrants from youth leaders funds that are submitted and approved by the Youth Leaders Chapter. Must ensure there are two signatures on the invoice/warrant, one of which must be an adult advisor.
 - 12) Submitting scholarship funds to USBC Headquarters for administration by SMART as specified. (Refer to bowl.com.)
- c. Other
 - 1) Handling association correspondence, including distributing information to and from USBC Headquarters to the respective board, proprietors and members.
 - 2) Ensuring board members have a current copy of the association's bylaws.
 - 3) Distributing meeting notifications, as designated in the bylaws.
 - 4) Maintaining the association's operations manual, if applicable.
 - 5) Receiving, compiling and filing committee reports.
 - 6) Recording and maintaining meeting minutes.

- 7) Managing the association championship tournament(s) and all other association tournaments. The association manager is the tournament manager, or acts as the supervisor of the tournament manager.
- 8) Managing the State Pepsi USBC Youth Championships (and all associated qualifying levels, if applicable). The association manager is the tournament manager, or acts as the supervisor of the tournament manager. (state only)
- 9) Distributing all prize funds within 30 days following the close of the tournament, except when USBC Headquarters has authorized delay in payment.
- 10) Maintaining a record of and submitting tournament scores to USBC Headquarters as specified.
- 11) Ordering association supplies.
- 12) Selecting/appointing individuals for additional non-board positions, if these positions have been approved by the board. Positions could include, but are not limited to, office assistant, clerk, awards chairman, etc.
- 13) Maintaining a record of, verifying and submitting to USBC Headquarters and the state association, averages of members who have participated in at least 21 games in each league. (local only)
- 14) Providing each league secretary a list of all league members and their National ID numbers for submission of averages. (Refer to Chapter 3, Section B) (local only)
- 15) Providing membership records and submitting to USBC Headquarters when requested and in a format specified by USBC Headquarters.
- 16) Ensuring lane certification and dressing inspections are completed and submitted to USBC Headquarters in a timely manner.
- 17) Submitting the association's delegates/alternates credentials to USBC Headquarters and, in the case of the local associations, submitting delegates/ youth delegates/alternates credentials to the state, within the specified formats and dates.
- 18) Processing membership and remitting USBC national and state dues to USBC Headquarters within 20 days of receipt. (local only)
- 19) Performing an upload of WinLABS backup twice per year. (The first one must be completed after "starting new season" in WinLABS).
- 20) Transmitting all board member information to USBC Headquarters within 20 days of election and maintaining the accuracy of the information.
- 21) Ensuring member's awards are fulfilled within seven days.
- 22) Entering Youth Leaders Chapter information (identifying youth leaders and their titles) in Win-LABS within 20 days of receipt, if there is a program in the association's jurisdiction. (local only)
- 23) Overseeing volunteer activities.
- 24) Performing other duties as prescribed by the board, the *USBC Bylaws*, *USBC Association Policy Manual*, and the association's operations manual, as applicable.

Section D. Performance Reviews

1. The association manager reports and is accountable to the board and USBC Headquarters.
2. Federal and state laws on employment must be taken into consideration.

Section E. Processing and Distributing Awards

USBC local associations are required to:

1. Fulfill and distribute all national awards within seven days of receipt of the application.
2. Submit high score awards applications to USBC Headquarters electronically within seven days of receipt of the application.

For member history purposes, USBC associations should transmit all earned national awards information (high score and locally fulfilled) to USBC Headquarters within seven days of the application.

Section F. IRS and Tax Information

The following lists some of an association's requirements for filing Internal Revenue Service (IRS) and state forms. Associations may be required to file additional forms. Contact the local IRS office, State Department of Revenue, or a tax consultant.

It is the responsibility of the entire board to ensure all legal documents are filed and all taxes are paid as legally required.

1. IRS Reporting

a. Payroll

If an individual receives compensation, federal and state laws on employment must be taken into consideration. Further, if the board approves compensation for an individual, including the association manager, president, lane inspectors, etc., there are tax requirements. The IRS and state may impose severe penalties for non-compliance.

USBC associations that compensate an individual \$100 or more per year are required by the IRS to withhold Federal Income Tax, Medicare and Social Security.

Associations also are required to check with the appropriate state government to determine any state employee payment requirements such as state income tax, workers' compensation payments, state unemployment tax, etc.

b. Form 990, 990-EZ, or 990-N

All associations are required to file one of the versions of the IRS Form 990 – Return of Organization Exempt From Income Tax.

- 1) USBC associations, which normally do not meet the \$25,000 gross income threshold, are required by the IRS to electronically file a report annually using IRS Form 990-N (e-Postcard).
- 2) USBC associations, which meet the \$25,000 gross income threshold, are required by the IRS to file a report using either IRS Form 990 or 990-EZ as shown in the chart below.
- 3) USBC associations which exceed the income thresholds shown in the chart are required by the IRS to file a report annually using IRS Form 990.

- 4) Gross receipts include, but are not necessarily limited to:
 - a) Tournament entry fees.
 - b) Ways and Means Committee projects.
 - c) Fund-raising projects.
 - d) Membership dues/youth processing fees as defined below.

USBC local associations fall into the category of "agents" as defined by the IRS in the "General Instructions for Form 990 and Form 990-EZ." As an agent, dues money collected on behalf of the state and National organizations should not be counted in determining if the association has \$25,000 in gross receipts.

The following is from the IRS website: <http://www.irs.gov/charities/article/0,,id=184445,00.html>

2008 Tax Year (Filed in 2009 or 2010)	Form to File
Gross receipts normally ≤ \$25,000	990-N
Gross receipts > \$25,000 and < \$ 1 million, and Total assets < \$2.5 million	990-EZ or 990
Gross receipts ≥ \$1 million, or Total assets ≥ \$2.5 million	990

2009 Tax Year (Filed in 2010 or 2011)	Form to File
Gross receipts normally ≤ \$25,000	990-N
Gross receipts > \$25,000 and < \$500,000, and Total assets < \$1.25 million	990-EZ or 990
Gross receipts ≥ \$500,000, or Total assets ≥ \$1.25 million	990

2010 Tax Year and later (Filed in 2011 and later)	Form to File
Gross receipts normally ≤ \$50,000	990-N
Gross receipts > \$50,000 and < \$200,000, and Total assets < \$500,000	990-EZ or 990
Gross receipts ≥ \$200,000, or Total assets ≥ \$500,000	990

c. Form 990-T

- 1) USBC associations that gain income in excess of \$1,000 gross per year from activities not related to the purpose of the organization for which the IRS granted tax exemption, must report and pay taxes on that income using IRS Form 990-T.
- 2) Examples of unrelated business income are:
 - a) Fund-raisers.
 - b) Sponsor donations.
 - c) Raffles.

d. Form 1099

USBC associations must meet all IRS and state reporting and payment requirements by issuing an IRS Form 1099 to any individual who has total cumulative earnings of \$600 or more during a calendar year in competitions operated by the association. This figure includes regular prize winnings in addition to side competition earnings from events such as brackets.

If the association operates multiple competitions during the calendar year, the earnings of an individual in all of these competitions are to be added together to determine the need to issue an IRS Form 1099.

2. Small Games of Chance

USBC associations that desire to run raffles, 50/50 drawings or any other type of games of chance are required to contact the appropriate city and/or state to determine if a permit is required before running the promotion.

NOTE: USBC Headquarters is not responsible for misinterpretation of information in this section. Associations should contact the Internal Revenue Service (IRS) or a tax advisor experienced with tax exempt organizations.

Section G. Lane Certification & Dressing Inspections (Local)

The association manager is responsible for ensuring all inspections are completed according to USBC requirements. Local associations will identify interested volunteers to assist with lane certification and lane dressing inspections. The association manager will monitor each inspector's performance. Refer to the *USBC Bowling Center Inspections Manual* for details.

Section H. Association Tournaments

This section describes the association requirements for conducting tournaments.

1. Required Tournaments

a. Merged Associations:

- 1) Open tournament (men and women).
- 2) Women's tournament.
- 3) Youth tournament.

If state public accommodation laws allow, the association may offer a men's only and a women's only championship tournament rather than the open tournament. USBC will not be responsible for any consequences resulting from actions of any association that does not comply with state laws.

If an open and women's championship tournament is offered, the association may offer a men's only championship tournament if state public accommodation laws allow.

Contact an attorney for more information on public accommodation laws and advice on what specific practices are permitted in your state.

b. Non-merged Associations:

1) USBC BA – An open tournament for men and women.

If state public accommodation laws allow, the association may offer a men's only and women's only championship tournament, in addition to the open tournament. USBC will not be responsible for any consequences resulting from actions of any association that does not comply with state laws.

Contact an attorney for more information on public accommodation laws and advice on what specific practices are permitted in your state.

2) USBC WBA – Women's tournament.

3) USBC Youth – Youth tournament.

c. State Associations – In addition to the above, merged and/or non-merged youth associations must conduct a State Pepsi USBC Youth Championships. (Refer to Item 12 of this section.)

2. Tournament Operation

a. An annual championship tournament shall be conducted unless:

- 1) The USBC national or state association championship tournament is held in the association's jurisdiction. The association board is given the authority to determine if it should forego the local tournament for that year. Refer to bowl.com.
- 2) Specific permission to forego the tournament is otherwise granted by USBC Headquarters.

b. All USBC members must have an equal opportunity to participate in tournaments of equal design and quality.

c. The association manager is responsible for the operation of the association championship tournament(s) and all other association tournaments, either as tournament manager or as supervisor of the tournament manager.

d. Tournament scores must be submitted to USBC Headquarters as specified.

3. Certification

a. Association championship tournaments are certified through USBC Headquarters.

b. If the association conducts additional tournaments, they must be certified with USBC, including modified formats and scholarship tournaments. Scholarship funds must be submitted to USBC Headquarters for administration by SMART. However, fund-raising events to benefit named charities do not have to be certified (Bowl for the Cure®, etc.).

Associations may apply for tournament(s) certification by completing the application on-line at www.bowl.com, through the Tournament Certification On-line Program.

4. Prize Funds

- a. All prize funds shall be distributed within 30 days following the close of the tournament, except when USBC Headquarters has authorized delay in payment.
- b. Tournament prize lists must be maintained for at least one year.

5. Rules

- a. The championship tournament shall be governed by the following:
 - 1) Article V of the mandatory association bylaws.
 - 2) *USBC Playing Rules* book.
 - 3) *USBC Association Policy Manual*.
- b. Tournament rules:
 - 1) Are adopted by the board or a committee (more than one member) appointed by the board. A majority vote is required to adopt or change the tournament rules.
 - 2) Shall not conflict with USBC rules. The following rules do not apply:
 - a) 300 b, Item 1
 - b) 300 c, Item 1(b)
 - c) 301 a
 - d) 303 Item e
 - e) 309 Item b, 1 and 2 (applies for scholarship tournaments)

Tournament management is not required to submit to USBC Headquarters a prize list and financial statement in accordance with USBC Rule 309 unless requested by USBC Headquarters. However, the association shall maintain for at least one year, a prize list with the name and score of each prizewinner, the prize issued and a financial statement listing all prize receipts and disbursements.

- 3) The following formats are not available for the annual association championship tournament:
 - a) Pro-Am Tournament – Rule 301 d
 - b) Modified Formats – Rule 302 a
 - c) Mail-o-Graphic – Rule 302 b
- 4) Can limit the number of players classified as professional bowlers to two on a four or five-player team and one on a three-player or doubles team.
- 5) Cannot require an average to have a minimum number of games in excess of 21 games.

6. Entering Averages

- a. A member who competes in leagues in other associations must enter with his/her highest league average unless the tournament rules state that only averages established in leagues under its jurisdiction are to be used.
- b. Averages established in USBC summer leagues, which start their schedules after March 15 for the summer season, shall be accepted as official when members do not have a winter season average. Unless the tournament rules state otherwise, averages established

in leagues, which start their schedules after March 15 for the summer season, shall not be accepted when a member does have a winter season average.

7. Average Adjustment

The tournament manager or an authorized representative may adjust an entrant's average upward prior to bowling. Such adjustment may be appealed to USBC Headquarters within 15 days of the date of bowling or prior to the payment of prizes, whichever comes first.

If the entrant chooses not to bowl with the adjusted average, the entry fees shall be refunded.

8. Format

The tournament consists of any or all of the following and shall decide the association champions in the following events:

- a. Five, four or three-player teams.
- b. Two-player teams. (doubles)
- c. Singles events.
- d. All-events.

9. Consolidated Tournaments

Local associations adjacent to each other may consolidate their annual association championship tournament provided the boards of directors of the adjacent associations approve such consolidation.

The boards of directors of the adjacent associations shall determine the management of the consolidated association championship tournament.

10. Sectionals

The state association may conduct the annual championship tournament using a maximum of two (2) sectionals with the permission of USBC Headquarters. In state associations using the sectional format, the association shall have the option of determining the state champions of each event via a championship roll-off; or the sectional winners of each event declared sectional champions. The rules must list the option used.

11. Eligibility

- a. To participate in an association tournament an individual must be a member.
- b. **Adults** -To be a member, the individual must apply through the appropriate association and pay the appropriate dues — i.e. local, state, and National.
- c. **Youth** -All youth members participating in youth leagues in bowling centers located within the jurisdictional boundaries of a merged or a non-merged youth association are permitted to bowl in the championship tournament even if their original membership was not processed through the association. If applicable, the following members must pay the state dues and local processing fee unless otherwise waived through a reciprocal agreement with the association:
 - 1) Youth moving from state to state must pay state dues and the local processing fee.
 - 2) Youth moving from one local association jurisdiction to another must pay only the local processing fee.
- d. Those eligible to bowl in a non-merged state WBA are:
 - 1) All women in a merged local association who join the state WBA.

- 2) All women in a non-merged local WBA.
Women who belong to a non-merged local BA are not eligible unless they join the non-merged local WBA and pay appropriate local and state dues. The non-merged local WBA could supply the member with a multiple membership card designating she is a member of the WBA.
- e. Those eligible to bowl in a non-merged state BA are:
 - 1) All men and women in a non-merged local BA.
 - 2) All men in a merged local association. Women in a merged local association are not eligible unless they join the non-merged state BA and pay appropriate dues.
Women in a non-merged local WBA are not eligible to participate in the state BA tournament unless they join the non-merged local BA and pay appropriate state (if applicable) and local dues. The non-merged local BA could supply the member with a multiple membership card designating she is a member of the BA.
- f. Associations may adopt additional tournament eligibility requirements provided they do not conflict with USBC rules. Tournament rules may require:
 - 1) An individual to be a member of the association no more than 30 days prior to the date the player participates in the tournament.
 - 2) Members who are eligible for another association championship tournament to bowl a predetermined number of games, not more than 21, in a league within its jurisdiction. Members of multiple associations (state or local) who do not bowl the required number of games in any association will be eligible for the association tournament through which their USBC national dues were paid

NOTE: Eligibility cannot be restricted for individuals who have a current average of 21 or more games in a league within its jurisdiction or members who do not hold membership in another association.

12. State Pepsi USBC Youth Championships

USBC local merged and non-merged associations shall encourage and assist coaches of USBC certified youth leagues to conduct qualifying levels of the State Pepsi USBC Youth Championships. The qualifying levels will be outlined in the State Pepsi USBC Youth Championships Tournament rules.

USBC merged state associations serving men, women and youth and non-merged state youth associations that are not in direct competition with a merged association shall appoint the State Pepsi USBC Youth Championships tournament manager as directed by USBC Headquarters.

Non-merged state youth associations that are in direct competition with the merged state association shall assist the merged association by forwarding to them any funds, records or supplies held in trust for the State Pepsi USBC Youth Championships Tournament. A merged state must conduct State Pepsi USBC Youth Championships Tournament for all eligible state youth members.

Chapter Five: Meetings

This chapter details requirements associated with membership and board meetings.

Section A. General Meeting Requirements

1. Meetings involving youth members may not involve the use of tobacco products or alcoholic beverages.
2. Minutes (All board and association meetings)
 - a. Minutes must be kept for all meetings of the association.
 - b. Minutes of the previous meeting shall:
 - 1) Either be read (not recommended) or a written copy provided to all attendees of the meeting.
 - 2) Be approved at the next meeting.
 - 3) Be filed (paper or electronic) permanently.
3. A merged association may not hold separate meetings of delegates and youth delegates (state) or members and youth representatives (local).

NOTE: Youth associations also will allow adult USBC members involved in youth programs to attend annual meetings with voice only.

Section B. Annual Meeting Quorum

1. **Defined** – A quorum is the number of voting members who must be present in order for business to be legally transacted. USBC requires a specific number be adopted, not a percentage.
2. **State Annual Meeting**
 - a. To conduct business at the annual meeting, the number of delegates representing adults, as determined in the association's bylaws, must be present.
 - b. To conduct youth related business at the annual meeting, the number of elected youth delegates, as determined in the association's bylaws, must be present.
3. **Local Annual Meeting**
 - a. To conduct business at the annual meeting, the number of adult members, as determined in the association's bylaws, must be present.
 - b. To conduct youth related business at the annual meeting, the number of youth representatives, as determined in the association's bylaws, must be present.

NOTE: The quorum should be as large a number as can be reasonably depended on to be present at a meeting.

Section C. Youth Representation at Annual Meetings

1. **Attendance at Annual Meetings:**
 - a. Youth Delegates – Attend merged state and/or non-merged state youth association meetings.
 - b. Youth Representatives – Attend merged local and/or non-merged local youth association meetings.
2. **Youth Representatives (local)**
 - a. Youth representatives consist of the following:
 - 1) All youth members of the association, at least 14 years of age.
 - 2) One adult representative, who is a USBC member, from each certified youth or adult/youth league.
 - 3) One representative, who is a USBC member, from each center in which there is at least one certified youth league.
 - b. League and center representatives serving as youth representatives shall serve for one year.
 - c. Vacancies
 - 1) A league or center representative serving as a youth representative, who is unable to attend an association annual meeting, may appoint an alternate, who meets the eligibility requirements, from the league or center represented.
 - 2) A league representative chosen to represent more than one league may appoint an alternate from the league represented.

Section D. Board Meetings

1. **Quorum:**
 - a. To conduct business at a board meeting, the number of board members as determined in the association's bylaws must be present. USBC requires a specific number be adopted, not a percentage.
 - b. The association manager has voice only, does not count towards the quorum and cannot make or second motions at board meetings, unless he/she is also elected or appointed as a director.
2. **Excused from Meetings** – A board member, including the association manager, may be excused from any portion of a board meeting based on a conflict of interest.
3. **Entitled to Vote** – All members of the board of directors are entitled to voice and vote with the exception of the association manager, who acts as the ex officio non-voting secretary/treasurer of the board and has voice only. The association manager may have vote if also elected as a director.
4. **Mail and Electronic Voting** – A vote by mail, e-mail or teleconference should be reserved for emergency/urgent issues.
 - a. Types
 - 1) Mail and e-mail voting - If state laws permit a mail or e-mail vote by the board, and if it is desired to do so, the following section, if adopted by the delegates/youth delegates (state) or members/youth representatives (local), must be added in item 4 of Article VII, Section B of the bylaws:

- a) Questions may be submitted through the mail (e-mail, if every member of the board has e-mail) to all members of the board.
- b) If a quorum is received, a majority of votes received within 10 days from the date submitted decides the question. Record of the vote will be recorded in the board's minutes. This action must be reported at the next board meeting. This has the same effect as taking the vote at a meeting.
- 2) Teleconference vote – This action must be reported at the next board meeting. Teleconference meeting minutes are treated as regular minutes.
- b. Procedure for mail voting
 - 1) Questions may be submitted through the mail and shall be sent to every member of the board. Notice must include:
 - a) The number of responses needed to meet a quorum.
 - b) Required return date.
 - c) Full instructions for marking the ballot.
 - d) To whom the ballot must be returned.
 - e) The proposed action.
 - f) Separate ballots shall be given for each proposed action.Approval of the ballot requires a majority vote and the quorum is valid only when the number of votes cast equals or exceeds the quorum required for a regular board meeting.
 - 2) If the vote is not to be secret also send the following:
 - a) Printed ballot containing space for voter's signature.
 - b) Self-addressed return envelope.
 - 3) If the vote is to be secret also send the following:
 - a) Printed ballot (no signature space).
 - b) An inner envelope with a space for the voter's signature placed on its face instead of on the ballot.
 - c) Self-addressed return envelope.

The person(s) designated to count ballots should hold them, unopened, until the meeting or date the votes are to be counted. Remove the inner envelopes; verify ballot is from a qualified voter based on the signature on the inner envelope. Open the inner envelopes and remove the ballots.
 - 4) Count the ballots. Report the results of the mail vote to all board members by a method chosen by the board within 10 days after the voting deadline.
 - 5) Retain a hard copy of each ballot until after the next in-person meeting, if state laws allow. After which, if no question or challenge has been raised, the hard copy records may be destroyed.
 - 6) Read and record the vote in the next board's minutes. This has the same effect as taking the vote at a meeting.
- c. Procedure for e-mail voting
 - 1) If every member of the board has e-mail, questions may be submitted electronically and shall be sent to every member of the board. Notice must include:
 - a) The number of responses needed to meet a quorum.
 - b) Full instructions for marking the ballot.

- c) Required return date.
- d) Information from which it can be determined that the e-mail vote was authorized by the board member. Examples: National ID number, last four digits of a board member's Social Security number, passwords, etc. could be used as proof of identification.
- e) The e-mail address and person to which the e-mail ballot is to be returned.
- f) The proposed action.
- g) Separate ballots shall be given for each proposed action.
- 2) Adequate, fair and open discussion of the issue must precede the e-mail vote.
- 3) The board must have previously voted to approve the use of an e-mail ballot vote for a particular issue or, in an emergency, as approved by USBC Headquarters.
- 4) One specific person will be designated to receive the e-mail ballots by the specified deadline.
- 5) Results of the e-mail ballot voting are to be verified by two other persons.
- 6) The association manager shall:
 - a) Record the results of the e-mail ballot vote.
 - (1) Votes must be held confidential.
 - (2) Abstentions do not count in vote tally.
 - b) Report the results of the e-mail ballot vote to all board members by a method chosen by the board (e-mail, meeting, conference call, phone tree, etc.) within 10 days after the voting deadline.
 - c) Retain a hard copy of each e-mail ballot until after the next in-person meeting, if state laws allow. After which, if no question or challenge has been raised, the hard copy records may be destroyed.
 - d) Read and record the vote in the next board's minutes. This has the same effect as taking the vote at a meeting.

Chapter Six: Committees

This chapter details the requirements of the standing committees.

Every state and local association is required to have a finance committee. In addition, every state and local merged association is required to have a Youth Committee.

Association committees, with the exception of the Youth Committee, may be comprised of both members and non-members. Non-members serve with voice, but no vote.

Section A. Finance Committee

1. Composed of at least three members of the board.
2. Appointed by the president with board approval.
3. Committee selects its own chair.
4. Meets at least twice a year.
5. Is responsible for:
 - a. Reviewing and monitoring the budget prepared by the association manager and approved by the board, if applicable.
 - b. Ensuring a yearly audit is completed. May be handled by a committee or an outside auditor. (Quarterly audits are suggested.)

Section B. Youth Committee (Merged Only)

1. **Composition**
 - a. At least three members.
 - b. Committee selects its own chair and recording secretary.
2. **Eligibility** - All committee members must be members of USBC and at least 14 years of age, unless state laws mandate a different age.
3. **Election Process to Committee**
 - a. Qualifications must be submitted, in writing, to the Youth Committee as follows:
 - 1) At least 24 hours prior to the opening of the annual meeting. (state)
 - 2) As determined by the Youth Committee. (local)
 - b. Committee members, whose positions are subject to election at the association's annual meeting, are elected:
 - 1) By majority vote (unless plurality vote is adopted) of:
 - a) Youth delegates and officers and directors who hold youth membership. (state)
 - b) Youth representatives and officers and directors who hold youth membership. (local)
 - 2) From:
 - a) A slate prepared by the Youth Committee.
 - b) Nominations from the floor. Nominations may only be made by a youth delegate/youth representative or Youth Committee member.

Voting will be by ballot if there is more than one nominee for each position.

4. Responsibilities

- a. Determining the size of Youth Committee.
 - b. Developing any additional eligibility requirements for:
 - 1) Candidates to the Youth Committee, to be approved by the youth delegates (state) or youth representatives. (local)
 - 2) At least 20% of the board members, to be approved by the delegates/youth delegates (state) or members/youth representatives (local), and to be included in the association's bylaws.
 - 3) Candidates for election as youth delegates to the state annual meeting, to be approved by the members/youth representatives (local), and to be included in the association's bylaws. Any adopted eligibility requirements shall be placed at the end of Article IX, Section C, Item 2 of the merged local bylaws.
 - c. Establishes procedures for soliciting nominations/resumes and develops the slate for the Youth Committee.
 - d. Ensuring there are no more than three proprietors, as defined in the association bylaws, on the board at any time.
 - e. Monitoring, promoting, reviewing and recommending youth programs and services conducted by the association.
 - f. Reporting to the board.
 - g. Chair appoints two adult association board members at least 18 years of age, as adult advisors to the Youth Leaders Chapter (if there is a chapter in the jurisdiction) with approval of the Youth Committee and the Youth Leaders' board.
5. Vacancies – Vacancies on the Youth Committee are filled by the Youth Committee.
 6. Removal – To remove a member of the Youth Committee, Removal From Office Procedures must be followed as outlined in the *Suspension and Reinstatement Procedures*.

Section D. Other Committees

1. The president may establish other committees, with board approval.
2. The president appoints the chair and recording secretary of non-standing (optional) committees, unless a different procedure is outlined by the board of directors.

Chapter Seven: Delegates

This chapter details topics associated with delegates. It is to be used in conjunction with those requirements listed in the bylaws.

A state or local association whose charter has been suspended or revoked, or an association that is delinquent in processing dues for the current bowling season is not considered “in good standing” for the purposes of delegates attending the USBC Annual Meeting.

Section A. Credentials

1. Credentials for delegates/alternates to the USBC Convention shall be submitted in a format and by the deadline as specified by USBC Headquarters.
2. Credentials for delegates/youth delegates/alternates to the USBC state annual meeting(s) shall be submitted in a format and by the deadline as specified by the state association’s bylaws and policies.

Section B. State Delegates Representing Adult Membership/Youth Delegates/Alternates:

1. **Local associations** elect delegates/alternates representing adults and/or youth delegates/alternates (if applicable), at least 14 years of age, unless state laws mandate a specific age, who meet the eligibility requirements as established in the state and local association bylaws and policies, to attend state annual meetings.
2. **Merged Local Associations**
 - a. Adult members elect:
 - 1) Delegates/alternates representing adult membership to attend the merged state annual meeting.
 - 2) Men and/or women members of the state BA as delegates/alternates to attend the non-merged state BA annual meeting.
 - 3) Women members of the state WBA as delegates/alternates to attend the non-merged state WBA annual meeting.
 - b. Youth representatives elect:
 - 1) Youth delegates/alternates to attend the merged state annual meeting.
 - 2) Youth delegates/alternates to attend the non-merged state youth annual meeting.

An individual who meets all eligibility requirements may be elected to serve as an adult delegate and as a youth delegate to the same state annual meeting. In such case, the individual may vote as an adult delegate on adult matters and as a youth delegate on youth matters but shall never vote on any matter or election more than once.
3. **Non-merged Local Associations**
 - a. Elect delegates/alternates representing adult membership or youth delegates/alternates to attend the merged state annual meeting.

- b. BA – Elect men and/or women delegates/alternates to attend the non-merged state BA annual meeting.
 - c. WBA – Elect women delegates/alternates to attend the non-merged state WBA annual meeting.
 - d. Youth - Elect youth delegates/alternates to attend the non-merged state youth annual meeting.
4. Each delegate/alternate and/or youth delegate/alternate serves for one year beginning Aug. 1 preceding the annual meeting for which they are elected.

Section C. Vacancies for Delegates to the USBC Annual Meeting

1. **Prior to the USBC Annual Meeting:**
 - a. Vacancies shall be filled for the unexpired portion of each term by the alternates, in the order in which they were elected.
 - b. If a vacancy still exists, the president fills the vacant position by appointment.
 - c. The appointee must meet the same eligibility requirements as elected positions.
2. **When a local association elects fewer delegates than it is entitled, the board of directors may exercise one of the following options:**
 - a. Authorize another election to be held at a membership meeting to fill the position(s).
 - b. Fill those vacancies with alternates, in the order in which they were elected.
 - c. Empower the president to fill the vacancies when alternates are not available.
3. **At the USBC Annual Meeting:**

When a local association is not fully represented while attending a USBC Annual Meeting, the delegates of the association who are present may select enough of their members who are present to act as delegates so that the association may be fully represented at the meeting.

Chapter Eight: Amendments

This chapter explains the requirements associated with adopting/amending, and reporting bylaws decisions to USBC Headquarters.

Section A. Amending

1. An association may NOT make any changes to the mandatory bylaws with the exception of:
 - a. Including additional eligibility requirements for board, Youth Committee, and/or delegate positions.
 - b. A stagger system.
 - c. A delegate/youth delegate chart(s) for attendance at the state annual meeting (state only).
 - d. Amending the indicated options such as association name, number of directors, quorum, etc.

In addition, if adopted, the following items must be included in the association bylaws:

- a. The board's ability to use mail/e-mail/teleconference voting, if state laws allow.
 - b. The start date of a term (if not August 1).
2. Changes approved at a USBC Annual Meeting or by the USBC Board of Directors, applicable to the state or local association bylaws, are made automatically without further action by the association.

A template of the bylaws is available from USBC Headquarters and on bowl.com.

Section B. Reporting to USBC

A complete set of current bylaws must be submitted to USBC Headquarters upon request.

Section C. Change in Dues

An association may make an amendment to its current adult dues by following the procedure outlined in the respective bylaws.

Chapter One: Association Structure

1.1 Tax Exempt Structure

The United States Bowling Congress has been granted non-profit and tax exempt status under Section 501(c)(3) of the Internal Revenue Code. The Internal Revenue Service (IRS) has also ruled that all chartered USBC state and local associations can share the same non-profit and tax exempt benefits that the national organization receives. Allowing a national organization's associations or chapters to participate in or share the same exemption is called the federal group exemption.

All USBC state and local associations are required to participate in USBC's federal group exemption.

1.1.1 What Tax Exempt Status Means

"Tax exempt status" means the association is exempt from federal income taxes as explained under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended.

As a benefit of tax exempt status, USBC associations:

- Are exempt from federal income taxes (business related revenues cannot be taxed).
- Are not required to pay federal unemployment taxes.
- May be entitled to exemption from state and local sales and use taxes (check with the State Department of Revenue).
- May be exempt from property taxes on equipment and real estate (check with the State Department of Revenue).
- May apply for a bulk-mailing permit from the United States Postal Service.
- Are allowed to accept contributions in the form of gifts – donors can deduct the contribution on their tax return.
- May be able to obtain a gaming license or permit from the state government office to conduct gaming events for charitable causes.

The IRS grants this favorable status, and has the authority to revoke the status should an association commit specific infractions. For example, it is critical that associations continue to abide by the national organization's purpose as stated in the USBC Bylaws. Please refer to Article III of the USBC state and/or local bylaws, which highlight USBC's purpose. If an association fails to meet this condition, the IRS may revoke the tax exempt status.

As outlined in the USBC Association Policy Manual, an association must maintain its tax exempt status in order to maintain its charter.

1.1.2 Asset Distribution

To maintain tax exempt status, USBC associations must ensure that the organization's assets are permanently dedicated to an exempt purpose. None of the association's net earnings can benefit a private individual or specific association group.

For example, an association cannot pay excessive compensation or engage in unreasonable business transactions between the association and board members, staff, or other "insiders." A specific example of an unreasonable business transaction would be providing a loan to a board member.

1.1.3 Association Dissolution

Upon dissolution all of the organization's assets remaining after payment of its lawful obligations shall be distributed in accordance with the requirements of Section 501(c)(3) of the Internal Revenue Code and regulations promulgated thereunder. For example: If an association dissolves, it must distribute its assets to another 501(c)(3) organization such as another USBC association, the Bowlers to Veterans Link, Susan G. Komen for the Cure, or the International Bowling Museum and Hall of Fame.

Any association that is liquidated, dissolved, or terminated must file a final IRS Form 990 by the 15th day of the fifth month after the liquidation, dissolution, or termination.

Any association which enters into a merger effectively dissolves on the day the new merged association begins.

1.2 Association Legal/Non-Profit Structure

All USBC associations are required to maintain corporate status as required by the association's state government. This ensures that the association's existence is legally recognized and limits the board and association's liability.

If an unincorporated association is sued, the plaintiff could go after all association board members' money and assets, including personal property. Whether the association is incorporated or not, an individual committing a wrongful act as a board member can still be held personally liable.

To avoid personal liability, consider the following:

- Be familiar with your association's Articles of Incorporation and bylaws.
- Make sure the association complies with federal and state laws.
- Avoid relationships that place you in a conflict of interest situation with the association.
- Attend association meetings to stay current on association activities.

In addition, associations file corporate documents (i.e. Articles of Incorporation, amendments, corrections, annual reports, name change, mergers, and change in registered agent, etc.) with the Secretary of State's corporate section, or its equivalent.

There may be annual fees to maintain corporate status. These fees vary according to the state in which the association is incorporated. Check with your Secretary of State or equivalent for the filing of fees.

1.2.1 Non-Profit Status

A non-profit organization is one that directs all of its revenues to its stated purpose. USBC's purpose is expressed in its mission statement:

“The United States Bowling Congress, as the national governing body, ensures the integrity and protects the future of the sport, provides programs and services, and enhances the bowling experience.”

As a non-profit organization, all business and non-business related revenue must be reported to the IRS by filing the appropriate tax forms.

Although associations are non-profit organizations, they can still generate more income than expenses at the end of a fiscal year. The result is more appropriately called a surplus than a profit. Non-profit status is based more on an association's purpose rather than its year-to-year financial situation.

1.3 Association Jurisdictional Structure

An association's jurisdiction (sometimes referred to as its jurisdictional boundaries) is the geographical area the association services. An association services all members bowling at certified centers located within the defined jurisdiction (unless a reciprocal agreement exists). A bowler's actual residence has no bearing on jurisdiction.

There is no minimum or maximum jurisdiction size – associations have jurisdictions ranging from a few square miles to an entire state.

1.3.1 Non-merged and Merged Associations

At the time of initial chartering, associations were given the choice of remaining non-merged, or merging with neighboring associations. An association that chose to charter as a non-merged association continues to have the capability of merging with neighboring associations.

Non-merged Associations

A non-merged association offers programs and services to one of the following in its defined jurisdiction:

1. BA – men and women.
2. WBA – women only.
3. Youth – youth only.

Merged Association

A merged association offers programs and services to all membership constituencies (men, women, and youth) in its defined jurisdiction. For a merger to occur, both a BA and a WBA have to agree to the merger.

1.3.2 Service Agreements

While a merger is comprised of both a BA and WBA, a youth association(s) can elect to join the merger with the BA and WBA or remain non-merged.

This allows for two types of merged associations: (1) those that serve all constituencies – men, women and youth and (2) those that serve men and women bowlers, and compete or have an “agreement” with a non-merged youth association to serve the youth.

An “agreement” only can exist between a merged BA/WBA and a non-merged youth association. The agreement should be negotiated at the state/local level between the associations involved, and USBC Headquarters must be aware that an agreement exists between a merging BA/WBA and a non-merged youth association.

A non-merged youth association may have an agreement with more than one merged BA/WBA.

1.3.3 Competing Scenarios

A youth association may choose not to be part of a merger for a variety of reasons. For example, the youth association may share centers with a number of other BAs and WBAs and has not decided with which association they want to merge.

In any case, the opportunity for an agreement allows the youth association to have options in the merging discussions.

A competing scenario occurs when a youth association chooses not to merge with the BA/WBA, and the merging BA/WBA decides to compete with the non-merged youth association by offering programs and services to youth members in the same center(s).

At the local level, each certified youth league determines whether they will certify through the bowling center or with the local association— the merged association (serving men, women and youth), or the non-merged youth association. The league should look at a number of factors when determining its affiliation, including the bowling center/association's programs, tournaments, scholarship opportunities, leaders, etc. If the league processes its membership through the bowling center, each youth bowler also has the option of belonging to both local associations by completing a membership application and paying appropriate local processing fees.

In the event of a competing scenario at the state level, each youth bowler will determine which state association he/she would like to certify through — the merged association (serving men, women and youth), the non-merged youth association or both. Again, each youth bowler should look at the same factors when determining which state association to join.

It must be noted that USBC Headquarters encourages associations to avoid a competing scenario if at all possible.

1.3.4 Non-Competing Scenarios

A non-competing scenario occurs when the youth association chooses not to merge with the BA/WBA and sets up an agreement to provide programs and services to youth bowlers. The agreement with the non-merged youth association fulfills the merging BA/WBAs requirement to ensure services are being provided to youth bowlers. If issues arise – such as a lack of service to the youth bowlers – both the merged BA/WBA and non-merged youth association would be held accountable.

1.3.5 Merged BA/WBA Board Composition

The composition of the merged BA/WBA board differs based on the type of scenario (competing or noncompeting) that exists. The following lists how the merged BA/WBA board would be structured based on each scenario:

- **Competing Scenario**

When a merged association – serving men, women, and youth – is competing with a non-merged youth association for youth bowlers in the same center(s), the non-merged youth association will not have representation on the merged board.

- **Non-Competing Scenario**

A merged BA/WBA that does not directly serve youth, due to a service agreement with a non-merged youth association, still is required to have at least 20 percent youth representation on its board. The board of the non-merged youth association that is providing youth services for the merged BA/WBA would act as the Youth Committee.

1.4 Association Governance Structure

All USBC associations maintain a similar structure of governance. Utilizing its governing documents, the board is responsible for the management and governance of the association. Committees are asked to complete specific responsibilities based on the governing documents and direction of the board.

1.4.1 Association Structure

BOARD

- President
- Vice President(s)
- Association Manager
 - ♦ Acts as ex officio non-voting secretary/treasurer of the board
 - ♦ Can be a volunteer or paid employee
- Sergeant-at-Arms (Optional)
- Directors

COMMITTEES

Standing (Mandatory)

- Finance
- Youth (Merged Only)

Optional (Suggested)

- Audit
- Nominating
- Awards
- Education/Training
- Events
- Lane Certification
- Membership
- Public Relations
- Scholarship
- Strategic Planning
- Tournament

1.4.2 Hierarchy of Governing Documents

Associations are governed by the documents in the following order. Should a higher ranking document contradict with a lower ranking document, the information in the higher ranking document should be adhered to.

1. Federal/state/local laws (including Articles of Incorporation)
2. *USBC Bylaws*.
3. *USBC Association Policy Manual*
4. *Association's Operations Manual*, if applicable
5. *Robert's Rules of Order, Newly Revised* (most recent edition)

Chapter Two: Membership and Dues

2.1 Access to Membership

Several options are available for joining USBC. With few exceptions, all require the payment of dues and adherence to USBC regulations.

The most common method of becoming a member is to participate in a USBC certified league. Bowlers can also purchase membership at most USBC certified tournaments. Other methods are explained in Section 2.2 – Memberships.

The association recognizes all methods of membership as established by USBC. Memberships, with the exception of USBC Life Members, are valid for a fiscal year, August 1 through July 31. Additionally, membership is extended through October 1 of the following season or until required to pay dues in a USBC certified league the following season, whichever comes first. The fiscal year is comprised of:

- Winter season – League begins on or after August 1
- Summer season – League begins on or after March 15

However, if a bowler becomes a member through a summer league or purchases an Associate membership (between March 15 and July 31), the bowler pays full yearly dues and is issued a membership card that is valid for the remainder of that season and the following season.

2.2 Memberships

2.2.1 Youth Membership

An individual can maintain youth membership status provided the individual has not reached his/her 20th birthday on or before August 1 of the current bowling season. This age limitation is waived for anyone authorized as mentally challenged.

Annual national and state dues and local processing fees in effect for the current season must be collected before a youth bowler completes his/her third session in certified league competition of the current season.

A youth member also can purchase an adult membership, bowl in an adult league, and still maintain youth membership provided the league is not involved in any form of gambling and the prizes comply with the requirements of USBC Playing Rule 400. Youth members are now eligible to earn bowling equipment, gift certificates, and other merchandise prizes (excluding scholarships) with a total value not greater than \$500 in any one event. In addition, youth members are allowed to compete in adult singles competition in which cash and/or bonds are awarded, as well as merchandise prizes that exceed \$500 in total in any one event by waiving his/her rights to these awards by signing and completing the USBC Prize Waiver Form prior to the start of competition.

NOTE: Also, it must be understood by the youth bowler that if he/she participates in adult leagues or tournaments which feature cash, bonds, gift certificates or merchandise prizes (USBC Playing Rule 400), the youth bowler may forfeit his/her amateur status in any sport. This can result in the youth bowler's ineligibility for college scholarships, as well as prevent them from competing on grade school or high school athletic teams. Before participation, the youth bowler should consult with a compliance officer and/or academic counselor.

In a merged association, a youth member who joins an adult league may, at the maximum only be charged the difference between the state youth and adult membership, plus the local adult membership. The association may also decide to waive all or part of the difference.

If a youth member holds a youth membership and an adult membership (state or local), the youth member pays national dues once.

2.2.2 Junior Gold

Although the association does not process or maintain Junior Gold information, it can take advantage of the program to support youth bowling. The association also can host Junior Gold tournaments and events – contact USBC Headquarters at (800) 514-BOWL, ext. 3171, for additional information. Junior Gold membership is for elite youth bowlers who meet the following requirements:

- Must be a USBC member in good standing.
- Boys must carry a 175 minimum average (minimum of 21 games bowled).
- Girls must carry a 150 minimum average (minimum of 21 games bowled).
- Must purchase an additional Junior Gold membership separate from the Standard membership – Junior Gold membership is valid:
 - For the season starting August 1st through July 31st.
 - Through October 1st of the following season if purchased for summer leagues.
- The charge for a Junior Gold membership is \$30. A Junior Gold membership may be purchased at a Junior Gold tournament or from USBC Headquarters. To purchase through USBC Headquarters, applications are available on bowl.com.

Junior Gold members receive quarterly issues of The Gold Approach newsletter and are eligible to compete in Gold events such as scratch certified competition for Junior Gold members. Qualifying youth bowlers also have the opportunity to participate in the USA Junior Gold Bowling Championships, which provides numerous scholarship opportunities. Another benefit enjoyed by Junior Gold bowlers is a Sport Bowling upgrade, which expires annually with the Junior Gold membership.

2.2.3 Standard

An individual who submits dues, through a league as provided in Rule 101 of the *USBC Playing Rules and Commonly Asked Questions*, is considered a Standard member.

2.2.4 Multiple Memberships and Reciprocal Agreements

Associations must offer multiple memberships to accommodate those who enjoy bowling in different associations and multiple leagues. In essence, an association cannot restrict an individual from joining the association because he/she has local membership in another association.

An individual with paid membership in one association who wishes to join another association must pay applicable state dues and local dues/processing fee, unless there is a reciprocal agreement between the associations, if the individual:

- Bowls in a league in this association except as provided in Rule 100e, Travel Leagues and 100l, Mail-o-Graphic Leagues.
- Enters any association tournament requiring local membership.

A “reciprocal agreement” is an arrangement between two or more associations in which the participating associations agree not to charge their portion of the dues and/or youth processing fees to members of the other participating association(s). Both state and local associations may enter into reciprocal agreements with their counterparts. Each association's board of directors has the authority to approve a reciprocal agreement.

For example, local associations A and B have a reciprocal agreement. An adult bowler who is a member of association A has paid the applicable local, state, and national USBC dues. This bowler wants to bowl in an association B tournament, which requires membership in association B to be eligible to participate. Because associations A and B have a reciprocal agreement, the bowler from association A can bowl in the association B tournament without paying local adult dues to association B.

The first association the bowler joins is responsible for processing and submitting to USBC Headquarters state dues (if applicable) and the USBC national portion of dues. The individual pays national dues only once.

Multiple members, including those who become multiple members through a reciprocal agreement, may not have board participation privileges restricted.

2.2.5 Associate

An Associate member is an individual who does not obtain membership through a league. Most often, the individual submits dues through USBC Headquarters or a USBC certified tournament. Full rights and privileges are provided.

Individuals may obtain adult membership by completing a membership application and paying the known national, state, and local dues. If the state and/or local dues are not known, or the individual is applying for youth membership, he/she is charged the maximum state and local dues/processing fee.

2.2.6 Optional (adult membership only)

Local associations may offer optional benefits to individuals for dues that reflect the value of services provided by the association – for example, reduced dues for local seniors or military

personnel. Dues may not exceed the USBC maximum amounts as determined in the USBC National Bylaws. The option and dues structure must be approved by the association board, prior to implementation. Upon board approval, the option should be included in the association's operations manual if applicable.

When offering local optional benefits, the association cannot waive or change state (if applicable) or national dues. The association will offer all USBC optional benefits as determined by the USBC Board of Directors as provided in the USBC National Bylaws, Article IV, Section E, Item 16.

2.2.7 USBC Youth Basic Membership.

USBC Youth Basic Membership is available to all youth who bowl in a league that meets for 12 sessions or less at a cost of \$5 per league.

2.2.8 Sport

Sport membership is a Standard membership with the purchase of a Sport upgrade – the Sport upgrade expires when the bowler's current Standard membership expires.

Using competitive lane dressing standards, including the oil patterns used on the Lumber Liquidator's PBA Tour, Sport Bowling emphasizes the bowler's ability to adjust speeds, read lanes, and deliver the ball with consistent accuracy. Sport Bowling conditions are more challenging than typical league conditions; therefore, averages under Sport Bowling conditions will typically be lower. Please refer to USBC Playing Rules 202 and 204 for information on the adjustment of a Sport average.

Sport members bowling in Sport leagues and tournaments are eligible for Sport awards. A bowler participating in both Sport and standard league competition, who records an identical honor score (e.g., 300 game) in each league is eligible to receive both the Sport award and standard award acknowledging the bowler's accomplishment.

2.2.9 High School. Membership through the USBC High School program is available at no charge to any high school team registering its individual bowlers for the program.

The membership is valid solely for recognized high school competitions during each individual team's official high school bowling season. In order to participate in other USBC youth competitions, (non-USBC High School) the individual must obtain USBC membership by paying all required standard USBC membership dues/processing fee.

Averages from the USBC High School program will not be recognized for entry purposes into any other USBC leagues and/or tournaments.

2.2.10 Collegiate

A collegiate bowler receives a Sport Bowling adult or youth membership with USBC through the USBC Collegiate membership. If the collegiate bowler wishes to participate in USBC supported bowling, the bowler must submit the required dues to the appropriate state and local associations.

The college bowling team coach or captain is the person responsible for processing USBC Collegiate bowling information to USBC Headquarters.

The association manager is only responsible for processing information about the collegiate bowler when the bowler joins the association and participates in USBC non-collegiate bowling.

2.2.11 USBC Life Members

Previously purchased WIBC Permanent and ABC Lifetime memberships have been grandfathered into USBC, meaning that individuals holding these memberships will continue to have the national portion of their dues paid. USBC Headquarters also will credit the appropriate state and local association upon receipt of the membership application. However, USBC Headquarters will only distribute the Life Member's state and local dues to the first state and local association the individual joins each season.

USBC does not offer Life Member purchases at this time.

2.2.12 Honorary

An association may wish to provide some type of honorary membership, which may include life membership, member emeritus, bowler of the year, etc. The association board determines the criteria, however, not to include automatic board positions, and includes it in the association's operations manual, if applicable.

2.3 Dues

It is important that all dues and bowler information are submitted to USBC Headquarters promptly to ensure the bowler quickly receives the support and benefits of the national organization.

2.3.1 Adult Membership Dues

The dues a bowler submits are directed to three applicable areas: the local association, the state association and USBC Headquarters. When dues are paid through a local association, the association manager transmits the state and national portions of the dues to USBC Headquarters via WinLABS within 20 days of receipt of the dues. USBC Headquarters will then transmit the state's portion to the appropriate state association.

2.3.2 Youth Membership Dues and Processing Fees

The dues a youth bowler submits are directed to two applicable areas: the state association and USBC Headquarters. The local processing fee stays with the processing office i.e., the local association or bowling center. When dues are paid through a local association, the association manager transmits the state and national portions of the dues to USBC Headquarters via a web based application on Bowl.com within 20 days of receipt of the dues. USBC Headquarters will then transmit the state's portion to the appropriate state association.

2.3.3 Dues Allocation

Because of the existence of state and local merged and non-merged associations, several dues allocation scenarios exist:

- **Merged State Association:** If the state association is completely merged, it receives the appropriate amount of state dues (men, women and youth) regardless of the status of the local association.
- **Merged State Association competing with Non-merged State Youth Association:** If the merged state association is competing with the non-merged state youth association, regardless of the status of the local association, the youth member will select which state association to join. The youth member has the option to join both state associations. The adult dues are received by the merged state association.
- **Merged State Association not competing with Non-merged State Youth Association:** If the merged state association is not competing with the non-merged state youth association, regardless of the status of the local association, the non-merged state youth association receives the appropriate youth dues. The adult dues are received by the merged state association.
- **Non-merged State Association:** If the local association is merged or has a merged (BA and WBA only) and a non-merged youth association, the adult men's dues are received by the state BA and the youth dues are received by the state youth association. The women members must select either the state BA, the state WBA, or both as recipient of their dues.

Chapter Three: Board of Directors

3.1 Board Makeup

The board is comprised of the president, vice president(s), association manager, sergeant-at-arms (optional), and directors, chosen to govern the affairs of the association. In all USBC associations, each position on the board, with the exception of the association manager, is elected by the association's voting body – there are no ceremonial or honorary board positions.

An association should have a board of an effective composition and size to adequately perform its responsibilities and duties. While what may be “effective” may vary from one association to the next, a constant among associations is volunteers serving as board members. These volunteers give freely of their time, talents, and resources for the betterment of USBC and bowling as a sport. Without countless hours given by USBC volunteers, our organization would not be where it is today.

It is crucial for each member of an association board to understand, however, that despite being a volunteer, serving as a board member carries with it a great deal of responsibility. Like elected politicians represent their constituents, a board member represents the members.

3.2 Obligatory Duties of the Board

Although the bylaws include a statement regarding indemnification, board members may not be completely exonerated of any and all liabilities that may arise from failure to carry out their responsibilities. For this reason, it is extremely important that board members at all times practice the Duties of Care, Loyalty, and Obedience, as detailed in the following sections, and as outlined in *The Legal Obligations of Non-profit Boards: A Guidebook for Board Members*, published by the National Center for Non-Profit Boards, and in the United States non-profit laws.

3.2.1 Duty of Care

This duty is very broad, requiring officers and directors to exercise ordinary and reasonable care in the performance of their duties, exhibiting honesty and good faith. Officers and directors must act in a manner which they believe to be in the best interests of the association, and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances. This is generally referred to as the “business judgment rule.”

Example: The board of directors approves spending 75 percent of its income on a party for board members would not be consistent with the Duty of Care.

3.2.2 Duty of Loyalty

This is a duty of faithfulness to the association. The fundamental duty of loyalty owed by a board member is the duty to give undivided allegiance to the association when making decisions affecting the association.

In practice, this means that the board member can never use information obtained for personal gain. The board member is only permitted to act in the interest of the association.

Example: If the vice president owns a T-shirt company, and the board always gives the association tournament T-shirt order to his/her company, despite his/her prices being higher than other bids, the board would not be exercising the Duty of Loyalty.

3.2.3 Duty of Obedience

This duty requires officers and directors to act in accordance with the association's mission, Articles of Incorporation, bylaws and other governing documents, as well as all applicable laws and regulations. Although board members may exercise their own reasonable judgment concerning how the association should best meet its mission, they are not permitted to act in a way that is inconsistent with the goals of the association.

Example: If one of the goals of the association is to “develop programs to increase interest and provide competition,” denying proprietors the right to bid on or participate in the association tournament would not be consistent with the association's goals.

To further stress the importance of board members meeting the legal expectations outlined above, as well as the moral standards board members are expected to exemplify, an association may consider having those elected to the board sign a “Commitment to Serve” or “Code of Ethics” form. An example is available in Appendix D.

Association boards may have additional legal obligations based on their state/local laws. To determine what state/local laws govern non-profit boards in your area, consult a tax attorney familiar with non-profit law.

3.3 Conflict of Interest

As outlined in the *Association Law Handbook, Third Addition*, “A conflict of interest exists when one participates in the decision-making process on an issue for the association while concurrently having other business, professional or personal interests that could tend one toward bias or predisposition on the issue.”

An example would be a situation in which the board is voting to retain or terminate a vendor, and one of the board members debating the vote is the vendor's brother.

Ultimately, it is the prerogative of the association board, not the volunteer(s), to determine whether the potential conflict of interest should result in recusal – dismissal of an individual(s) from the decision making process. The individual(s) in question should not partake in the association board's discussion/ decision on whether the conflict of interest warrants recusal. Whatever the board decides should be documented in writing.

It is furthermore advisable that an association board adopt a “conflict of interest policy” to be placed in its operations manual, if applicable. The policy should be generic, and simply outline that the board ultimately determines whether a potential conflict of interest situation should result in recusal.

Association officers and directors are obligated to fully disclose any potential conflicts to protect themselves and the association, and fully cooperate with the board's decision.

3.4 Selecting/Appointing and Evaluating the Performance of the Association Manager

3.4.1 Selecting/Appointing the Association Manager

The association board is responsible for selecting/appointing the association manager. Because most states have “at-will” employment laws, the association manager would hold the position until he/she resigns or is dismissed. If the association manager is working under a contract, which is NOT recommended, the contract should be written by an attorney.

Regardless, the association manager is not elected to a term of “x” number of years.

The board may wish to consider a search committee to help in identifying potential candidates. A search committee could be selected by the board to review resumes/applications, interview candidates, and make recommendations back to the board. This concept allows for more questions and various insights into the person's skills and talents. In the event a search committee is utilized, it is still the board that makes the ultimate decision to select/appoint the association manager.

To assist the association in the process of selecting/appointing an association manager, a sample job description and job application are available in Appendices A and B.

In selecting an association manager, there will ideally be a pool of applicants to select from. To encourage a number of applicants, consider the following methods of recruiting for the position:

- Word of mouth (i.e. – discussions with board members, friends).
- Newspaper ads.
- Web sites and Internet posting services.
- Posters in centers and other businesses – particularly those with bowling leagues.
- Discussions with league officers and proprietors.
- Networking with nearby associations.

It is recommended the board considers using the search committee to interview perspective candidates. As outlined in federal and state laws, those conducting the interviews may not discriminate in the questions they ask. For example, questions of the following nature should not be asked:

- Are you married?
- What does your husband/wife do?
- How many children do you have living at home?
- Where were you born?

- What is your maiden name?
- What is your date of birth? (It is permissible to ask if someone is 18 or older to determine if the person is of legal age for employment.)
- Do you own a car?
- Do you own your home?

Throughout the process, the board should keep the perspective that the association deserves a highly skilled and participative association manager. To help ensure this, a candidate's employment history should be verified and references should be obtained and checked.

When selecting/appointing an association manager, compensation and benefits should also be considered, as well as any other administrative requirements of the position. One of the most important considerations when determining compensation for an association manager is the value of the job. If the association wants to attract and maintain a good person, the association must properly compensate the individual for the work he/she does. When determining a fair salary, the board should consider the following:

- The financial resources the association has available.
- Use a salary range for the absence of and development of skills.
- Do not compensate based on title alone.
- Provide an adequate compensation plan.
- Base salary increase on regular review and merit growth.

Benefits may also be important to someone considering the position. Therefore, the board may consider providing satisfactory benefits based on the required tasks, local market conditions, and equivalent jobs in other industries.

3.4.2 Evaluating the Performance of the Association Manager

The board has authority over the association manager, and therefore should continually evaluate his/her performance to ensure he/she continues to meet expectations.

The board should, at a minimum, review the association manager's performance annually. However, it is recommended the board meet with the association manager on a more routine basis (i.e., monthly or quarterly) to keep the lines of communication open. A sample performance review can be found in Appendix C.

Circumstances may arise when an individual fails to meet expectations and is dismissed from his/her position. Therefore, to protect the association, the board should document any performance issues. This cannot be stressed enough!

Documentation of all performance items (both good and bad) should start from the day of the association manager's selection/appointment.

To properly document, the board should summarize all meetings and performance evaluations in a written format. For instance, the board could keep a running dialogue in a computer file and add to it after every meeting with the association manager, similar to a diary or journal.

The association manager should know what they are being evaluated on. Therefore, the board or a personnel committee should:

- Set expectations/goals upfront – they should be quantifiable and measurable, with due dates.
- Conduct reviews monthly, quarterly, etc.
 - ♦ During these meetings, make the individual aware of both good and bad performances, and what he/ she can do to improve.
 - ♦ Board/committee should ask what they can do to help with any shortcomings.
 - ♦ Check progress on goals and renegotiate dates, if necessary.

Furthermore, to protect the association, it is recommended the board or personnel committee adheres to the following:

- A progressive discipline policy should be set up and placed in the association's operations manual, if applicable (i.e. verbal warning, written warning, suspension, termination). The policy should be written so that at any point, one of the progressive steps may be skipped at the discretion of the association board.
- Develop and use an "Action Report" to document any discipline. This should be completed by the person issuing the discipline, including the violation and discipline implemented. It should then be signed by the association manager and a copy made for both the association manager and the association records.
- Verbal warnings should be done with a third party in the room, if possible. Written documentation should be completed, dated and signed by the documenter.
- Indicate that further infractions could be cause for further disciplinary action, up to and including termination, when any warning is given.
- A decision to terminate is made by the board. If the decision is to terminate, a spokesperson for the board or personnel committee would announce to the association manager, with more than one person in the room, that the decision was made by the board, not naming any individuals.
- A letter of termination should be forwarded to the terminated association manager, listing when benefits, if any, will end. The letter may also indicate when final salary will be paid if any is due.
- The board should check with the federal and respective state Departments of Labor to ensure compliance with any government regulations regarding the dismissal of an employee.
- If the association manager is dismissed, it is an association related matter, and all information is to be kept confidential. There is no process to appeal a termination to USBC Headquarters.

3.5 Authorizing Other Non-board Positions to Assist the Association

In considering the possibility of authorizing additional positions (such as assistant association manager, office assistant, etc.) to assist in the day-to-day operations of the association, the board should take into account both the resources available, as well as whether there is a need for the position.

While the board has the authority to allow for additional positions, it is the association manager who fills the positions. Furthermore, if additional positions are allowed for and filled, the association manager still ensures that all of the duties of his/her position are carried out.

3.6 Proprietor Relations

Before being able to understand how an association can develop and maintain good working relationships with proprietors (used in a generic sense throughout this section to include proprietors or center management), an association must first understand that while associations and centers are both integral parts of the bowling industry, there is an inherent difference between the two:

- **A center is a business.** As part of the bowling industry, proprietors have a genuine interest in the growth and success of the sport. However, as in any industry, maintaining a profitable business is an important concern for the proprietor.
- **Associations are service organizations.** An association exists to uphold the integrity of the sport, protect the future of the sport, and enhance the bowling experience. While financial solvency is necessary for all organizations, an association does not exist for financial gain.

Does this philosophical difference mean that an association and center cannot co-exist? By no means! Many components of operating a successful business coincide with an association's purpose and mission. Despite their differences, associations and centers benefit a great deal because of one another.

3.6.1 Proprietor Support is at the Center of Proprietor Relations

There exists no greater cornerstone for building a strong working relationship than if both parties realize each other's value in the relationship. From the association's perspective, the value of the center is clearly definable – the center provides a venue for the sport, along with other entertainment needs.

From the proprietor's perspective, however, the value of the association may be a bit harder to define. This is evident in the fact that some proprietors do not fully understand the value of an association. If, as a service organization, the association can be successful in enhancing the proprietor's business, the proprietor will acutely recognize an association's value to his/her business.

The greater the association buys into the idea of service, the greater the benefits it may derive from the relationship.

3.6.2 Providing Proprietor Support

Before implementing any support efforts, it is vital that the association communicate with the proprietor. Moreover, the association, at all times, must realize that they are guests in the proprietor's place of business. If the proprietor desires that the association take on a limited role in his/her center, the association must respect the proprietor's request.

Assuming the proprietor is receptive to the support, the association should take the initiative in cultivating the relationship with the proprietor. In doing so, the association should consider the following:

- **Ask the proprietor** how the association can provide support for his/her business. Including the proprietor in any decision that impacts his/her business is vitally important in developing a level of trust. As you work together, the association should be prepared with a few ideas of its own on how it may provide support. Keep the following in mind as a plan is developed:

- ♦ Low average bowlers are more likely to waiver in their commitment to the sport than high average bowlers. As a result, this group is more likely to stop supporting a proprietor's business and/ or renewing membership. The majority of all bowlers in the United States fall into this category. Any plan to increase the business of the proprietor should pay special attention to retaining the low average bowler. An emphasis on personal contact and coaching clinics geared toward this group are options to consider.
- ♦ A successful plan will focus attention on non-association members as well as members. Many centers generate a significant portion of their business from non-members, some of which frequent a center only a few times a year. If the association can play a role in encouraging these individuals to visit a center even once or twice more a year, the proprietor's business will benefit, as will the chances of these bowlers becoming members of the association in the future.
- **Ask yourself how an association endeavor affects the proprietor, and make decisions that have a mutual benefit.** For example, an association's annual championship tournament is an event that should benefit both the association and proprietor. Ask the proprietor what kind of arrangement would best impact his/her business. Consider the following as the tournament schedule is negotiated and planned:
 - ♦ **Be flexible.** If the association would like to spread the tournament out over a number of weekends, be prepared to take up fewer lanes so the proprietor can serve open play customers while also generating business from the tournament. Keep in mind that the association may benefit as well, as non-members have an opportunity to observe one of the greatest benefits of membership, and perhaps develop an interest in participating.
 - ♦ **Be considerate** if the use of an entire center is desired. Should the request be to reserve an entire center for specific dates, the association should be certain that it can fill the center to capacity each day. If the center is not filled on a specific day or dates, the use of the center would not be maximized, thus negatively affecting the proprietor's business.

3.6.3 A Continual Process

Contributing to the business of a proprietor is the foundation from which proprietor relations are built, as it establishes the value the association provides to the center. As in any relationship, however, a foundation alone is not enough. The relationship must continuously grow if an association wishes to experience great proprietor relations. The association can actively grow its relationship with proprietors by, among other things, doing the following:

- **Make an effort to learn about the business of bowling.** If an association is going to improve relations with proprietors, the association should learn as much as possible about the proprietor's business. In addition, the proprietor should know that the association has an interest in learning to view the sport from his/her perspective. Inviting a proprietor to a meeting to explain the risks and costs of operating a center may be one way to help accomplish this.
- **Include the proprietor in association functions,** especially the fun events such as a golf outing or banquet. Understand that the association cannot operate without the proprietors – realizing their value and including them in functions is one way to say thanks.
- **Treat all proprietors fairly.** Inevitably, there will be some proprietors that an association works with better than others or has more to offer an association (i.e., more lane beds, newer

facility, etc.). Regardless, each provides an opportunity for members to experience the value of bowling in certified competition and deserve to be treated fairly.

- **Maintain communication with the proprietor and an active presence in the center.** Making these two concepts a priority demonstrates to the proprietor that his/her center, and the bowlers therein, are valued by the association. Do not overlook the value that communicating and a physical presence can have – how quick the association returns a phone call or responds to a letter can leave a lasting impression of the association, positive or negative, in the mind of the proprietor.

3.6.4 The Association Representative Program

Sometimes referred to as Lane/Center/League Representative Program, the Association Representative Program is a tremendous way to strengthen the association's relationship with proprietors, increase a bowler's awareness of the association, and enhance the association's image. The Association Representative Program is a program in which volunteers are delegated to physically represent the association in centers within its jurisdiction.

Association representatives serve as the initial point of contact for the center he/she represents. These individuals could be responsible for such tasks as awards presentations, assisting league secretaries with league and award applications, answering general questions about the association, and acting as a liaison between the proprietor and association.

How the representative interacts with center management, league officers, and members can be influential in shaping perceptions of the association. Because of this, great care should be taken in choosing who will serve as a representative in each center. Consider consulting with the proprietor, league officers, and program directors in finding who would be an effective association representative for each center.

Ultimately, the Association Representative Program is based on the premise that customer service to the center, its staff, the leagues, and the members is what the association is all about.

Implementing the Program

The Association Representative Program should be adapted to fit the needs of the association. The following sections outline a few key components of making the program successful. Each is meant to serve as a guide in implementing the program.

1. **Developing a Plan.** The following chart illustrates a sample plan with steps to consider and realistic time frames:

Task Goal	Completion Date
Discuss the need for an Association Representative Program at a board meeting, and obtain the commitment of the board in developing a program.	At the initial board meeting.
Establish a committee to develop the program.	At the initial board meeting.
Review current level of service to centers and members.	One month following the initial board meeting.
Gather input from proprietors, league officers, and members as to what their expectations would be of association representatives.	Two months following the initial board meeting.
With the review of current levels of service and the input gathered, identify areas of focus for association representatives.	Three months following the initial board meeting.
Develop a written program, complete with a job description and expectations of association representatives, as well as short term and long term program goals.	Four months following the initial board meeting.
Board is given the opportunity to discuss the program prepared by the committee, and votes to approve/amend. A firm date is set for implementation, and work begins right away to get the program up and running.	Five months following the initial board meeting.

2. **Overseeing the Program.** The association should have an individual responsible to see that all representatives are fulfilling their duties. In choosing a person for managing the program, consider the following qualities:
- The ability to deal with people in a positive way.
 - Good communication skills.
 - A working knowledge of the rules of the game.
 - Knowledge of the products and services the association offers. An association may find that managing the representative program is a fitting responsibility for a vice president, as the program.
 - Broadens the amount of experience and knowledge the individual gains relating to running association activities.

- Helps prepare the individual to accept the greater responsibilities in a position such as president.
3. **Recruitment/Training/Education**. Recruiting, training, and educating a capable group of volunteers is of the utmost importance if the Association Representative Program is to be successful.

In order to attract volunteers, the association must first understand that many people are not comfortable committing themselves to a program they feel may take up too much of their time or is unorganized. Rather, individuals are more willing to volunteer for specific programs that have:

- Well-defined expectations.
- Specific time frames.
- Good leadership and guidance.
- A sense of accomplishment.

Associations must actively seek volunteers. In seeking candidates, board members may certainly be considered; however, it is not required that all participants in the Association Representative Program be board members.

In seeking volunteers, consider the following:

- Meet with center management and ask them to identify individuals who they believe would make good representatives.
- Talk to the league officers who, year-after-year, show up at the annual meeting.
- Look to older youth members who are ready to step up to adult leagues and might be interested in learning more and being more actively involved.
- Consider contacting those bowlers who serve as league officers.

Once volunteers have been identified, the association must ensure these representatives have the tools and skills necessary to serve. A training program for the representatives is the easiest way to accomplish this.

The intensity of any training program will vary depending on the expectations of the representatives. The training program should:

- Set reasonable expectations.
- Provide the necessary tools and experiences.
- Challenge the individual.
- Provide the opportunity to build knowledge and confidence.
- Reinforce job expectations.

A successful training program will put association representatives in situations that they will likely face in their job duties. Therefore, it should provide instruction on topics such as commonly asked rules questions, the benefits of certifying a league, as well as public speaking. The association may also consider using a “shadow system,” in which a new representative

shadows a more experienced person for a specified period of time, getting to witness first hand what the association representative experiences.

4. **Additional Information.** Additional information and helpful sample documents for implementing a successful Association Representative Program can be found in the “Forms and Manuals” section of the “Associations” page of bowl.com. Some specific sample documents include:
- Representative position description.
 - Representative job expectations.
 - Awards presentation guidelines.

3.7 Adult Membership Reports (Membership Lists)

A “membership report” is a WinLABS generated list of member data, organized by specific criteria. The WinLABS program allows for associations to produce a variety of customized reports – each specifically designed to present a particular benefit or benefits to the association. For example, generating a “High Averages Report” allows the association a simple means of determining the top average for a yearly award, as well as putting together a ranking for its yearbook.

A list of each report type and its designed purpose can be found in the *WinLABS Support Manual*.

There are two specific membership reports that are intended to benefit not only the association, but proprietors as well. These are the:

- League Bowlers by Center Report.
- Membership Dropout Report.

3.7.1 League Bowlers by Center Report

What is this report? The “League Bowlers by Center Report” is a list of current league bowlers in the association, which can be selected for each center. The bowler identification and contact information is listed as well as the bowler’s age, gender, and the highest average from the previous bowling year.

Who is this report designed for? The complete report (all centers) is designed for use by the association. The report for a specific center is designed for use by that center’s proprietor.

Why is this report important? Each bowler has an affiliation not only with his/her association(s), but also with the center(s) in which he/she bowls. Communication efforts with the members can be greatly increased by having a complete list of members’ information.

How do I generate this report?

1. Under the “Reports” drop-down menu, click on “Center.” This will take you to the WinLABS Report Wizard.
2. Once in the Report Wizard, select “League Bowlers by Center” from the report name and category list on the left side of the page.

3. On the right side of the page, the “Bowler Criteria” tab is displayed. You have the option of selecting only the active bowlers, inactive bowlers, or both. An inactive bowler is one that bowled in that center the previous year, but is not active at the time of the report.
4. Click “Next” to move to the “League Criteria” tab.
5. On the “League Criteria” tab, select “All Leagues,” as well as the appropriate season.
6. Finally, click “Preview” to run the report.

When/how do I distribute this report to proprietors? Each proprietor should be given a copy of his/her center's report after all leagues have been entered into the WinLABS program for the season. In addition, should the proprietor request a copy of his/her center's report at another time, such as before a major tournament he/she is hosting, a report also should be provided.

Each proprietor in the association is entitled to receive his/her report of league bowlers. The association must not discriminate in which proprietors receive a report.

Please also note there are strong requirements regarding the use of the association membership list. Refer to the *USBC Association Policy Manual*, Chapter 3, Section B.

3.7.2 Membership Dropout Report

What is this report? The “Membership Dropout Report” is a list of bowlers who have left the association since last season. It does not include those that simply moved from one center to another within an association.

Who is this report designed for? The complete report of membership dropouts is designed for use by the association. The report of membership dropouts for a specific center is designed for use by that center's proprietor as well.

Why is this report important? Members choose to discontinue membership for a variety of reasons. By knowing who the membership dropouts are, the association and proprietor can contact those who left and gain input as to why. When it is understood what trends exist among individuals that left and their reasons, retention programs can be developed or enhanced accordingly.

In addition, those that chose to leave the association, and subsequently a center, can be invited back the following season.

How do I generate this report?

1. Under the “Reports” drop-down menu, click on “Association,” followed by “Membership.” This will take you to the WinLABS Report Wizard.
2. Once in the Report Wizard, select “Membership Dropouts” from the report name and category list on the left side of the page.
3. On the right side of the page, the “Bowler Criteria” tab will be showing. Select “All Bowlers.”
4. Click “Next” to move to the “League Criteria” tab.

5. On the "League Criteria" tab, select "All Leagues in a Center." Then, click on the binocular icon to choose the center you wish to generate the report for. Also on the "League Criteria" tab, you will need to select the appropriate season.
6. Finally, click "Preview" to run the report. This process must be repeated for each center in order to generate the complete report categorized by center.

When/how do I distribute this report to proprietors? Each proprietor should be given a copy of his/ her center's membership dropout report after all leagues have been entered into the WinLABS program for the season. In addition, each proprietor should receive an updated copy about two months prior to the beginning of the new season.

Each center in the association is entitled to receive its report of membership dropouts. The association must not discriminate in which proprietors receive a report.

Please also note there are strong requirements regarding the use of the association membership list. Refer to the *USBC Association Policy Manual*, Chapter 3, Section B.

3.8 Problem Solving in Associations

The management of an association is not an easy task. This is true regardless of the size of the association, number of centers serviced, or any other variable. The fact is, every association is unique, and thus faces a unique set of challenges.

Those associations that are most successful in resolving problems tend to be organized, have written procedures and, most importantly, use the tools that have been provided to them.

3.8.1 Problems/Questions Relating to USBC Operations

Individuals that operate state and local associations are not expected to face challenges alone. A myriad of tools are available to assist in solving problems, as well as answer questions associations may have.

Based on the type of question or problem, associations should refer to the following tools first:

1. ***USBC Association Manual***. The *USBC Association Manual* is the association's most comprehensive tool. The manual includes the *USBC Bylaws*, *USBC Association Policy Manual*, and *USBC Association Leaders' Handbook*.

Topics covered include the performance standards, USBC policies, removal and suspension procedures, legislative updates, duties of specific board positions, and many questions relating to the operation of an association (i.e., elections, taxes, programs, audits, etc.).

To reference a topic, start with the index of the *USBC Association Manual*. The index outlines where the topic is discussed in each part of the manual.

2. **Frequently Asked Questions**. Found on the "Association" page of bowl.com, the Frequently Asked Questions address many of the common questions association officials

encounter. The questions are organized by topic and updated as needed. This tool allows for quick reference, and is accessible whenever it is convenient for the association.

- 3. Association's Operations Manual.** The association's operations manual is developed and maintained by the state/local association board. In essence, the association's operations manual outlines association policies, procedures, and day-to-day operations.

As the association experiences a challenging situation or problem, the association may want to consider adding a policy or procedure to the association's operations manual so it can be easily resolved if the matter arises in the future.

The association's operations manual may outline items such as: committee responsibilities, how the association championship site is chosen, the association manager salary (if any), and/or delegate reimbursement information (if any).

A template for developing an association's operations manual is available on the "Forms and Manuals" page of bowl.com, which can be accessed through the "Association" page.

- 4. Robert's Rules of Order, Newly Revised.** This book governs all meetings when a meeting procedure is not addressed in the association's Articles of Incorporation, *USBC Bylaws*, or *USBC Association Policy Manual*. To curtail problems from occurring at meetings, there are a few actions the association can take:

First, become familiar with the meeting procedures in the association bylaws and *USBC Association Policy Manual*, as well as the meeting components in the Meetings and Elections chapter of this *USBC Association Leaders' Handbook*. Having this background will allow meetings to proceed smoothly as questions can be resolved quickly by informed members.

Second, a copy of the association's bylaws, the *USBC Association Manual*, as well as *Robert's Rules of Order, Newly Revised*, should be brought to every meeting in case they need to be referenced.

The association should also be aware of a few resources available at the Robert's Rules of Order Web site, robertsrules.com. Specifically, the Web site has a Frequently Asked Questions section as well as a Question and Answer Forum. The Question and Answer Forum allows individuals to type in a question and receive a response from an individual with knowledge of parliamentary procedure.

- 5. WinLABS Support Manual.** The *WinLABS Support Manual* contains processing instructions, directions on how to generate membership reports, as well as information related to using the WinLABS software and its applications.
- 6. USBC Tournament Managers Manual.** Tournament managers can use this resource to find information regarding tournament related items. Also included are sample tournament rules,

prize distribution information, and sample forms/letters related to tournament operations. This manual is available on the "Rules" page of bowl.com.

7. ***USBC League Operations Handbook.*** The *USBC League Operations Handbook* deals specifically with topics related to the operation of a successful league – from the league organizational meeting, to the prize disbursement. The manual is designed for use by the league secretary, and includes many tools this individual will use in relation to his/her position. This manual is included with an association's yearly supplies, and is available on the "Rules" page of bowl.com.
8. ***USBC Playing Rules and Commonly Asked Questions.*** This manual is the primary reference point for anything related to the rules of the game, league operations, and tournament operations. It also provides a comprehensive list of commonly asked questions in relation to these topics. This manual is included with an association's yearly supplies, and is available on the "Rules" page of bowl.com.
9. ***USBC Center Inspections Manual.*** This manual provides general guidance and instruction on the duties and responsibilities of inspectors when conducting center and lane dressing inspections, and filing inspection reports. In addition, the responsibilities of the association manager as head of the inspection team are addressed. It is available on the "Forms and Manuals" page of bowl.com, which can be accessed through the "Association" page.
10. ***USBC Equipment Specifications Manual.*** Information regarding the technical specifications of specific equipment, as well as lane dressing information, can be found in this manual. The manual is available on the "Forms and Manuals" page of bowl.com, which can be accessed through the "Association" page.
11. **Bowl.com.** USBC's Web site, bowl.com, has an array of information that is useful for associations. From the association perspective the most relevant page will be the Association page.

The Association page has the latest news and information applicable to associations, as well as links to tools and resources the association may utilize. Of particular importance is the "Forms and Manuals" link. The Forms and Manuals page has an electronic version of nearly every form or manual an association may need, including those related to supply orders, lane certifications, etc.

12. **Educational Opportunities.** Numerous educational opportunities exist for association leaders, including self-study programs, web classes, and seminars. To view the different educational opportunities offered by USBC Headquarters, go to bowl.com.

3.8.2 Problem Solving by the Association

State and local associations are an extension of USBC and expected to operate within the guidelines established by law, the delegates, and the national organization. Associations are organized in such a way, however, that each has a great deal of autonomy in their operations and decision making, and should operate with a high level of independence.

A wide variety of issues/problems can arise in an association. Association leaders are expected to work toward resolving these matters. The following are a number of problem solving considerations and strategies that may be useful for helping association leaders work toward an understanding/resolution of an issue or problem.

Identifying the Root of a Problem

Too often, a symptom of a problem is mistakenly perceived as being the actual problem. Many times, the true root of a problem can only be found by going below the surface, and asking “why.”

Take for example an association board that is debating a \$300 purchase of additional filing cabinets:

Q: Why do we need additional filing cabinets?

A: We have more papers/applications/business correspondence than room for filing.

Q: Why do we have to keep all of these documents in hard form?

A: We do not, we could also keep them electronically.

By going beyond the surface in this case, it is discovered that the actual root of the problem is not that more filing cabinets are needed. Rather, the problem is that there is too much paper.

As a result of this exercise, the association purchased a scanner for \$150 and decided that documents beyond five years old would be kept electronically. Thus, the association solved the root of the problem and saved money in the process.

Generating Solutions

In working to solve a problem, it is important that association leaders realize that rarely is there only one solution. Consider using one of the following strategies in seeking a variety of potential solutions:

- **Silent brainstorming**. This is a group brainstorming technique that, because of anonymity, allows participants to express ideas without fear of rejection.
 1. State the topic/question to be brainstormed, as well as time frame for the exercise.
 2. Remind the group that the goal in brainstorming is quantity, not necessarily quality. Encourage all ideas, even if they may seem a bit out of the ordinary.
 3. Distribute post-it notes to each member of the group. Instruct the group to list each of their ideas on a separate post-it note.
 4. Verify that all group members understand the brainstorming topic, and allow a few minutes for silent reflection before writing.

5. Begin brainstorming.
6. Once time has elapsed, gather all post-it notes, and place them at random on the wall (include all duplicate ideas as well).
7. Give time for each group member to view the ideas.
8. Analyze the ideas to choose a solution.

In regard to this brainstorming technique, one of the advantages of using post-it notes aside from anonymity, is the ability for the group to create categories once the ideas have been hung on a wall. By placing ideas in categories, certain similarities could be noticed between ideas, which may in turn generate some new suggestions.

The group may also consider categorizing based on predetermined categories, such as “what we can control,” and “what we cannot control.” Predetermined categories such as these may assist the group in determining what the best solution is to the topic/question. If predetermined categories are used, however, it would be advantageous for the facilitator of the brainstorming session to not disclose the categories prior to the ideas being hung on the wall. Doing so may discourage group members from developing potentially valuable ideas.

- **Mitsubishi brainstorming** (Higgins, J. 1994. *101 Creative Problem Solving Techniques*). This is a group brainstorming technique excellent for curtailing those who may dominate a group discussion.
 1. Write down the topic/problem where the entire group can view it (chalk board, white board, etc.).
 2. Instruct the group to brainstorm ideas individually, and write them down on their own sheet of paper.
 3. The brainstorming session continues for a specified period of time. Once time has elapsed, each group member reads (and explains if necessary) his/her ideas, one at a time, beginning with the idea they feel is the best.
 4. As ideas are read, each group member should write down new ideas that build on those they hear from others. Simultaneously, the facilitator lists each idea where all group members can see them.
 5. Once suggestions have been exhausted, the facilitator asks for those supplementary ideas that group members had based on hearing the ideas of others. The facilitator lists these supplementary suggestions next to the original idea.
 6. Analyze the ideas to choose a solution.

While these two methods of generating solutions can prove very effective, there are a great deal more that can be found in literature related to problem solving or brainstorming.

- **Negotiation**. Negotiation is a process in which multiple parties attempt to reach agreement in the event there is some type of disagreement (Ivancevich, J., and Matteson, M. 2002. *Organizational Behavior and Management*). Association leaders may find themselves in a negotiating situation in a variety of contexts, including business related matters such as

purchasing yearbooks, or association related matters, such as working toward a merger or developing a reciprocal agreement with another association.

Especially when negotiating with other associations, an association should strive for win-win negotiating. In win-win negotiating, each party involved gains as a result of the negotiation. This does not necessarily mean that each party gets everything they desired when the process began. Rather, it means that an agreement is reached in which both parties are better off than prior to the agreement.

Win-win negotiating allows for the best possibility of resolving all issues at hand, while still maintaining relationships with the other negotiating parties.

For additional information on negotiation, a substantial number of books may be found at any bookstore or library.

- **Involving the Membership in Decision Making**. Decisions regarding the management and governance of the association are made by the association's board of directors. Members' interests are represented in decision making insomuch that board members are elected by these constituents.

This is not to say, however, that the board may not take a decision to the membership. While the board is under no obligation to do so unless mandated by law or the bylaws, allowing the association membership to make a decision on a matter may be a good approach if the board has a good deal of division on an issue, or if the decision has a significant impact on the membership.

Take for example a situation in which the board cannot reach a decision on which events (doubles, team, etc.) to hold for the association's championship tournament. Because the board is undecided, and the decision has a direct impact on the membership, the board may decide that the best resolution is to let the members make the decision.

3.8.3 Conflict Management

Understanding Conflict. One of the most common misconceptions regarding conflict is that in all cases it is detrimental to an organization. In reality, conflict is not inherently good or bad. Rather, it is an inevitable part of any organization.

Any conflict is ultimately defined on the effects it has on an organization. Some conflict can lead to positive changes in the organization. Other conflict produces only negative results (Ivancevich, J., and Matteson, M. 2002. *Organizational Behavior and Management*).

Associations should realize, however, that if certain considerations are observed when a conflict arises, the conflict may be steered toward having a positive effect. While impossible in every case, conflict can be managed in such a way that the probability of a conflict leading to a positive change is increased.

Managing Conflict. Before conflict management can be attempted between any individuals or groups, there must first be a willingness on the part of each party to attempt resolution. Without this willingness, any attempt to manage and ultimately resolve the conflict is destined to fail.

In order to increase the chances that a conflict may have a positive result, an association should incorporate the following strategies:

1. Develop guidelines that allow the conflict to be addressed.
 - a. In a neutral, comfortable environment, in which all parties have the opportunity to meet face to face.
 - b. At a predetermined meeting time, so parties may be prepared for the meeting with information they wish to bring forward.
 - c. In a situation in which ground rules are established at the beginning of the meeting and enforced throughout. Ground rules could forbid interrupting, personal attacks, and maintaining a professional nature.
2. Identify the root problem, and work to generate solutions:
 - a. Focus on the problem itself, not the people involved.
 - b. Come to some agreement as to what the problem is before developing solutions.
 - c. Incorporate solution generating strategies, and explore multiple possible solutions, if necessary.
 - d. Focus only on solutions that solve the root of the conflict or problem, not those that only address its symptoms.
3. Agree on a Plan of Action for the implementation of a solution. The Plan of Action should clearly identify:
 - a. What the solution is.
 - b. Who is responsible for carrying out each part of the Plan of Action.
 - c. The time frame in which the Plan of Action will be carried out.
4. Follow up on the success of the solution at a predetermined time.

Should an association find that certain variations of the above strategies produce greater results, these variations may certainly be used. Successful conflict management takes modification, as each situation is comprised of a unique set of circumstances.

Regrettably, not every conflict that arises in a situation will lead to positive changes. The goal of any association should be to minimize dysfunctional conflicts.

3.9 Developing an Association Operations Manual

The association operations manual is a document developed by the association board that outlines policies, procedures, and day-to-day operations of the association. For instance, the association's operations manual may detail committee responsibilities, how the association championship site is chosen, the association manager salary (if any), delegate reimbursement information (if any), etc. This document may not contradict with any items in the association's Articles of Incorporation, *USBC Bylaws*, or *USBC Association Policy Manual*.

The association operations manual is an especially important document for inexperienced board members or a new association manager. These individuals may not be aware of policies or procedures that an association may have in place. In addition, a new association manager may not be aware of any additional expectations of his/her position, or items that he/she will be evaluated on in performance reviews – two topics that also belong in the association's operations manual. Documenting association specific policies, procedures, and expectations gives new individuals a clear understanding of how the association operates and everything expected of them.

Every state and local association will have different needs as to what should be included in the association's operations manual. Furthermore, the manual will likely undergo changes as boards and associations change. Any addition, deletion, change, etc. made to the association's operations manual is approved by a majority vote of the board. Any update would be implemented immediately, unless a specific date is indicated.

To assist state and local associations in developing or improving their association operations manual, a sample template is available on the Association's "Forms and Manuals" page of bowl.com.

3.10 Establishing a Procedure for the Handling of Funds

On the whole, overseeing the financial responsibilities of an association is one of the most important responsibilities of the board. To significantly decrease the risk of funds being misplaced or mishandled, the board should maintain an active role in providing checks and balances.

3.10.1 Approving the Financial Institution

The most important consideration in deciding on a financial institution for the association is that it be federally insured by the Federal Depository Insurance Company (FDIC), or its equivalent. To be federally insured means that accounts held at that particular financial institution are insured by a federally supported program up to \$100,000. To check if your association's bank is federally insured, a search may be conducted at www.fdic.gov.

Associations are not permitted to use in-house banking. All association accounts must be maintained at an insured bank or credit institution, in the name of the association.

3.10.2 Designating Board Members to Sign for Withdrawals

In choosing who will sign for withdrawals, the board must take into consideration both bonding requirements, as well as convenience. To ensure bonding protection of association funds, signatories on an association account must be board members, at least 18 years of age, and not immediate family members. In addition, all withdrawals must have at least two signatures. Associations are encouraged to allow more than two board members to serve as signatories, however, as this allows for greater flexibility. If one individual is out of town, etc., money can still be withdrawn.

An association may face a situation in which a payment or withdrawal must be made in an expedient manner. For this reason, convenience should be a consideration when board members are chosen to act as a signatory.

Making financial decisions based exclusively on convenience, however, is not advisable. A board should not authorize, for example, checks to be pre-signed.

3.10.3 Ensuring All Money is Deposited Within Seven Days

Being able to verify deposits begins with ensuring that the association manager is keeping meticulous records of money received by the association. If the association manager is not issuing a receipt for all money paid to the association (as required), verifying that all money has been deposited will be virtually impossible.

To verify that all money has been deposited, a record of deposit must be compared to all receipts that have been issued. Furthermore, the deposit date should be compared to the date of each receipt to verify that deposits were made in a timely manner. Should the money and receipts not balance, the association manager should be able to provide documentation of the difference.

3.10.4 Authorizing Expenditures

When making decisions regarding money, board members are obligated to keep in mind the association purpose, as well as the best interest of the members.

Many expenditures that an association faces are routine – for example, if an association maintains an office, it may incur property taxes, utility bills, etc. The payment of routine bills such as these needs only be authorized once by the board. Despite this, board members should continually keep themselves informed of these costs, and question any discrepancies and/or something not accounted for or approved by the board.

For convenience, the board may choose to authorize all expenditures under “x” dollars, or grant a blanket authorization for specific expenditures. If these practices are used, however, the expectation remains that the board review all expenditures.

3.10.5 Ensuring the President Verifies the Association Accounts

While the president verifies association accounts monthly, the board provides an extra financial check by ensuring this verification takes place. Asking the president to provide a summary report of his/her findings is one method of satisfying this duty.

3.10.6 Ensuring All Required Financial Reports are Filed

The board has a responsibility to familiarize themselves with the specific Internal Revenue Service (IRS), payroll, state, and local forms/reports that are required of the association, and ensure that the association manager files all applicable documents in a timely manner.

Choosing not to verify that all applicable forms/reports have been filed is a significant risk as a board member. If the IRS performs an audit on the association and determines money is due, each member of the board can be held legally responsible.

To familiarize yourself with the most common IRS and payroll forms that apply to 501(c)(3) organizations, reference Chapter 4 of the *USBC Association Policy Manual* and *USBC Association*

Leaders' Handbook. The association must contact its respective state and local governments to determine which state/local forms are required of the association.

3.11 Overseeing the Transfer of Association Property

Problems in transferring property are more likely to occur when a transition is undesired by the individual. To protect the association, the board should keep an accurate record of what items in the possession of the association manager (or other board members) are association property, as well as, a documentation of purchase for each piece of property.

The board should be aware that association property is more than simply money and physical assets (i.e., computer, bank records, old membership applications, etc.). Association property includes WinLABS data, as well as other forms of electronic data regarding association records or history.

If association property is not transferred by the required date (first day of a successor's term/employment, or two weeks from the date of a vacancy), and the board has made a reasonable effort to obtain the property, local law enforcement may be contacted to assist in its retrieval.

3.12 Bonding, Burglary, and Holdup Insurance

USBC maintains a policy of bonding, burglary and holdup insurance for all chartered associations and the officers of certified leagues. The bonding, burglary and holdup insurance coverage described in this section is available through a policy of insurance issued to USBC by an independent licensed insurance company. The policy covers:

1. Misuse of Funds. A shortage attributable to dishonesty by a league or association officer.
2. The taking of funds from an officer, or the center's messenger, by violence or threat of violence.
3. Funds taken through the forcible entry into the premises or locked receptacle, where the funds are kept, of an officer or the center's messenger. There must be visible evidence of forcible entry. An on-site police report is required.

Any officer authorized by the league or association to sign contracts and act as a signatory on any account must be a minimum of 18 years of age.

No insurance coverage is available except as specifically set forth in the policies of insurance purchased by USBC.

The surety company shall not be held liable for any loss which, on investigation in a given case, may have existed prior to the time the bond or insurance became effective.

The policies of insurance do not cover funds frozen through insolvency or liquidation of any financial institution. Further, the policies of insurance do not cover loss of funds due to bowling center insolvency or liquidation.

3.12.1 Dishonest Acts of League Officer

League officers are automatically bonded for \$10,000. Leagues with prize funds in excess of \$10,000 receive full coverage, provided the full amount of the prize fund is indicated on the league certification application when submitted to the local association.

The following conditions govern the method by which leagues must handle funds to qualify for 100 percent protection of any loss caused by the dishonest act of a league officer:

- The league certification application, processing fees if applicable, and membership dues must be received within 42 days of the start of the schedule (30 days for summer leagues), counting the first day of competition.
- Funds must be deposited within seven days in an insured bank, credit institution or an in-center banking service in the name of the league. The banking or credit institution must be a member of the Federal Deposit Insurance Corporation (FDIC) or its equivalent.
- In adult leagues, two officers who are at least 18 years old and authorized by the league must cosign for all withdrawals. Two members of an immediate family cannot cosign for withdrawals. If the president is not a cosigner for withdrawals, his/her name must be identified with the account to enable the president to personally verify the amount on deposit.
- Officers must be USBC members.
- In youth leagues, the league supervisor and league official cosign for all withdrawals and cannot be immediate family members.
- Signature stamps should not be used nor should checks be pre-signed.
- The league president (youth league supervisor) must personally verify the bank account each month. (See USBC Playing Rule 102c.)

NOTE: "Verify" means the president must not only determine the amount on deposit, but also do the arithmetic necessary to determine how much should be on deposit. If the account is found to be short, the president must report the shortage immediately to USBC Headquarters for possible action under the bonding insurance policy.

Failure to meet the provisions of the policies of insurance will result in a 50 percent reduction of any documented loss.

The bond and insurance shall remain in force for continuing leagues not only to the end of the season, but for the so-called off season until the new season begins.

If the league application is not received by the association within the 42 (winter) or 30 (summer) day grace period, the bonding and insurance become effective when the application, processing fees if applicable and dues are received by the association, and only for such funds as on deposit at that time, plus funds deposited thereafter. Failure to submit the league application within the stated time voids protection for all money collected prior to the date the league application was received.

3.12.2 In-Center Banking Service

The coverage afforded in the policies of insurance is extended to leagues utilizing in-center deposit services provided:

- All USBC rules regarding the handling of league funds are observed.

- The center deposits the league funds within seven days of receipt in a special trust account in an accredited, insured banking institution, and the league funds are NOT combined with the center corporate accounts. (Note: The center may maintain a single account for all leagues; however a separate accounting must be maintained for each league.)
- Two cosigners (league officers) from the league (league official and league supervisor for youth) are registered with the center in order for the league to withdraw its funds.
- Requests for withdrawals must have the joint signatures of the two cosigners.
- The center provides the league president (youth league supervisor) with a current statement of the account verifying the amount on deposit so the president can personally verify the league balance monthly as required by Rule 102c.

3.12.3 Associations

USBC chartered associations, with the exception of those located on US Military Bases in foreign countries, automatically are covered for \$10,000 and can obtain additional coverage without cost upon written request to USBC Headquarters or through the WinLABS program (adults).

The policies of insurance provide coverage for misuse of funds by an association officer and bonds all officers and directors of the association for loss of funds due to burglary and/or holdup. Coverage is further extended to a non-board member appointed by the association manager as the tournament manager of a required championship tournament.

The following conditions govern the method by which associations must handle its funds to qualify for 100 percent protection of any loss caused by the dishonest act of an association officer:

- Funds must be deposited within one week in an insured bank or credit institution in the name of the association.
- Withdrawals require the signatures of two authorized officers who are at least 18 years old; signature stamps should not be used, nor should checks be pre-signed.
- The president must verify the account monthly.
- The association account must be audited annually.

Failure to meet any of the conditions of the policies of insurance will result in a 50 percent reduction of any documented loss.

3.12.4 Burglary and Holdup Insurance

The funds of each USBC league and chartered association are insured against loss by burglary and holdup as follows:

- The taking of funds from an officer, or the center's messenger, by violence or threat of violence.
- Funds taken through the forcible entry into the premises or locked receptacle, where the funds are kept, of an officer or the center's messenger. There must be visible evidence of forcible entry. An on-site police report is required.

NOTE: A messenger is considered the person from the center depositing league funds using an in-center banking service.

- Receipts: Not to exceed one week's receipts at any one time, with a limit of \$2,000.
- Disbursements: Not to exceed an amount of \$10,000 at any one time for a period of seven days. (Leagues with large prize funds should only pay out a maximum of \$10,000 in cash with the balance paid in checks.)

In the event the league or association fails to deposit the funds in a recognized banking or credit institution in the name of the organization as specified, the insurance company will be liable for only one week's receipts when a loss occurs due to burglary or holdup.

The policies of insurance **DO NOT** cover loss by fire, mysterious disappearance or funds left unattended.

3.12.5 Losses and Claims

Any loss should be reported to USBC Headquarters for guidance within 15 days.

Any attempt to regain funds through an agreement between the principal and offended parties without authorization from USBC Headquarters creates a legal situation which places the league's right of recovery under the bond in jeopardy.

Any officer who misuses the funds of a league, state, or local association shall be subject to suspension from USBC membership. Likewise, the surety company will not extend coverage to any individual who misused funds in the past or has been convicted of a felony.

The president also may be liable for suspension from USBC membership for failing to make the monthly verification.

3.13 Insurance

Associations can purchase professional or general liability insurance coverage through USBC Headquarters.

USBC Headquarters, through its master policy, is able to offer a group (discounted) rate which should reduce premiums when compared to like coverage offered by local agents.

3.13.1 Professional Liability Insurance

There is no guarantee against lawsuits. But to limit your association's exposure to them, it is wise to purchase professional liability insurance. It includes coverage for officers, directors, staff, committee members and any other volunteers acting on the association's behalf. It also covers actual or alleged wrongful acts (i.e., negligence, omissions, breach of duty, etc.) while performing your association duties. Please note that state associations are automatically provided with professional liability insurance coverage under the USBC master policy.

3.13.2 General Liability Insurance

General liability insurance covers such things as third party bodily injury, property damage, or personal injury claims. This coverage is especially tailored to protect members participating in an

association sponsored league event or tournament play, as well as for other association functions such as board meetings, workshops, or banquets.

3.13.3 Lane Inspectors Insurance

Lane inspectors conducting bowling lane inspections at centers on behalf of USBC and local associations are provided coverage against accidental bodily injury. While extensive, this policy is not all encompassing. Those conducting lane inspections are responsible for familiarizing themselves with the terms of the policy and the procedure for filing a claim, should the need arise.

Lane inspector insurance is not purchased. Those qualified individuals, as outlined in the policy, are covered.

For additional information on any of the above, reference the "Forms and Manuals" section of the "Associations" page of bowl.com.

3.14 SMART

The USBC SMART (Scholarship Management Accounting and Reports for Tenpins) program offers the bowling community a no-cost centralized location for managing bowling scholarship funds.

Beginning August 1, 2006, USBC required all future scholarship funds issued through an association, including those issued for academic or meritorious accomplishments, to be deposited with SMART. Scholarships issued prior to that date were not required to be submitted to USBC Headquarters pending a determination of their acceptability by NCAA. In January 2007, NCAA approved legislation permitting the use of scholarship funds earned by prospective student-athletes prior to August 1, 2006, and held outside of the SMART program provided those scholarship funds were transferred to SMART by June 1, 2008.

This decision by NCAA made it permissible for prospective student-athletes to use these scholarship dollars for their college education as acceptable financial aid since they would be administered by a national governing body. Once this period expired, those scholarship funds could still be deposited into SMART; however, they may not be acceptable forms of financial aid under NCAA bylaws.

Based on this decision by NCAA, USBC requires all chartered associations to deposit any scholarships awarded prior to August 1, 2006, including those awarded for academic or meritorious accomplishments, with SMART. These funds must have been transferred to SMART by June 1, 2008.

Scholarship funds must be deposited with SMART within thirty days after the end of the league/tournament/event in which they were earned, including scholarships for academic or meritorious accomplishments.

Some of the benefits of the USBC SMART program include:

1. All youth scholarships that are managed by SMART are held in the name of the organization that provided the scholarship. If the scholarship money is not used by the designee six years

- after his/her high school graduation date, or if earned after high school, six years from the date of issuance, the scholarship expires. Should the scholarship expire, the scholarship amount is still held in the organization's name and can be reallocated by the organization to a new scholarship recipient.
2. Once scholarship funds are deposited into the SMART program, USBC handles all notification paperwork, management of the account, etc., thus taking the burden off the organization.
 3. When there is turnover in the association board, scholarship paperwork may be lost or misplaced. As a result, when a youth member attempts to collect his/her scholarship after enrolling in college, the new association manager, president, or scholarship committee member may have no record of it. By placing the scholarship in the SMART program, the safety of scholarship records from being misplaced is ensured.
 4. The SMART program does not charge the participating scholarship organizations a fee. USBC covers SMART's operating expenses by using a portion of the interest generated from the deposited scholarship funds. After covering those expenses, the surplus interest is credited to the participating organizations for use as additional scholarships funds.
 5. The SMART program offers its services online. It may be accessed by following the link for "SMART" on bowl.com. The organizations and recipients in the program may view/print up-to-date information concerning their account activities. The online service includes:

For Organizations:

- Viewing/printing account information
- Adding/changing basic information
- Submitting recipient information lists
- Viewing or printing annual statements
- Electronically submitting scholarship funds

For Recipients:

- Viewing/printing account information
- Adding/changing basic information
- Viewing scholarships earned
- Viewing scholarship disbursements
- Requesting scholarship funds

In addition, USBC SMART provides valuable information such as:

- How to establish a bowling scholarship program - whether it is a tournament, league, or other program.
- Advice and assistance with any problems that may be encountered in administering a scholarship program.
- An online directory to locate bowling scholarship information. This directory contains:
 - ♦ Organizations that provide bowling scholarship tournaments or leagues, as well as other scholarship programs.
 - ♦ Colleges and universities that offer bowling scholarships, and/or those that offer bowling as a scholastic or club sport.
 - ♦ All applications for national scholarship offerings.

For more information about the USBC SMART program, go to bowl.com.

3.15 Americans with Disabilities Act

When it comes to hosting meetings or tournaments, be aware of the Americans with Disabilities Act, also known as ADA. The ADA is a federal civil rights law that requires businesses and organizations to have buildings and/or events that are handicap accessible.

As stated in the bylaws, one of the purposes of an association is to “provide equal opportunity for all in the sport of bowling without regard to...disability.” For this reason, an association is strongly encouraged to host any function at a venue which complies with the ADA.

Below are some items to consider before scheduling an event:

- Is adequate handicap parking available?
- Are doorways and aisles wide enough for a wheelchair to get through?
- Does the facility have handicap accessible restrooms?
- Do the door handles have levers or loop-handles opposed to knobs or handles that require gripping?
- If there are stairs, does the facility have an elevator or a ramp for wheelchairs and individuals with canes or walkers?

For more information on ADA requirements or tips the association can use to make events more handicap friendly, please visit the Americans with Disabilities Act Web site at www.ada.gov, or call (800) 514-0301.

3.16 Conducting Championship Level Competition

While the association manager serves as tournament manager, or supervisor of the tournament manager, the association board is responsible for establishing guidelines/directives for the tournament, such as setting the time(s) and date(s), approving the site(s), setting the rules, and ensuring that all members have the opportunity to participate in tournaments of equal design and quality. The board may also choose to delegate the above tasks to an appointed committee.

Specific details regarding the association championship tournament(s) are included in Chapter 4 of the *USBC Association Policy Manual* and *USBC Association Leaders' Handbook*.

3.17 Developing/Implementing a Communication Plan

Regular and informative contact is appreciated by the board, proprietors, and most members. Inclusiveness is established through such contact; members become involved and remain interested in association issues and activities. Whatever the means of communication, it is important that the association initiate and maintain interactive communication with its members.

A communication plan is a formal strategy for relaying and receiving information between the association and its members. The basic elements of a simple written communication plan are:

- Audience
- What information is distributed
- Method of distribution
- Schedule of distribution
- Venue for audience response
- Record keeping

A good communication plan reflects the needs and interests of the membership and provides a venue for membership feedback. The following sections provide details on possible tools the association can use in its communication plan. It is suggested that records/copies are maintained of all communications.

3.17.1 Creating a Web site

Web sites, even very basic ones, provide avenues for direct and personal contact with members, bowling center proprietors and coaches. A Web site also offers an opportunity to sell advertising space to local businesses. Keep in mind that income derived from selling advertising space is most likely taxable. Contact an attorney familiar with 501(c)(3) organizations for more information.

Content

An association's Web site should be personalized to reflect its members' concerns, interests and needs. Local association information that can be posted might cover:

- League and tournament details
- Weekly/monthly high score or achievement updates
- Award ceremony information
- Membership benefits
- Local scoring records
- Coaching tips
- Local coaching information
- Bowling center events and discounts on products and services
- Links to bowl.com and other bowling related sites
- USBC program announcements such as scholarship opportunities for youth members
- Community events such as the USBC Bowl for the Cure®

The Web site can also be used to post photos of members (if permission is granted) receiving awards and as a source for downloadable forms and online tournament registration. Over time the association could add items such as:

- An electronic yearbook
- Electronic awards submission
- A league secretary information page
- An electronic newsletter

Regardless of how simple or ambitious a local association's Web site may be, it exists to serve its members. All content should remain unique and special to the membership. Update the content often to prevent the site from becoming outdated.

Design

Some design ideas:

1. The design and maintenance of a Web site provides an excellent opportunity for members to become more involved with their association. Different levels of experience and expertise with technology may exist within the membership. Volunteers could be recruited to assist with a design project.
2. Research a free or low-cost Web site building and hosting service. It can present ideas for layout and design and offer easy to use Web building programs. Several are available:
 - <http://www.tripod.lycos.com>
 - <http://www.networksolutions.com>
 - <http://www.websiteswizard.com>
 - <http://www.striketenpromo.com>
3. If the revenue is available, contract a local Web development firm.
4. Contact other associations with Web sites and ask how they went about building theirs.
5. Contact local high schools or technical colleges. They may be willing to build an association Web site as a class project.

These are just a few ideas. However, the logical approach is to examine the Web sites of other companies and other associations. Make note of what is helpful and what is confusing about the Web sites. From these notes draft a design that will promote the association in a clear and attractive fashion – do not overlook the importance of branding.

The following are some association Web sites that can be accessed for review:

St. Paul USBC

<http://www.stpaulbowl.org/>

Springdale USBC

<http://www.springdaleusbc.com/>

Lake County USBC BA

<http://www.lakecountyusbc.com/>

Indiana State USBC WBA

<http://www.indianastateusbcwba.org/>

Additional resource pages can be found on bowl.com by clicking on the “Links” option.

3.17.2 E-mail

E-mail is a convenient and relatively inexpensive way of maintaining regular communication with members, bowling center proprietors and coaches. Be aware that there are federal regulations that must be adhered to. Refer to the CAN-SPAM Act rules for regulations related to e-mail transmissions. Information on SPAM and the CAN-SPAM Act can be found at:

- www.ftc.gov/bcp/online/edcams/spam
- www.ftc.gov/bcp/online/pubs/buspubs/canspam

Personalizing e-mail is important. Anything that is not personalized may be regarded as SPAM (junk) and discarded by the recipient. Personalize an e-mail message by adding a name or slogan in the "subject line." Many e-mail programs support personalizing messages, including bulk mail. Microsoft Outlook, for example, can merge information into an e-mail document just as information can be merged into a Microsoft Word document.

Before any e-mail campaign is started, several aspects must be considered:

- Select a name for the association's e-mail account. (The association may want to consider maintaining a separate e-mail account to keep replies – to opt-out, etc. – separate from other association e-mails.)
- Who will setup, manage and maintain the e-mail lists?
- Does the e-mail system require HTML coding?
- Are there any local e-mail managers? (If none of the membership is familiar with the e-mail system, it may be advisable to obtain the services of an e-mail specialist.)
- Establish a schedule for e-mail transmission.
- Establish guidelines for what can be included in e-mail transmissions.

Using WinLABS with Internet E-mail

WinLABS may be used to assist with some e-mail applications. Provided the association's e-mail system is compatible, WinLABS has two e-mail related features:

1. Ability to create e-mail address lists that can be pasted into an association's e-mail system.
2. Allows associations to send league rosters and average request forms as e-mail attachments.

To obtain information and instructions for using WinLABS and Internet e-mail, contact the WinLABS help desk at (800) 514-BOWL, ext. 3431 or labshelp@bowl.com.

E-mail Tips

Opt-out Language for E-mail

It is required to provide the option of not receiving e-mail from the association. Any state or local association must provide such an instruction on mass e-mail transmissions. The following is an example of opt-out language:

"You are receiving this e-mail as a benefit of your membership. If you would prefer not to receive future e-mails, please reply to this e-mail and type 'remove' in the subject line or contact us at 555-5555."

If a member requests to be removed, the association must remove that member's e-mail address from the e-mail list.

<p>NOTE: A member's e-mail information cannot be sold or given to any other organization for any reason.</p>

Removing a Member Before Running the WinLABS E-mail Blast List

If a member requests, via e-mail or hardcopy letter, to be removed from the association's e-mail blast list, by federal law the association must accommodate this request. The e-mail manager must access the individual bowler's profile and check the "exclude from third party e-mail box" for that specific bowler.

Before the report to acquire the e-mail blast list from WinLABS is run, check the "exclude people who don't want third party mailings" box on the WinLABS Report Wizard screen. This will protect the association from possible costly federal fines as detailed in the CAN-SPAM Act of 2004.

Use Blind Copy to Send E-mail

E-mail lists are private. When e-mail is sent via the blind copy (usually a field prefaced by the letters "BC" or "Bcc"), only the recipient's name will be displayed in the blind copy field – all of the other names and e-mail addresses on the list will not be displayed. The blind copy feature must be used whenever an e-mail is being sent to more than one person, except in cases in which it is certain no issue will be raised with any recipient having his/her e-mail address disclosed to the other recipients.

Ensure E-mail from the Association is not Mistaken for SPAM.

Request members to add the association's e-mail address to their list of safe senders and/or address book. This will prevent transmissions from the association from being directed to a junk mail folder.

3.17.3 Voice Blasts

A voice blast is a pre-recorded message sent to multiple members simultaneously via telephone. It is a convenient and inexpensive way of getting association information to many members in a single call.

There are a number of companies which provide a variety of voice blast programs, many of which list costs and instructions for using their service on the company Web site.

Benefits

- Eliminates time-consuming, repetitive calling.
- Pre-schedule a date and time for the call.
- Good method for broadcasting time-sensitive issues such as tournament deadlines.

Drawbacks

- Answering machine settings (some machines can be set to drop unknown numbers).
- Wrong numbers.

Regulations

FCC rules allow calls to be made on behalf of a tax exempt non-profit organization. To comply with these rules, the association must include its phone number in the pre-recorded message so members who receive the calls have the option to be placed on the association's do-not-call list.

States also may have telemarketing laws which may be more restrictive than the federal regulation. Check with the state Attorney General's office for information.

Additional information about government regulations concerning phone communication (do not call) can be found on the following Web sites:

- <http://www.ftc.gov>
- <http://www.fcc.gov>
- <http://www.the-dma.org>

3.17.4 Printed Newsletters

A regularly distributed printed newsletter is a tangible association presence. It demonstrates that the association is active and takes a serious interest in its members.

Newsletters are a good way to keep members informed of such topics as:

- Advertisers/sponsors
- Bowling tips
- Calendar of events
- Contacts
- Honor score awards
- Member benefits
- Proprietor information
- Remembrances
- Tournaments

A newsletter is also a good opportunity for member involvement. Ask members to volunteer to write articles, and oversee the layout and design of the newsletter.

Newsletter Tips

Include Meaningful Information

Supplement promotional stories with a question and answer column, trends, statistics, how-to features, and technical advice. Do not overlook the value of an association newsletter name and logo.

Involve the Audience

Request letters to the editor and story ideas, include a clip and return questionnaire, offer special pricing coupons, a calendar of events, and plenty of alternative methods for contacting the association – association's e-mail address, phone, and fax numbers (including best times to call or fax), and members' names and photos (with permission). Include stories about and letters from members.

State What the Association Represents

Add a tag line (for example, the Dallas USBC BA's tagline is "Friendship is the Best Part of Bowling") that explains what the association represents. This becomes beneficial publicity as more than members will read the newsletter – a valuable source of new member prospects.

Keep it Simple

Good design can make the message more easily understood. Meaningless graphics, difficult to read text, too many different font styles, and too many visual elements on a page can stop an individual from reading.

3.17.5 Electronic Newsletters

Where possible, an electronic newsletter can be a viable form of communication. Some items to consider when producing an electronic newsletter include:

- Make the format easy to e-mail and download – members must have a compatible system in order to open the newsletter.
- Plain text is an acceptable format, however, electronic newsletters in HTML are becoming easier to offer.
- It can be posted on the association's Web site. Members can access current news at any time.
- Offer advertising space by electronically linking sponsors to the newsletter.

NOTE: Income derived from selling advertising space is most likely taxable. Contact an attorney familiar with 501(c)(3) organizations for more information.

- Use opt-out language (refer to Section 3.17.2).

3.17.6 Flyers and Posters

Flyers and posters can be used to promote:

- Tournaments
- Membership
- Special events

NOTE: Always get permission from the property owner before posting any flyer or poster. Also, after the event, be sure to remove all flyers or posters.

Flyer and Poster Tips

Make the content stand out by using one or more of the following design strategies:

Contrast

For contrast, vary the size (of graphics), color, font, spaces, etc. Keep the presentation attractive by controlling the contrast. Too much contrast can distract the audience from the message.

Succinct Headlines

Sum up the promotion with a few direct and descriptive words. Be simple, clear, and direct (this does not mean it cannot be dynamic and expressive).

White Space

Do not cover the entire page with graphics and text. White space helps organize the information so that it is more easily understood by the audience.

3.17.7 Questionnaires

Questionnaires are a good way to invite communication from the membership.

Questionnaire Considerations:

- Determine a purpose for the questionnaire – what issues do the membership consider important and how will responses influence decision making?
- Draft the questions – make sure all questions are direct, unambiguous, and relevant to the issue being explored.
- Determine the vehicle for the questionnaire – electronic, paper, interview, etc.
- Determine a time frame for the questionnaire – when will the questionnaire be conducted? When will the results be published? (as applicable)
- Publish the results (as applicable) – members want to see how others feel about issues.

3.17.8 Communication Between Board Members

To make well-informed decisions, board members must know what is being communicated to and from the association.

Since the board appoints/selects the association manager and reviews his/her performance, each board member should be apprised of the tasks he/she performs. As a representative of the members, it is a board member's duty to inquire about the day-to-day operations being performed by the association manager.

Concurrently, the association manager is advised to maintain open lines of communication with the board, since he/she is accountable to them. A simple, yet effective way to keep the board "in the loop" is to copy them on all correspondence. For instance, the association manager could copy board members on correspondence to center management, members, tax consultants, potential sponsors, etc. Copying board members on letters and e-mails should be done as the correspondence is sent, not after the fact.

In addition, the association manager should forward appropriate information received from USBC Headquarters to other members of the board. For example, the "Association Manager e-News," which is a weekly e-mail correspondence of USBC operational updates, contains information pertinent to all board members and should be forwarded accordingly.

Do not overlook the importance of regular communication between board members. All meetings must include committee reports and updates on correspondence the association manager or president may have received or sent.

3.18 Marketing the USBC Brand

3.18.1 Branding

USBC's brand identity is its most valuable asset. Because of this, it is crucial that all levels of the USBC organization remain consistent when developing messaging, logo use, tag lines, etc.

Portraying the proper image and communicating the correct message are vital, as the imagery not

only represents a USBC association, but also the values embraced by USBC as an entire organization. With a strong, unified branding effort, members and non-members will associate USBC with the following brand values:

- Credibility
- Dedication
- Excellence
- Heritage
- Inclusiveness
- Integrity
- Philanthropy
- Sportsmanship

3.18.2 The Association's Role in Branding

Upholding the USBC brand promise is a responsibility that cannot be accomplished solely at the national level. For the USBC brand to realize its full potential, associations must:

- Place emphasis on a consistent image – visual, values, messages, and experience.
- Recognize that associations help create the experience of the brand, which is the quality of interactions with the organization. Such interactions include:
 - ♦ Conversations with employees/volunteers
 - ♦ Ease of transacting business
 - ♦ Recognition of donors/sponsors
 - ♦ Physical characteristics of an event (i.e., signage)
 - ♦ Pricing
- Present yourself as USBC first, both by the visual logo and messages communicated. This entails:
 - ♦ Selecting one of the logo template options
 - ♦ Selecting one of the letterhead template options
 - ♦ Always exercising the brand values
 - ♦ Sending unified messages targeted to appropriate audiences per the branding guide

3.18.3 Association Logos

The USBC logo is trademarked and owned by USBC. Any use of the USBC logo must comply with information included in the *USBC Graphics Standards Manual* (also known as the *USBC Style Guide and Association Leaders' Brand Guide*) that is available by request from USBC Headquarters.

Associations may not license the use of the USBC logo or marks to any third party without the prior written consent of USBC Headquarters.

In developing a logo, be aware of the following:

- Associations that design and create a logo must follow the USBC Association Logo Options that were mailed to every chartered association in July 2006.
- Before printing or digitizing your association logo, it must be submitted for review and approval by USBC Headquarters. Please e-mail your logo to usbclgo@bowl.com for approval. You will receive an e-mail confirmation.

- When creating new (or reordering existing) association apparel, pins, etc. that includes a logo, your USBC association logo must be used. If logos are not used on these items, it is acceptable to just include your USBC association name.
- Additional branding information can be obtained from the association pages of bowl.com, or by contacting USBC Communications at (800) 514-BOWL, ext. 8960.

Below are examples of acceptable association logos:



USBC youth logos may be used on literature and other printed items authorized by the state or local association, provided that the formal name of the association also appears adjacent to the USBC youth logo. The logo may be reproduced in one color (red, blue, black, or white) using the black and white logo file.



Because the USBC youth logo is a registered trademark, it cannot be added to any items manufactured for resale purposes unless the state or local association name has been incorporated into the logo. For purchasable USBC merchandise, please visit the USBC Store on bowl.com.

All use of USBC youth logos must comply with information included in the *USBC Youth Characters Official Graphics Standards & Style Guide* that is available by request from USBC Headquarters. The USBC youth logo is available for use in promoting USBC youth bowling and can be downloaded from the "Youth" page of bowl.com.

Associations may not license the use of the USBC youth logo or marks to any third party without the prior written consent of USBC Headquarters.

Meet the New Faces of USBC Youth...



NOTE: Images of the Bowlopolis characters are available for use in promoting USBC youth bowling and can be downloaded from the "Youth" page of bowl.com.

Any questions regarding the use of USBC logos or characters, or for a copy of any manual relating to logo use regulations, please call (800) 514-BOWL, ext. 8960 or e-mail marketing@bowl.com. In the event you have trouble downloading logos from bowl.com, please contact the USBC Bowling Information Center at ext. 3161 to have a CD mailed to you.

3.19 Registered Volunteer Program

The Registered Volunteer Program (RVP) is an initiative designed to ensure that all volunteers who have regular direct physical or verbal contact with USBC Youth members are qualified to do so. It includes a background screening intended to identify and remove potentially harmful adults who may already be involved with USBC Youth programs, as well as make it very difficult for undesirable people to enter these programs in the future.

3.19.1 How the Program Works

Anyone 18 years of age or older who has regular physical or verbal contact with USBC Youth bowlers, holds a position of authority or supervision over USBC Youth programs, has an opportunity to establish a position of trust, and/or has an opportunity to build a one-on-one relationship through USBC Youth programs must be a USBC Registered Volunteer.

Specific roles or positions within USBC Youth programs that require registration include all members of a non-merged youth association's board, all members of a merged association's Youth Committee and the Association Managers of both. Other positions are defined in the USBC Registered Volunteer Rules and Policies included on bowl.com.

Bowling center participation in the RVP is optional; however, USBC encourages every bowling center to participate.

In participating centers, not every employee needs to go through the Registered Volunteer Program, only those 18 years of age and older who have direct, ongoing contact with USBC Youth bowlers. For example, the following individuals may fit these criteria:

- Youth Director
- Bowling Center Manager

Center management may request registration for other employees.

Additionally, employees who receive a “red light” do not need to be fired from their job. The RVP only requires that persons with a “red light” status not be involved in USBC Youth activities.

The association should ensure all centers in its jurisdiction are aware of the program and its benefits.

The association also should, among other things, work closely with management in each bowling center to identify the volunteers and/or employees who need to go through the background screening process. For the RVP to be most successful there must be cooperation between the association and center proprietor(s). Ultimately, however, the center has final authority on who gets screened.

Each person identified completes an online registration and pays by credit card. After the online registration has been completed, the background screening is conducted by the National Center for Safety Initiatives (NCSI).

Upon completion of the screening, each volunteer and/or employee receives a “green light,” meaning that the individual is eligible to work with USBC Youth, or a “red light,” meaning that the individual is not eligible to work with USBC Youth.

Volunteers and/or employees who are “green lighted” receive a special USBC Registered Volunteer ID card and lanyard that should be worn while working with USBC Youth.

Individuals are not screened unless they voluntarily agree to participate. To be approved as a Registered Volunteer, an individual must also agree to abide by a Code of Conduct, which establishes rules of acceptable behavior when working with children.

Complete information is available on bowl.com in the Registered Volunteer Program Guide to Enrollment and the Registered Volunteer Program Code of Conduct.

3.19.2 Privacy

To protect the privacy of all volunteers, whether approved or disqualified, confidential personal records are kept secure with NCSI in compliance with the Fair Credit Reporting Act (FCRA), which allows people to request copies of their own criminal history information and requires the information remain confidential.

3.19.3 Financial Considerations

Fees are paid directly to NCSI, by credit card, by the volunteer. Screening fees are \$20 plus an Online Transaction Fee of \$1.25. In some areas, counties or states charge NCSI additional fees to search its records and those additional fees will be passed on to the volunteer. The screening covers the individual for two years.

Some associations have paid for the volunteers and some centers have paid for coaches. In those cases, here are some suggestions for funding the program:

- Pay for all screenings out of its general fund.
- Conduct fund-raisers.
- Seek commercial sponsorship.
- Work with proprietors, who may be willing to pay for all screenings.
- Ask volunteers to supplement the cost.

3.19.4 Additional Information

Information regarding the USBC Registered Volunteer Program can be found on the “Registered Volunteers” section of bowl.com that also includes USBC Registered Volunteers Frequently Asked Questions.

3.20 Implementing USBC Programs

Part of USBC's mission, as the national governing body, is to provide programs and services that enhance the bowling experience. As state or local representatives of USBC, the board plays a vital role in the success of USBC programs by ensuring that they are implemented properly. The following highlights a number of programs and services, which if implemented correctly, can help to increase exposure and build awareness and affiliation with USBC.

3.20.1 National Programs

Charitable Giving

USBC continues to build on its predecessors' charitable relationships, which have raised more than \$30 million for the Bowlers to Veterans Link and nearly \$5 million for Susan G. Komen for the Cure (formerly known as the Susan G. Komen Breast Cancer Foundation).

Associations are encouraged to join the national organization in continuing its support of the Bowlers to Veterans Link and Susan G. Komen for the Cure.

Bowlers to Veterans Link

The Bowlers to Veterans Link is a national non-profit charitable organization, which raises about \$1 million annually to fund a variety of recreational equipment and therapeutic supplies for America's veterans.

For more information on the Bowlers to Veterans Link, please reference www.bowlforveterans.org.

Susan G. Komen for the Cure

Susan G. Komen for the Cure is an international organization with a network of more than 75,000 volunteers working through local affiliates and events like the USBC Bowl for the Cure® to eradicate breast cancer as a life-threatening disease.

The USBC Bowl for the Cure® is a nationwide breast cancer awareness and fund-raising initiative.

For additional information on the USBC Bowl for the Cure,® including how your association can conduct an event or participate in fund-raising or education, please reference “Bowl for the Cure®” at bowl.com, or call (888) 302-8122.

Coaching

Coaching can have a significant impact on retaining current bowlers and developing new ones.

USBC Coaching trains and certifies coaches to teach the sport of bowling. The USBC Coaching Certification program features a core curriculum with courses designed to create educational opportunities for coaches. Electives outside the core curriculum allow coaches to continually refine their knowledge and skills.



The entry course for all coaches is the USBC Coaching Level I certification. This training is a great instructional foundation for working with bowlers.

A coach must understand how to teach players at all skill levels the basic mechanics and balance required in delivering a bowling ball. The USBC Coaching Level I teaches principles designed to help a coach work with beginning bowlers, regardless of their age, to develop sound fundamentals.

Coaches who work primarily with youth bowlers and have completed Level I certification may choose to attend the USBC Coaching Level II training as an elective or alternative to the USBC Coaching Bronze certification. USBC Coaching Level II is designed to offer advanced training to coaches working with advancing youth bowlers.

The next step in the curriculum is the USBC Coaching Bronze certification. This intermediate level includes the addition of videotaping, bowling ball motion and coaching instructional methods. A prerequisite to attend a USBC Coaching Bronze conference is Level I certification.

The National Federation of State High Schools (NFHS) and the American Sports Education Program require USBC Bronze certification as part of their technical training for certified coaches. USBC Coaching strongly recommends that coaches working with any high school program earn the USBC Coaching Bronze certification.

The USBC Coaching Silver training is the next course in the continuing USBC Coaching core curriculum; it is recommended for collegiate coaches. Making correct choices on the lanes defines the ability to compete at higher levels. Silver training develops the relationships between:

- Bowling ball surfaces and dynamics.
- The types of surfaces.
- Topography and dressing of lanes.
- The finite adjustments to the physical game required to become a high-level bowler.

USBC Coaching has many pre-packaged kits, videos, books and tools to assist coaches, bowling centers, pro shops, and, of course, bowlers. To learn more about each of these valuable resources, visit bowl.com and click on the “Coaching” tab. To order, use the e-mail link or download the faxable order form found in each section.

For more information on becoming a certified coach or the USBC Coaching program, click on the “Coaching” tab on bowl.com.

Collegiate

USBC Collegiate maintains the eligibility and integrity of intercollegiate bowling while providing certification and regulation of bowling at the collegiate level. USBC Collegiate also provides assistance and leadership in implementing bowling programs, and creates collegiate bowling opportunities to enhance students’ academic, athletic, and personal development. For more information on the USBC Collegiate program, click on the “Collegiate” tab on bowl.com.



High School

USBC High School serves as the resource for the creation and support of interscholastic high school bowling programs. The ultimate goal of USBC High School is to have bowling as an interscholastic sport in high schools nationwide. USBC High School also coordinates the High School Team Membership Program. Participation in this program is free, and is open to all high school teams (varsity or club) that participate interscholastically. The program provides exclusive benefits to high school bowlers and coaches, including:

- Eligibility for Dexter/USBC High School All-American Team consideration
- Complimentary copy of the *USBC High School Official Guide*
- Awards and recognition for honor scores shot
- Coaching tips and assistance for coaches registered in the program.



For more information on the USBC High School program, visit the “High School” section on bowl.com. Coaches should also visit this section to register their team for the High School Team Membership Program.

Junior Gold

The USBC Junior Gold program consists of the most elite youth bowlers in the United States. The program's objective is to help youth bowlers maintain an interest in bowling through advanced training, coaching and team bowling so they may continue to progress and excel in the sport.

Junior Gold bowling was developed to attract young athletes who aspire to higher levels of competition. Specific goals for the development of Junior Gold bowling include:

- Retain USBC members and attract new members.
- Emphasize advanced training and coaching.
- Develop more elite bowlers to become future USBC members.
- Act as a resource for collegiate bowling, Team USA, and professional bowling. Members of the USBC Junior Gold program regularly compete at the high school and collegiate levels. Dedicated youth bowlers may participate in the USBC Junior Gold program for several reasons:
 - ♦ To thoroughly learn the nuances of the game.
 - ♦ To earn college scholarships.
 - ♦ As preparation for bowling at the intercollegiate, international, or professional level.



USBC Junior Gold members have the opportunity to win thousands of dollars in scholarships and spots on Junior Team USA by competing at the USBC Junior Gold Championships. Junior Team USA members compete internationally against youth from around the world, while refining their game with assistance from elite coaches.

For more information on the USBC Junior Gold program or how to hold a state or local USBC Junior Gold Qualifier, reference the "USBC Junior Gold Championships" section of bowl.com or e-mail usbcjuniorgold@bowl.com.

Sport Bowling

The Sport Bowling program requires an optional level of membership. The program consists of leagues and tournaments conducted on more challenging lane conditions. This form of competition is an opportunity for all bowlers to determine their true skills in such areas as accuracy, consistency, spare shooting and the ability to read lanes.



Sport Bowling's mission statement is: "Committed to the integrity of the game and the advancement of the serious bowler." With the credibility of the game becoming even more of a focus as we move forward, more effort is being made around the Sport Bowling program. Local associations can really make a difference.

Since the conception of the program in 2000-01, many of the challenging aspects of hosting a Sport Bowling league or tournament have been eliminated. While we hope that local associations will be a part of Sport Bowling leagues, it is no longer required. Proprietors and/or head mechanics can

supply tapes and graphs every week if they have the equipment. If the center does not have the equipment to check lanes, the local association is encouraged to do it for them.

To assist in implementing or advancing a Sport Bowling program in your area, USBC Headquarters has several promotional items available to proprietors at no charge. Our latest is a promotional kit for the new PBA Experience leagues, which includes: a 4' x 6' banner, two full size posters, table tents, brochures, and a brochure stand. Please have proprietors call (800) 514-BOWL, ext. 3177 to order.

Here's how simple it is to host a league:

Center certification

1. Go to the Sport Bowling section of bowl.com and register the center. (Takes about 2-3 minutes)
2. Oil one pair of lanes with a Sport pattern.
3. Take tapes and graphs on those two lanes and send/fax them to USBC Headquarters.

League certification

1. Go to the Sport Bowling section of bowl.com and register the league. (Takes about 2-3 minutes)
2. Fill out the Sport Bowling league certification materials.
3. Take tapes and graphs on one lane each week before the league starts and send/fax to USBC Headquarters.

For more information on Sport Bowling membership, please reference Chapter 2 of the *USBC Association Leaders' Handbook* or click on the "Sport Bowling" tab on bowl.com.

USBC Ambassador Program

The USBC Ambassador Program allows associations the opportunity to provide star bowlers as headliners for bowling hall of fame banquets, awards dinners, youth programs, bowling center grand openings, or any non-bowling function.

Appearances are subject to the ambassador's availability. The hosting organization is responsible for all related travel expenses and the appearance fee which must be negotiated directly with the ambassador. USBC will contribute \$500 per appearance to help offset expenses.

Organizations can also offset the cost of hiring an ambassador by securing event sponsorship, partnering with other participating bowling organizations to share the cost, or by adding a nominal markup to the ticket price of the event.

To request a USBC Ambassador contact USBC Headquarters at:

- E-mail: ambassador@bowl.com
- Call toll free: (800) 514-2695, ext. 8370
- U.S. Mail: USBC Ambassador Program, United States Bowling Congress, 621 Six Flags Dr, Arlington, TX 76011

Please be prepared to provide as much detail as possible about the event including date, place, time, etc.

Purchasable Awards

Some awards may be purchased. A bowler may replace a lost or damaged award or purchase an additional earned award. These orders can be placed through the USBC Bowling Information Center at (800) 514-BOWL. The achievement is verified before the order is processed.

Other purchasable awards not based on recognized achievements can also be ordered. These awards are issued at the discretion of the league or tournament official. Refer to the "Awards" page of bowl.com for a complete listing of purchasable awards and prices.

3.20.2 Local Programs

Local Awards

An awards program is an excellent way for associations to recognize members for their accomplishments. Many associations offer special awards such as jackets, key chains, screwdrivers, mugs, rings, emblems, hats, and other items with the association's name and logo on them.

Be aware that state high school athletic associations have rules governing what awards an individual can earn for accomplishments. In order to assure that the awards your association may offer will not have unintended consequences for youth, please contact your state high school athletic association for clarification on its acceptable award policies.

In addition, before an awards program for youth is developed, it is imperative that the association be familiar with USBC Rule 400 and its restrictions. Reference the USBC Playing Rules book for more information.

The following are a few items to consider when developing an awards program:

- Purpose of the awards
- Type of awards (i.e. clean game and/or perfect attendance awards)
- Source of award funding
- Administrative procedures used for determining awards - procedures should include:
 - ♦ Application/nomination procedures
 - ♦ Review and approval process
 - ♦ Timing of award

To determine what national awards are provided, and to eliminate duplicating them in a locally developed awards program, please reference the *USBC Playing Rules* book.

Merchandising

Association Store – Generating Revenue through Merchandise

USBC has partnered with online specialists to offer associations the opportunity to sell products with its own association logo. Merchandising generates revenue while creating awareness of your USBC association logo.

Associations have the opportunity to use a secure site to order merchandise with its approved USBC association logo. To do so, log in (through the association supply page of bowl.com) to verify that you are ordering on behalf of a USBC association. This ensures there is no unauthorized use of your association logo.

Combined Buying Power

Pricing for associations is at wholesale price. Lower pricing for associations, even if only a single item is ordered, is a possibility because of the estimated combined volume that will be purchased through all associations. An association may also request quotes for larger volume discounts.

How Profit can be Made

Wholesale prices are offered so an association can resell merchandise at the suggested retail price. To determine the suggested retail price, add 20% to the wholesale price paid. This new total would be the retail price.

The association retains the funds generated from the difference between the wholesale price and the selling price.

USBC asks the cooperation of each participating association in maintaining a consistent resale price to establish and maintain the value of the merchandise. It would be undesirable if merchandise is devalued because an association offers a cheaper price than its neighbor in an attempt to gain sales from those bowlers holding membership in both associations.

The association championship tournament, league secretary workshop, or an association banquet are good places to sell this merchandise at the suggested retail. Consider also listing available merchandise in a newsletter, or visiting leagues to let members know what merchandise is available.

USBC Store

The USBC Store is the most convenient place to go for all official USBC merchandise. A wide variety of apparel and other items are available, including event-specific merchandise.

Available to participants and spectators of all ages, event-specific merchandise is available online for pre- and post-event purchases. Customers may select their shirt and logo; customize their merchandise selection; and reflect their own individual achievements and interests.

The USBC Store may be accessed through bowl.com. Please call the USBC Store at (866) 574-3172 if assistance is needed.

Fund-raising

Associations have many options in regard to fund-raising. However, when raising funds to benefit youth, the USBC Youth Committee recommends that associations consider using fund-raising partners since they offer high profit margins.

The following programs are designed to help raise funds to cover travel costs to the state tournament, build up the association's scholarship fund, or pay for other association expenses.

USBC offers two types of fund-raising opportunities – standard and exclusive:

- Standard
 - ♦ Gourmet Cookie Dough Mixes
 - ♦ Premium Candles
 - ♦ Chocolate and Nut Treats
 - ♦ Gourmet Beverages
 - ♦ Safety Products
 - ♦ Caramel and Trail Snacks
- Exclusive
 - ♦ Earl Anthony Collector Bear Series

For more details on how each of the aforementioned programs work or to sign up for a particular program(s), click on the fund-raising link in the “Youth” section of bowl.com.

Other fund-raising ideas include raffles; 50/50s; and the sale of T-shirts, pins, and other related bowling items at association tournaments. Keep in mind that associations must file IRS Form 990-T (“Exempt Organization Business Income Tax Return”) if they receive gross income of \$1,000 or more from business unrelated to the association's exempt purpose. Also note, fund-raising via games of chance may require a state gaming permit/license.

For more information on unrelated business income or gaming permits, reference Chapter 4 of the *USBC Association Leaders' Handbook*, and check local, state, and federal laws.

Hall of Fame

A hall of fame program is an excellent means of recognizing past and present association members who have excelled on the lanes and/or made valuable contributions to the association.

There are no specific rules and regulations governing the creation of a hall of fame. However, before forming a hall of fame, the association should consider several points:

- Is the association ready for a hall of fame? Has the association been in existence long enough so a pattern or concept of outstanding performance and contributions has had time to emerge and develop?
- Is funding for a hall of fame available?

A task force may be appointed by the president, with board approval, to develop hall of fame guidelines. The task force would:

- Define the purpose of the hall of fame.
- Recommend induction categories (e.g. meritorious service and superior performance).
- Suggest who will be appointed to the initial hall of fame committee to review resumes of prospective candidates.
- Establish induction criteria.
- Determine who may submit nominations and the deadline.
- Decide selection method. For example, will recommendations come from the hall of fame committee for approval by the board? The percentage of votes necessary for nomination and induction (e.g. two-thirds vote) also must be determined.
- Recommend awards to be presented and when inductions will take place. The association may want to induct individuals at a special dinner or banquet, during the annual meeting, or at the association tournament.
- Select a suitable place for a permanent display of hall of fame members' photos, etc. Possible display sites are community centers, bowling centers, an association office, etc.

Certificates for inductees are available on bowl.com at no cost. For more information on starting or improving a hall of fame, please refer to the guidelines for establishing a hall of fame, available in the "Forms and Manuals" section of bowl.com, accessible through the "Association" page.

NOTE: The International Bowling Museum and Hall of Fame has an honor certificate and computerized display that honors state and local hall of fame inductees. To order/register, go to bowlingmuseum.com, click on "Hometown Heroics," click on "Search," and enter bowler's name.

3.20.3 Additional Services

In addition to the aforementioned programs and services, USBC Headquarters offers a number of resources to aid associations in the performance of their duties and responsibilities. Some of these are as follows:

Bowl.com

USBC's Web site, bowl.com, is a tremendous resource for associations.

Bowl.com includes a section dedicated specifically to associations and their needs. The bowl.com "Associations" section features downloadable USBC logos, forms and manuals, the USBC Bylaws, online order forms, important notices, and more. To access the "Associations" section, visit the bowl.com home page and click on the "Associations" tab.

Similarly, the "Youth" section on bowl.com features downloadable images of the USBC youth logo and characters, as well as informational pieces such as "101 Ways to Promote Youth Bowling" and "10 Steps to Starting Successful Youth Leagues."

In addition, the "Find-a-Member" feature on bowl.com has been expanded. By searching for USBC members by National ID number or first and last name, association managers can verify USBC membership for the current and past season(s), view averages for leagues in which members have bowled at least 21 games, view award and honor score history, and determine which association(s) a

member belongs. To access “Find-a-Member,” visit the bowl.com home page, locate the “Find-a...” section and select “Member” from the menu.

NOTE: A bowler may request to not have his/her membership information included in the “Find-a-Member” feature on bowl.com by contacting USBC Headquarters directly.

A similar search feature is available for centers as well. Simply switch “Find-a-Member” to “Find-a-Center,” and a search can be conducted for certified centers by city, state, or zip code. The tool furthermore allows a search to be limited to those centers offering Sport Bowling leagues as well.

Education/Workshops

USBC is committed to providing quality education and training to associations and members. In addition to seminars and workshops, USBC provides webinars and web-based self-study programs.

Also, a USBC representative can visit your area to cover a range of topics, including:

- Working with proprietors
- Growing the sport
- Energizing your tournament
- Developing youth programs
- Center certification and lane dressing inspections

To learn more about these and other programs, click on the Education/Workshop link on bowl.com. Feel free to contact USBC at (800) 514-BOWL, ext. 8242 for more information.

Bowling Information Center

The Bowling Information Center (BIC) is the first point of contact for many incoming calls to USBC Headquarters. The BIC team has a wide variety of knowledge and understanding of the operations of USBC, and answers common questions on membership, awards, address updates, workshop registrations, merchandise orders, WinLABS support calls, and other general inquiries.

If a question is beyond the expertise of the BIC staff, the call is transferred to the correct USBC team. The BIC may be reached at bowlinfo@bowl.com or (800) 514-BOWL, ext. 3161.

Rules/Bonding/Tournament Certification

The Rules/Bonding/Tournament Certification team, made up of highly knowledgeable and skilled individuals with years of expertise and experience, is able to provide associations with the following services:

- Providing interpretations of league and tournament rules.
- Handling protests and appeals from leagues and tournaments.
- Processing of charges for suspension of membership and requests for reinstatement.
- Counseling to leagues and associations in the processing of bond and burglary claims.
- Reviewing and processing of tournament certification applications. Providing guidance to tournament managers in the development of their rules.
- Working with proposers of changes to the USBC Playing Rules and USBC Bylaws to develop amendments.

3.21 Providing Education, Training, Evaluations, Recognition and Other Services

3.21.1 Education and Training Programs

Education and training programs should focus on the needs of the association. An association may benefit a great deal, for example, by offering league secretary training if it is found that more than half of the league secretaries have little or no experience. On the other hand, if 90% of league secretaries have at least five years experience, the board may choose another direction, for example coaching or lane inspector training.

Programs offered by an association need not be the same from year-to-year. As stated above, the needs of an association should play into the board's decision on what to offer. Other factors may have an influence as well, including the strengths of individuals who lead/teach the programs and financial resources.

The board should not feel limited to the bowling association realm when considering training opportunities. For example, a local parliamentarian unit may offer training on *Roberts Rules of Order, Newly Revised*, or a county recreational department may offer computer program training or other beneficial courses.

Should assistance be required in offering a specific education or training program, the association may contact USBC Headquarters at (800) 514-2695, ext. 8242.

Providing education and training is not necessarily exclusive to offering programs, but also making opportunities available to the board and other members. The board should reference the "Education" page of bowl.com for information on a multitude of educational and training opportunities available from USBC Headquarters, including web based training programs on WinLABS and youth leaders, among other things. Encouraging members, whether delegates or not, to attend the USBC Convention is also a great means of education and training. At the USBC Convention, many instructional seminars are offered, and associations have the opportunity to interact and learn from one another.

Local associations should also consider attending state association education and training programs. These, along with state jamborees, are tremendous opportunities which do not require a great distance to travel.

3.21.2 Board Training

The association should be proactive and consider providing training to future association leaders. Planning for the future acts as a safety net when veteran board members are elected to other posts, retire, or resign unexpectedly. Additionally, valuable and talented board members perceiving no future leadership role in the association may be tempted to leave the board.

One approach to provide needed leadership skills for board members is mentoring. To "mentor" means to tutor or coach an individual through a specific program or activity, so the individual

becomes more proficient with the skills needed for the program or activity. For the purpose of developing association board members, the following could be considered as topics in a mentoring program:

- How to establish policies, goals, and plans that comply with the USBC mission, bylaws, and policies.
- What the day-to-day processing and business of the association entails.
- The importance of demonstrating and modeling ethical behavior.
- How the association generates revenue and the importance of other income besides dues and/or processing fees.
- What it means to offer exceptional customer service.

Associations are especially encouraged to train and educate board members or other interested individuals in the duties of the president and association manager, as these two positions carry the greatest amount of responsibility.

The most likely candidate to be educated in the responsibilities of the president is the vice president. For example, the vice president may be taught how to verify accounts monthly, to resolve internal conflicts, and to effectively utilize *Robert's Rules of Order, Newly Revised*.

Furthermore, there will be times in the year when the association manager is not available. For instance, the association manager could be on vacation, at the USBC Convention, attending workshops, or have a medical emergency.

During these times, the business of the association cannot stop - memberships and awards need to be processed, checks may have to be written, deposits may have to be made. To account for an association manager absence, the association board of directors should have a plan in place to continue the bare minimum of activity for the association so that the members/centers are not impacted. One of the most important things is to have someone cross trained to step in, especially with regard to WinLABS (adults) and/or web-based membership processing (youth).

If the association functions out of an office, another board member, or an association employee could be given the responsibility of handling the day-to-day functions until the return of the association manager. Be sure, however, that the substitute is bonded and has been approved by the board.

A more concerning problem could arise, however, when the association office is in the association manager's personal residence. In this instance an association representative would have to contact the family of the association manager and enter his/her home to use the computer, get awards from the inventory, or the necessary financial items/records. Considerations on how to obtain these items should be made in advance.

In addition, educating the board and members on parliamentary procedure, using a tool such as the latest version of *Roberts Rules of Order, Newly Revised*, can be advantageous and ensure the association continues to run productive meetings. For instance, a 15-minute discussion on a selected topic (i.e., teller duties, voting, nominations) could be presented at each meeting.

Finally, the association may want to consider having auxiliary board members. The purpose of the auxiliary board member program is to provide training opportunities for aspiring board members. Training may include having auxiliary board members participate (voice only) at board meetings and perform other duties as determined by the board. Refer to Chapter 3, Section N, of the *USBC Association Policy Manual* for more information.

3.21.3 Evaluations

Even successful programs can lose effectiveness or become stale over time. To combat this, the board should evaluate association programs on a regular basis and make appropriate changes.

In evaluating any program, members' opinions should be held in high regard, as well as other considerations such as a change in costs associated with the program, or program duplication. To best serve the members, the board must acknowledge that a program which may have been successful may not continue to be in the future. Conducting an honest evaluation of association programs will allow the board to make the best decisions for the future.

3.21.4 Recognition

Recognizing the work and accomplishments of volunteers is an integral part of a successful volunteer organization. In developing a program, deserving efforts of both board and non-board members should be recognized.

The USBC Association Volunteer Recognition Program provides award certificates and other ideas to thank loyal colleagues for their efforts. The program features tips for creative ways to say "thank you" and "good work" as well as suggestions for small gifts. Certificate templates allow associations to tailor awards for each volunteer's unique contribution. Certificates include:

- #1 Leader
- #1 Volunteer
- Director of the Year
- Awesome Instructor
- Coaching Wizard
- Superior Performer
- Tournament Wizard
- Valuable Volunteer
- #1 Youth Leader
- Dynamic Director
- Cool Coach
- Clever Coach
- Impressive Instructor
- Rising Star
- Top Youth Leader

The USBC Association Volunteer Recognition Program, can be found on the "Forms and Manuals" page of bowl.com, which can be accessed from the "Associations" page.

3.22 Develop a Volunteer/Membership Recruitment/Retention Plan

All USBC associations are dedicated to promoting the sport. Recruitment and retention is an ongoing process that must be actively pursued each season to ensure the growth of the sport. Benefits of bowling and belonging to USBC must be shared with current and potential members.

3.22.1 Understanding Your Membership

Many associations describe their membership by saying “We have 873 members this year” or “Our membership is down 3%.” Both are accurate, but neither provides the necessary information to understand who belongs to your association, who is leaving, and what opportunities are available to build your association.

“Net” vs. “Turnover”

In the example above the association had 900 members in the previous year, lost 3% or 27 members, and now has 873 members. Were all 873 members also members last year? Or, did 250 members leave and 223 new members join this year? On average, 27% of USBC members in a given year do not return as members the following year.

Who are Your Members?

Is the average age of those leaving similar to the new members coming in, or is the association serving an audience that is different than it was 5 years ago? Are new members experienced bowlers, or should the association provide some introductory sessions? How many have family members who would enjoy a family tournament or adult/youth league?

There are many factors that an association can use to build a member profile that will help your association find members and provide the programs and services that will keep current members. WinLABS is the perfect tool for looking at categories such as age, average, number of leagues, and years as a member.

An association can also survey members to find out general profiles or specific program preferences. Ask new members what their expectations are – why did they join and where did they hear about USBC. Evaluations of event participation – or non participation – will also help the association deliver programs that keep members involved and attract new members. Finding new members requires knowing the market and your programs and finding the best match. Successful recruitment campaigns will evaluate new opportunities and develop targeted communications for that group. Looking at the demographics of your community and how it is changing will help generate new ideas.

The best way to understand the association's membership is to talk to and listen to them!

3.22.2 Recruitment Basics

Both recruitment and retention of members are based on solid marketing principles. Those areas of member recruitment and retention that are tactical – or part of your association's operating process – are included in this section.

Why Recruitment is Critical

- Revenue from membership dues and/or processing fees helps the association provide a variety of diverse offerings. An association with a large membership can increase membership services, such as coaching classes and workshops, programs for prospective youth members and investing in larger tournament prizes – all of which also can be used as recruitment tools.

- The size of the membership of an association determines the size of the voice of an association at the state and national level. A larger association is entitled to more delegates at the annual meeting(s) and can be influential in policy and program decisions, as well as present suggestions that could benefit other associations.
- More members can lead to more opportunities. A large association membership base creates opportunities for the association members to become involved in activities that would benefit both the membership and the community – for example, hosting a “Big Brothers and Big Sisters” day of bowling, forming a “Toastmasters” club for the membership and establishing state or local association scholarships for youth bowlers.
- The size of the membership increases the association’s presence and credibility in the community. This can be particularly beneficial for establishing programs with local schools and assisting in charitable events/programs such as USBC Bowl for the Cure® and the Bowlers to Veteran’s Link.
- Successful recruitment contributes to retaining members – people enjoy being part of a successful organization. Membership can function as a support network and a large membership base provides chances for its members to explore a variety of interests.

Elements of Successful Recruitment

- Establish committees to take ownership of specific responsibilities. This eliminates confusion and potential misunderstanding. The underlying rule should be that each committee represents one part of the overall plan.
- Be energetic and excited about USBC membership. When members talk about the association, they should express how they honestly feel about being an active member and what opportunities membership has provided.
- Be knowledgeable about USBC nationally and at the state and local levels. Members should be prepared to explain what a USBC membership has to offer and what USBC stands for – operating principles and the vision and mission statements.
- Promote the benefits of participating in USBC certified leagues (scholarship opportunities, philanthropy, tournament participation, etc.)
- Make it as easy as possible to become a USBC member. Attend league organizational meetings and help members to complete the necessary forms.
- Recruitment is an ongoing project. Recruiting does not stop when a tournament ends or when a league season is over. Continue recruiting at bowling centers and at community events.

Membership Recruitment Ideas

Welcome Letter for Potential Members – The letter should be concise and include a list of membership benefits, as well as local, state, and national activities and projects. It also should contain the names of the association recruitment committee, contact numbers and best times for contact, and should be properly “branded” (USBC logos, etc.).

Recruitment Materials – Display samples of the *US Bowler* and *US Youth Bowler* magazines that come with membership, sample awards for bowling achievements, newsletters, bowling center and pro shop discount coupons, etc. – items that are tangible and can be viewed by the potential member at his/her convenience.

Select an Energetic Committee Chair to Coordinate Recruitment – This person will be very visible, so select someone who is at ease with groups of people and has the stamina to oversee all aspects of recruitment events from start to finish.

Develop an Orientation Program for New Members – Hold an orientation class at the bowling center for new members during which the new members will be formally introduced and informed of what dues and or processing fees cover, membership benefits, opportunities membership offers, and the goals of the association.

Create Partnerships with Proprietors – It is good practice to involve bowling center management in recruitment projects. In addition to a venue, a proprietor may offer suggestions that could enhance any recruitment effort. Ask the proprietor how association activities such as recruiting can benefit the bowling center. Also ask if the proprietor would like to be included on the communication distribution list.

Follow Up – Establish regular contact with new members immediately to actively demonstrate support and appreciation. Ask them if they have any questions. Also, DO NOT overlook the value of regular communication with the rest of the membership.

Troubleshoot – After each recruiting effort discuss the positive and negative aspects of the effort with the recruitment/retention committee. Generate and record suggestions for improvement for upcoming recruitment projects, and review ways to incorporate the suggestions.

Follow the Plan – Staying on task (efficient meetings and following through on job responsibilities) demonstrates professionalism and dramatically increases the success of activities.

3.22.3 Recruiting Board Members

Members deserve highly skilled and active board members. Board members must understand their responsibilities and know what is expected of them. Their work is a contribution to the identified goals of the association.

In targeting potential future board members, consider the following questions:

- What responsibilities will the board member have?
- What skills are required of a board member?
- Will they be required to assist in promoting the association or identifying potential sources of capital?
- Are there any potential conflicts of interest with the candidates?
- Can the candidate add diversity of experience or culture that can improve the association?
- Is the board an accurate reflection of the membership?

Recruiting Steps

A few possible ways of recruiting board members include:

Advertising – Make use of the association's internal communications.

Ask Proprietors for Input – Many board members will be involved in promotions at bowling centers. Seek advice from proprietors regarding who they feel works well with people.

Maintain an Up-to-date List of Potential Board Candidates – Schedule time to regularly review and edit this list. Utilize the Auxiliary Board Member Program – This program allows potential candidates to experience first hand how the board functions. This is very beneficial for helping the candidate decide if he/she wishes to pursue a board candidacy. Refer to Chapter 3 of the *USBC Association Policy Manual* for more information.

Solicit Feedback from the Membership for Nominations and Suggestions – Asking the members demonstrates the association's commitment to involve and listen to the membership on important issues, such as the makeup of the board.

3.22.4 Membership Retention Plan

Retaining current members is as important as adding new members.

Almost one-third of members do not return from one year to the next. These “dropped bowlers” stop bowling for a variety of reasons. However, research on member retention has indicated most bowlers drop for reasons unrelated to their bowling experience. Health issues, the birth of a child, relocation, or a job change are the most frequently cited reasons for not continuing as league bowlers.

It also is worth noting that most dropped bowlers plan to return to league bowling sometime in the near future. More than half state they are going to bowl in leagues again. It is the responsibility of all of us, as USBC members, to keep bowling accessible for this group.

It is just as important to maintain a strong and positive bowling presence for bowlers who remain members.

Membership Interest

Generally, members are more likely to remain interested if the association:

- Has an announced direction and stated purpose (communication).
- Keeps members involved and actively seeks input from members.
- Recognizes the efforts and achievements of its members.
- Provides exceptional service (distribution of awards, returning phone calls, etc.).
- Is dedicated to important projects.
- Is organized and stable.
- Provides leadership opportunities for its members.

Maintaining Membership Interest

The following is not an all-inclusive list of ways to maintain interest in the association, but it does represent major considerations. An association must adopt strategies that fit its situation and reflect the concerns of its membership.

Set Clear Goals – Communicate the mission, the proposed direction, and the steps required to reach a specific destination. Keep all members regularly informed of progress and invite responses and suggestions.

Pay Attention – Actively search for positive moments and publicize them. Ask questions and be curious. An active and concerned association leader generates support and involvement from the membership.

Personalize Recognition – When a member receives an award for superior performance or volunteer efforts, an anecdote or personal memory about the member can make the ceremony a unique and memorable experience for the individual. This can make a lasting impression on other members in attendance, as well.

Celebrate Together – Highly visible public recognition builds self-esteem and a sense of community and belonging. It demonstrates the value of working together to achieve shared goals; even personal awards for bowling achievements become shared victories. Making achievements public creates lasting and positive memories that translate into commitment.

Ensure All Necessary Membership Information is Processed and Transmitted in a Timely Manner – This is not only a requirement, it demonstrates concern for the membership. It also establishes a standard of conduct by modeling responsible behavior.

Explore Possibilities to Accommodate Members – Members have commitments beyond bowling and these should be respected. Work with proprietors to create and promote alternative formats and season lengths that could be a better fit for members and prospective members.

Contact Other Associations and Ask What They Do – Establish communication with other associations for an exchange of ideas, suggestions and results. The USBC Convention, state annual meetings, or jamborees are tremendous opportunities for the exchange of ideas. Contact information for other associations may also be found through bowl.com.

Transitioning Members from Youth to Adult Leagues

When a youth bowler reaches the age limit when he/she no longer qualifies for youth eligibility, the association can play a key role in ensuring that the individual continues as a certified bowler.

Ultimately, the association should make an effort to ensure these bowlers are comfortable in their transition from youth to adult leagues. This is especially important if the bowler is joining a different association, as would be the case in non-merged associations.

Consider the following possible strategies for transitioning members from youth to adult leagues:

Generate a List of Previous USBC Youth Members – Prepare and send a letter that invites previous youth members to join a USBC league that fits their schedule. Include bowling center and association personnel contact information. After the letter is mailed, follow up with a phone call.

Orientation Program and Party – Organize an orientation program for youth bowlers who are about to qualify as adult bowlers. Conduct the program at a bowling center and stress the benefits of remaining a USBC member.

Adult/Youth Leagues – Establish an adult/youth league. However, before determining any awards, review all rules regarding youth status – especially USBC Rules 400 and 100d.

<p>NOTE: An adult/youth league is one in which youth members bowl with adults, and awards to both adult and youth bowlers conform to awards permitted under USBC Rule 400.</p>

3.23 Developing and Implementing a Strategic Plan

The success of an association depends on practical and careful planning. Developing strategies to reach identified objectives and goals is an activity that requires internal and external assessments, putting together a written plan, staying focused, and being accountable.

3.23.1 What is Strategic Planning?

Strategic Planning is the process of:

- Determining the reason for being.
- Identifying the best future for the association.
- Deciding how the association will get there.

A strategic plan is a tool that defines, shapes and guides the association. It establishes decision making criteria and creates proactive involvement in the purpose and direction of the association. Simply put, the strategic plan will be the association's roadmap to the future.

The components of a strategic plan include:

- Operating Principles
- Mission
- Vision
- Internal & External Assessments
- Key Focus Areas
- Action Plan
- Review/Accountability



FIGURE 3-2. Strategic Plan Model

3.23.2 USBC Operating Principles

The USBC Operating Principles define the fundamental beliefs that guide and inspire the association. The operating principles shape an association’s culture as well as provide a code of conduct. USBC Headquarters recommends that all state and local associations incorporate these operating principles:

Risk Taking – Willingness to prudently challenge the status quo, and accept responsibility and accountability for our actions.

Inclusiveness – Actively embrace all individuals who play, watch, support, or promote the sport of bowling.

Teamwork – Utilize the collaborative efforts of participants, volunteers, staff, and allied organizations for the good of the sport.

Integrity – Commitment to the highest ethical standards including honesty, trust, loyalty, and open communication.

Excellence – Continually strive for excellence to include outstanding service and value.

Fun – Promote an environment where innovations, interaction, and creativity will enhance the enjoyment of the sport.

3.23.3 Mission

The association's mission statement provides a broad description of the association's purpose, which is its reason for existing. A mission statement is realistic and factual, and answers three questions:

1. Who are we?
2. What do we do?
3. Why do we do it?

The mission statement should be:

- Feasible, understandable and concise.
- Broad and continuing in nature but not so broad as to be meaningless.
- Stated in terms of results rather than activities, what versus how.
- Worded specifically and purposefully.

The USBC Mission Statement is:

“The United States Bowling Congress, as the national governing body, ensures the integrity and protects the future of the sport, provides programs and services and enhances the bowling experience.”

All USBC associations share the same mission statement. However, state and local associations should amend the statement to include their association name:

“The * insert state/local association name * ensures the integrity and protects the future of the sport, provides programs and services and enhances the bowling experience.”

3.23.4 Vision

The strategic vision statement describes what the association should look like in the future and what it wants to accomplish or become. A vision is not an idle dream or magical solution to today's organizational problems and deficiencies. An effective vision statement is inspirational and provides a clear, vivid image of what the association should become if its full potential is realized.

USBC's Vision Statement is: **“Grow the sport of bowling.”**

All USBC associations share the same vision. However, state and local associations should amend the statement to include their association name:

“The vision of the * insert state/local association name * is to grow the sport of bowling.”

3.23.5 Internal Assessment

Each association should conduct its own internal assessment. The internal assessment is in reference to the association. It is not an assessment of bowling in general, associations as a whole, or issues not respective to the specific association. To attain the best results, a candid, honest evaluation supported by data and facts is required.

Strengths

Strengths are areas of superior performance that significantly contribute to fulfilling the association's mission. They are things the association does better than most others. Examples: recognition programs, tournament, communication with members, and customer service.

Weaknesses

Weaknesses are areas of substandard or poor performance that prevent or inhibit meeting customer needs and/or fulfilling the association's mission (a.k.a. its purpose). Examples: operational problems, poor communication, lack of innovation, and insufficient number of volunteer workers.

Many associations will identify far more strengths and weaknesses than can be effectively addressed. The intent is to identify the three to five key focus areas in each category that can realistically be approached within the next planning cycle.

3.23.6 External Assessment

The External Assessment focuses on the environment surrounding the association. It is based on data and facts, not speculation or chance occurrences. These components are out of the association's control, but have significant affect or impact.

Opportunities

Opportunities are external tools, trends, or events advantageous to the association and on which the association can capitalize or use as energizers for growth and improvement. Opportunities provide valuable assistance and help the association achieve its vision. Examples: partnerships, piggyback mailings, and a bowling center database.

Threats

Threats are barriers, obstacles, or situations beyond the control of the association that should be avoided or anticipated as they may prevent successful achievement of the association vision. Examples: government legislation, closing of bowling centers, declining market due to job loss or plant closings, and increased postage costs.

Many associations will identify far more opportunities and threats than can be effectively addressed. The intent is to identify the three to five key focus areas in each category that can be approached realistically within the next planning cycle.

3.23.7 Key Focus Areas

Key focus areas are priority issues, critical success factors, or key result areas that must be addressed if the association is to continue to successfully deliver its mission and move toward achievement of its vision. They can reflect long standing problems or recent events anticipated to have a significant impact on the association. The selection of issues is important because it determines the range of decisions association leaders will consider in the future.

Each key focus area covers a broad area that is critical to the association's future success. The broad issues may only slightly change from year-to-year, however, the programs designed to address them may, and often do, change. Key focus areas are derived from SWOT (Strengths, Weaknesses,

Opportunities and Threats) analysis results. The most beneficial include/incorporate at least one or more of each SWOT area.

Even if not apparent in the SWOT analysis, it is recommended that associations consider including these standards as key focus areas.

Examples of key focus areas:

- Membership retention and development
- Communication
- Association leadership training
- Tournament marketing

3.23.8 Strategic Action Plan

This is perhaps the most challenging step. The action plan directs the commitment of the association to specific short and long term accomplishments. This is a plan for the future, keeping in mind that an unfunded plan is no plan at all, just as an unfunded task is no task (see “Tasks,” defined later in this section).

The action plan begins with the key focus areas. Each key focus area should have at least one goal and several tasks.

Goals

Goals are broad statements projecting what the organization hopes to achieve in the next two to five years. Goals focus on outcomes or results and are qualitative in nature. Any goal statement should include a metric as a way or means of measuring progress and completion.

GOALS CAN BE SIMPLE – Sample Goal 1: Increase overall membership.

OR GOALS CAN BE MORE AMBITIOUS – Sample Goal 2: Expand youth membership by developing an additional summer youth league.

Regardless of the complexity of the goal, there must be some metric or form of measurement to mark progress toward the completion of the goal.

Metrics

A viable method of evaluation is used to determine the progress and achievement of any goal.

Metric for Sample Goal 1: Achieve five percent increase by August 2009.

Metric for Sample Goal 2: One new eight-team youth summer league with 40 members and maintain for three consecutive years.

Tasks

Tasks are specific, concrete, and measurable statements describing what will be done within a fiscal year. Tasks are detailed, step-by-step actions/tasks required for goal achievement. These are the building blocks that lead to the attainment of the goals. Each task includes:

- What will be accomplished?
- Completion date
- Who is responsible for completion?
- Estimated cost (which is revised to actual cost once the budget, if any, has been finalized)

Sample Tasks for Sample Goal 1:

- Work with a local bowling center to create a league format for an after-work league.
- Identify eight local businesses (within 10 miles) that have enough staff to form a league team.

Sample Tasks for Sample Goal 2:

- Create and distribute promotional material for the youth league.
- Develop a scholarship program to attract youth bowlers.

3.23.9 Sample Strategic Action Plan Format

Each association's situation is unique, so each association will have different goals based upon its SWOT analysis. Regardless of whether a goal is modest or more involved, it should reflect an intelligent direction for the association.

The sample in Figure 3-3 is a suggested format to identify the association's goals, tasks, and measurements. Because each association may have a different focus for its goals, however, it may be modified to fit each situation.

3.23.10 Review

It is the duty of the association manager to update the board on the status of the strategic plan quarterly, if applicable. Therefore, it is advisable to schedule regular reviews of the strategic action plan to acknowledge progress, address problems and revise or add tasks. It is important to maintain a clear focus on the goals and direction of the association.

The strategic plan is a "living" document. For it to be effective, the association should adjust the plan whenever appropriate. The association should regularly review the action plans (goals, tasks) and to hold accountable those responsible for carrying out programs and completing tasks. Timely review and regular status updates allow the association to take corrective action when plans are heading off track, change priorities as the external environment and the internal situation changes, and re-allocate financial and human resources as necessary.

The entire strategic plan should be reviewed annually. Each year, completed tasks are replaced with new tasks, decisions are made on when and how to carry initiatives forward to the next year's plan, and when needed, additional goals are added. The strategic plan should be completely reconstructed approximately every five years.

FIGURE 3-3. Sample Action Plan

KEY FOCUS AREA: FUNDING

Printed:

Last Updated:

Goal (2-5 Years)	Annual Task (Fiscal Year)	Completion Date	Point Person	Cost	Status
Sample 1: Expand the association funding base to support anticipated growth in programs and services. Metric: Fifteen percent increase in revenue within					
	Sample 1.1.1: Research and identify a minimum of 10 potential new sponsors.	Sept. 2007	John Doe	\$0	
	Sample 1.1.2: Prepare presentations and “sales pitch.”	Oct. 2007	John Doe	\$25	
	Sample 1.1.3: Make sponsorship presentations to potential new sponsors attempting to “close” no less than	June 2008	John Doe	\$0	
Sample 2: Expand non-dues revenue generating programs. Metric: Twenty percent increase in non-dues revenue by July 2010.					
	Sample 2.1.1: Increase awareness of existing programs and events by creating quarterly newsletter	July 2008	Bill Black	\$200	
	Goal 1: Expand Funding Base			\$225	

3.24 Hearings and Removal Meetings

The following section is to be used in conjunction with the Suspension and Reinstatement Procedures (Chapter 9 of this manual). Its purpose is to add additional clarity and assistance when dealing with the procedures. It is not intended to take the place of information therein.

3.24.1 Introduction

A member who fails to comply with the *USBC Playing Rules* or an association board member who fails to perform the duties of his/her office as outlined in the *USBC Bylaws* and *USBC Association Policy Manual* may be subject to suspension or removal from office charges.

Definitions Related to Suspension and Reinstatement Procedures

Chair - This person presides at a hearing and makes sure everyone involved has time to ask or answer questions. The chair normally is the association president unless the president appoints another member.

Complainant - The person bringing the charges – complaints could include more than one complainant.

Defendant -The person who is accused – again, complaints may have more than one defendant.

Reinstatement hearing – Conducted, only if USBC determines a reinstatement hearing is necessary, when a suspended bowler applies to get his/her membership and/or office holding privileges back.

3.24.2 Suspension Hearing vs. Removal from Office Meeting

Suspension hearings are conducted if directed by USBC Headquarters and removal meetings are similar in that the association must address a written complaint filed against a member. Many of the procedures for conducting a suspension hearing and a removal meeting are similar, however there are key differences. The differences are listed in the following chart:

Suspension Hearings if Requested by USBC	Removal From Association Office Meetings
May have an effect on a bowler’s membership and/ or office holding privilege in USBC.	Removes an officer or director from the association office held.
If requested, the association board or a committee of five board members conducts the hearing.	The association board conducts the meeting.
A fact finding session.	A decision making session
A majority vote of a quorum present is needed to make a recommendation.	A two-thirds vote of a quorum present and voting is needed to make a decision.
The complete file is forwarded to USBC Rules within 15 days of the hearing.	The association maintains the file.

Reasons for Suspension or Removal

An individual can be suspended or removed from office for violation of USBC bylaws, policies, or playing rules including but not limited to the following:

1. Nonfeasance - Failure to perform duties and responsibilities.
2. Misfeasance - Violation of USBC and/or local/state association bylaws.
3. Malfeasance - Conduct and/or any deliberate action detrimental to the best interest of the organization.
4. Misuse of league, tournament or association funds.
5. Violation of USBC rules.

The Written Complaint

A written complaint starts the process. It must be filed with USBC Headquarters in the current season or the season immediately following the alleged violation. The complaint must:

- Name the person(s) who is (are) charged.
- Cite the specific bylaw, policy, or rule (including the number and/or section) violated with some detail on how it was violated.
- Include the complainant's signature and address.

3.24.3 Types of Hearings

A hearing is a fact-finding session – not a court of law. Thus, the technical and legal rules of evidence are not applicable. If directed by USBC Headquarters, there are three basic types of hearings that an association might conduct:

- Suspension
- Reinstatement
- Rerate

Suspension and rerate charges, as well as reinstatement requests, should be forwarded to USBC Headquarters, Attention: Rules, for review before a hearing is scheduled.

Suspension Hearing

Hearing Preparations

When preparing for a suspension hearing, it is critical that a private room is used because hearings are closed functions. "Closed" means only the hearing committee/board, defendant, complainant, counsel, and court reporter (when used) can attend. Witnesses can be brought in as needed, and are dismissed after they are no longer necessary.

Please note, the complainant and defendant can bring counsel – in this case, "counsel" does not necessarily mean "lawyer." Further, if the defendant is a minor, his/her parent(s)/legal guardian(s) will be permitted to be present throughout the hearing.

After establishing the site of the hearing, the notification of the hearing is sent. USBC requires at least 10 days notice by certified mail to defendants and complainants. The day the letter is sent is not included in the 10-day notice.

Establishing the hearing committee:

- USBC allows the option of utilizing a hearing committee in place of the board to conduct the hearing.
- If a hearing committee of the board is established, the president appoints the board members to serve on the committee. It must have at least five members.
- Anyone who is a complainant or defendant cannot serve on the hearing committee, take hearing minutes, or sit in on the executive session.

The Hearing Process

A few assumptions for this section:

- The term “complainant” or “defendant” is used with the understanding that his/her counsel can speak on a client's behalf.
- Singular terms are used with the understanding that hearings can have more than one defendant or complainant.
- The term “hearing committee” is used with the understanding that the board may also conduct the hearing.

With these in mind, the following is a step-by-step process used in conducting a hearing:

- The chair verifies a quorum is present. (A hearing quorum is more than one-half of the hearing committee.)
- The chair summarizes charges and rule violations during the opening statement. (See the sample Opening Statement at the end of this section.)
- The chair asks the complainant if the charges are correct. Then, the chair asks if the defendant understands the charges.
- The complainant and witnesses speak.
- The chair, defendant, and committee members may question the complainant and witnesses.
- The defendant and witnesses speak.
- The chair, complainant, and committee members may question the defendant and witnesses.
- The chair informs the complainant and defendant that the committee will make a recommendation to USBC Headquarters.
- The chair notifies the complainant and defendant of their right to appeal the committee's recommendation to USBC Headquarters.

What Happens Afterward

- The chair dismisses everyone except hearing committee members, who convene in executive session to make a recommendation to USBC Headquarters.
- If there are multiple defendants, consider each one separately.
- Keep minutes of committee deliberations.
- All committee members, including the chair, vote.
- A majority vote is required to determine the recommendation.

Hearing Committee Recommendations

The following are the recommendations that may be made:

- *Indefinite suspension* - The bowler cannot participate in certified competition; the bowler cannot hold office.
- *Never to hold office* - Usually applied when individuals have misused funds.
- *Not to hold office* - The bowler is allowed to bowl, but cannot hold office indefinitely. With the recommendations of indefinite suspension, never to hold office, and not to hold office, the hearing committee also may recommend to permit the individual to coach, but not handle money.
- *Warning* - Imposition of sentence is withheld. The individual has a record (similar to probation) and can compete in certified competition and hold office.
- *Dismiss* - Case is procedurally flawed. Lack of jurisdiction (outside the realm of bowling and the rules).
- *Not guilty* - Insufficient evidence to substantiate the charges.

Following the Recommendation

After the hearing committee has come to a decision:

- Notify defendant and complainant of the recommendation within five days by certified mail, and inform them that they have 15 days to appeal the recommendation to USBC Headquarters.
- Send a copy of the suspension file, within 15 days, to USBC Headquarters - Attention: Rules.

Please include the following in the suspension file to cut down on delays:

- A copy of the original complaint.
- Copies of letters notifying defendants and complainants of the hearing time, date and place.
- Copies of letters notifying defendant and complainant of board recommendations and the right to appeal.
- A signed receipt for certified letters sent before and after the hearing, or signed receipts for hand delivery.
- A list of committee members present and absent.
- Information as to whether a quorum was present or not.
- Copies of all correspondence concerning the case, including letters, audits, bank statements, league records and other evidence submitted at the hearing.
- A verbatim, typed hearing proceedings and executive session report.
- Vote count regarding the recommendation for each defendant.

SUSPENSION HEARING CHECKLIST

- ____ 1. Written complaint charging the person with violation is received.
- ____ 2. Association president schedules hearing within 30 days from receipt of the complaint.
- ____ 3. Association arranges for appropriate private room.
- ____ 4. Written notice of the time and place of the hearing shall be sent to the defendant and complainant at their last known address not less than 10 days prior to the date set for the hearing. The notice shall be sent by certified mail with return receipt requested or delivered by special messenger. A copy of the complaint shall be sent to each defendant with the notice. (See sample letters at the end of this section.)
- ____ 5. Each member of the board or committee is given notice to attend the hearing.
- ____ 6. During the hearing, verbatim minutes of the discussion should be kept.
- ____ 7. After the hearing, notify defendant and complainant of recommendation within five days by certified mail and inform them they have 15 days to appeal the recommendation to USBC Headquarters.
- ____ 8. Within 15 days from the date of the hearing, the following should be forwarded to USBC Headquarters, Attention: Rules:
 - ___ Copies of the original complaint and all other correspondence pertaining to the case.
 - ___ A verbatim typed report of the hearing proceedings and executive session.
 - ___ Information as to whether a quorum was present, and roster of those present.
 - ___ Statement as to whether the complainant and defendant were present or absent.
 - ___ The actual vote count for the recommendation.
 - ___ Copies of the association's letters of notification and recommendation, along with copies of the certified receipts.
 - ___ A copy of the defendant's membership application.

Reinstatement Hearings

After an individual is suspended, the principal must request reinstatement. Reinstatement requests received by the association are to be forwarded to USBC Headquarters, Attention: Rules. In most instances, a hearing is not necessary for reinstatement. However, if USBC Headquarters determines a reinstatement hearing is necessary, the association will be instructed to conduct one.

Hearing Preparations

A reinstatement hearing is closed, so an appropriate private room will be necessary to conduct the hearing.

Like a suspension hearing, a hearing committee may be used to conduct the hearing instead of the board of directors. In addition, a quorum must be present. The principal must be given at least five day written notice of their right to appear and be provided the opportunity to speak on his/her own behalf. (Please see the sample letter at the end of this section.)

He/she also may bring counsel or witnesses. If the principal is a minor, their parent(s)/legal guardian(s) will be permitted to be present throughout the hearing.

The Hearing Process

A reinstatement hearing is conducted to get information from the principal as to why he/she wants his/her membership and/or office holding privileges back. Therefore, the hearing committee should:

- Ask the principal questions regarding the reasons for the reinstatement request.
- Ask the principal whether he/she bowled while under suspension and find out the last date he/she competed while under suspension.
- Inform the principal that the committee will make a recommendation to USBC Headquarters.
- Inform the principal of his/her right to appeal the committee's recommendation to USBC Headquarters.
- Inform the principal his/her status remains unchanged pending further notification by USBC.

What Happens Afterwards

- The chair dismisses everyone except hearing committee members, who convene in executive session to make a recommendation to USBC Headquarters.
- Keep minutes of committee deliberations.
- All committee members, including the chair, vote.
- A majority vote is required to determine the recommendation. Hearing Committee Recommendations

The following are some of the recommendations that the hearing committee may make:

- Full reinstatement - The principal can bowl and hold office.
- Reinstatement to membership only - The principal would be allowed to become a member, but would not be able to hold office.
- Reinstatement office privileges - Gives the right to hold office to the principal, who previously could only bowl.
- Deny - The principal's suspension would remain in effect.

Following the Recommendation

After the hearing committee has come to a decision:

- Notify the principal in writing within 5 days from the date of the hearing of the association's recommendation.

- Within 10 days from the date of the hearing, submit the following to USBC Headquarters, Attention: Rules:
 - ♦ Copy of the letter requesting reinstatement.
 - ♦ Copies of the letters of notification.
 - ♦ A list of committee members present and absent.
 - ♦ Information as to whether a quorum was present.
 - ♦ Detailed minutes of the testimony, questions and answers, recommendation, reason for the recommendation, and a record of the vote.
 - ♦ Copy of the letter of recommendation.

Rerate Hearings

Some bowling averages do not represent the true ability of the bowler. If that is the case, a rerate hearing can be conducted.

Rerate hearings give the association board, or its appointed committee, the ability to adjust averages upward when there is evidence that the bowler's league average may not be a true reflection of his/her ability.

The Suspension and Reinstatement Procedures covers rerate procedures. USBC Headquarters encourages local leaders to contact Rules at (800) 514-BOWL, ext. 3155 or rules@bowl.com for information before conducting a rerate hearing.

The following are more details on rerates:

- Before proceeding with a rerate action, the board or hearing committee of at least five members should thoroughly investigate the case to see if there is a sufficient reason to proceed. Schedule a rerate hearing when a member files a complaint, or when the association has evidence the bowler's average does not represent true ability.
- The change may not be due to anyone being dishonest. For example, a bowler may have recovered from a previous injury, which lowered the average.
- USBC requires the hearing committee send notification of the rerate hearing to the bowler by certified mail with return receipt requested, offering the bowler the opportunity to attend. This must be done at least 10 days prior to the hearing.

The committee must consider actual evidence of an average not being an accurate representation of ability. Consider all scores, whether the competition is certified or not. For example, ask these questions:

1. Did the bowler suddenly lose ability after the match had been decided?
2. Did the bowler perform unusually well in sweepers and tournaments? Consider actual scores and prize money won.
3. Did witnesses notice gutter balls after several good games?
4. Does the bowler have noticeably higher averages in leagues in which they have not bowled 21 games?

The committee must give the bowler a chance to testify on his or her behalf.

Adjusting the Average

Determining the average adjustment that represents the true ability of the bowler often creates a problem. The following are some examples the association can follow:

EXAMPLE 1

<u>Data</u>	<u>Games</u>	<u>Average</u>	<u>Pins</u>
Last Season Book Average	99	160	15,840
Current Season Average	45	162	7,290
Last Season Average	18	200	3,600
Current Season Average	15	205	3,075
Last Season Uncertified Average	<u>90</u>	<u>201</u>	<u>18,090</u>
	267	179	47,895

Tournament average for past 24 months for 56 games is 202.
 Bowler is adjusted 90% of the difference between his/her league and tournament averages.
 Tournament average of 202 minus aggregate league average of 175 equals 23.

90% of 23 = 20 Adjusted average = 199

EXAMPLE 2

Last Season Book Average (minimum 21 games)	176
Current Season Average (minimum 21 games)	180
Tournament Average (using the top five highest series bowled in 17 tournaments or less or top one-third of all tournament series bowled for 18 tournaments or more. Bowler is adjusted 80% of the difference between his/her current season average of 180 and their tournament average of 220)	220

80% of 40 = 32 Adjusted Average = 212

If the Board/Committee Rerates an Average...

The steps of a rerate hearing are similar to those of a suspension hearing, except the end result is a binding decision, not a recommendation. If the committee selects a new average, it applies for all of the bowler's (league/tournament) handicap or classified competition, unless the bowler establishes an average higher than the rerate.

Again, the committee uses certified mail with a return receipt requested to notify bowlers of rerated averages. Send a copy of the committee/board decision to USBC Headquarters, Attention: Rules.

The bowler has 10 days to appeal the decision. During the appeal process, the committee's decision stands.

3.24.4 Hearings Involving Two or More Associations

If USBC Headquarters instructs two or more associations to conduct a combined hearing, the following will apply:

- USBC Headquarters recommends that each association appoint a hearing committee with a minimum of five members.
- The defendant(s) appear(s) before the combined local association hearing committees.
- Each association's committee must have a quorum present.
- Following the hearing and a combined executive session, the committees make one recommendation to USBC Headquarters.

3.24.5 Non-Payment of League Fees

The failure to pay fees in a USBC league is a common reason bowlers have charges filed against them. See USBC Playing Rule 115b for procedures to follow in all USBC leagues. The following are some additional tips:

- Associations do not conduct hearings in non-payment cases unless USBC Headquarters directs them to do so.
- Upon receipt of a file initiating non-pay charges, use the following checklist to ensure the file is complete, and forward to USBC Headquarters, Attention: Rules:

NON-PAYMENT OF LEAGUE FEES/ IMPROPER WITHDRAWAL CHECKLIST

- _____ 1. Copy of the letter notifying the defendant of the league meeting time, date, and place. The letter also advises him/her of the right to attend and offer a defense.
- _____ 2. Copy of league meeting minutes.
- _____ 3. Indication that a quorum (more than half, unless the league rules state otherwise) of board members were present, as well as a roster. (This should be a part of the league meeting minutes).
- _____ 4. Tabulation of the league meeting vote (must be two-thirds).
- _____ 5. The amount the defendant is charged with owing.
- _____ 6. The dates he or she is charged with owing fees.
- _____ 7. If the defendant was replaced, the file specifies the date replaced.
- _____ 8. Did the defendant pre-pay fees, such as those for the last two weeks of the league schedule?
- _____ 9. Was the prepayment credited to the arrearage?
- _____ 10. Copy of NSF check if applicable, including what date(s) the check was issued for.
- _____ 11. Copy of league rules.
- _____ 12. Copy of any complaint letters.
- _____ 13. Date file received from association.

NOTE: USBC Playing Rule 115b does not allow a league to charge an individual for more than six sessions

3.24.6 Sample Hearing Letters/Opening Statement

Sample hearing letters, checklists, and a sample opening statement are available on the "Rules" page of bowl.com. Each may be downloaded and modified to fit the association's uses.

3.24.7 Removal from Office Meeting

Removal Preparations

There are a few basic steps that associations need to know when preparing to conduct a removal from office board meeting.

First, anyone may file removal charges.

Second, the president chairs the removal meeting. If the president is absent or is involved in the case (i.e., complainant, defendant, or witness), the vice president would chair the meeting.

The Removal Process

The following procedure taken from the Suspension and Reinstatement Procedures (Section 10) must be followed when a complaint is filed to remove an officer or director from an association office.

Within a week after receipt of the complaint, the association president, or in his/her absence or involvement, a board member not involved in the case, schedules a meeting of the association board of directors, and written notice of the same must be provided to the board and the individual charged not less than ten (10) days prior to the meeting. The notice must include the date, time and place of the meeting as well as his/her right to attend and offer a defense. Such notice should be sent by first class mail or be hand delivered.

The meeting should be held within 30 days of receipt of the complaint.

The Removal Meeting

A quorum of the board must be present and a roster listing those present and absent must be included in the file. The complainant and defendant have the right to submit evidence, including written witness statements, to support their claim or case. The complainant can include written statements as part of the initial filing of the complaint or can present them at the meeting.

Send the complainant written notification well in advance so that he/she can make plans to attend. Neither the defendant nor the complainant is required to attend the removal meeting.

The defendant also may have counsel or witness at the removal meeting. Unless a board member, the witness only can be called to testify, and then must be dismissed. The complainant and/or counsel must be dismissed during the deliberation and vote.

A complete and accurate report of the meeting minutes must be maintained.

What Happens Afterwards

- After listening to all of the evidence, the board votes. The vote to “remove” or “not remove” should be done by secret ballot.
- All documents and materials relating to the charges must be retained.

- A two-thirds vote of the board members present and voting is required for removal from office.

Following the Deliberation

Within five days from the date of the meeting, the individual(s) involved should be notified of the board's decision and of his/her right to appeal that decision to USBC Headquarters, Attention: Rules. If the board's decision to remove is appealed, the individual is considered removed while the appeal is pending. USBC Headquarters will review all removal from office decisions that are appealed. An appeal must be filed in writing within 15 days of the date of the notice; otherwise the decision of the board is final.

NOTE: The date of a removal is considered effective immediately after the vote is taken.

An officer removed by the board is not eligible to seek re-election and/or be reappointed to the board unless two-thirds written consent of the board is obtained.

Finally, if proper removal procedures are not followed, the meeting could be considered procedurally defective. If the removal meeting is considered procedurally defective it must be re-held.

Chapter Four: Officers

The president and vice president(s), along with the association manager and sergeant-at-arms (optional), constitute the officers of the association. The association determines whether more than one vice president or a sergeant-at-arms is necessary and defines their duties and responsibilities in the association's operations manual, if applicable.

Each officer position carries responsibilities that are fundamental to the operation of the association. It is the responsibility of the individual to understand the expectations that come with serving as an officer, as well as the duties the individual will be expected to carry out.

4.1 The President

A president should be a leader in the association. In essence, all of his/her responsibilities are centered on the principles of overseeing association activities and providing guidance in helping the association meet its goals. While the president has more roles in comparison to other board members, he/she, by virtue of the position, does not have any additional authority, except in those situations outlined in the *USBC Bylaws* and *USBC Association Policy Manual*.

A complete list of responsibilities specific to the presidency can be found in Chapter 4 of the *USBC Association Policy Manual*. Below is a further explanation of some of those responsibilities:

4.1.1 Serving as the Spokesperson for the Association

There is no universal definition for what it means to serve as spokesperson for the association - how the president operates in this capacity will vary depending on the association. By virtue of the position, however, the president should understand he/she may be sought for information (positive or negative) from local media, members, proprietors, and others on any matter relating to the association, or even bowling in general. For example, if a local newspaper is writing a story on recent perfect games by an association member, the association may be contacted for comment.

NOTE: Depending on the individual and situation, the president may feel more comfortable delegating speaking responsibilities on behalf of the association to another individual with more experience in public relations.

4.1.2 Verification of Association Accounts

A monthly verification of association accounts is among the most important financial safeguards in an association. Monthly verifications ensure that all association funds are accounted for, the association's financial standing is accurate, and financial records are up-to-date. A thorough evaluation includes a verification of all association accounts, including but not limited to, checking accounts, savings accounts, and other investments, etc.

Failure to provide a monthly verification could cost associations thousands of dollars, as a bonding payment will only be 50 percent of the documented shortage.

To “verify association accounts” means that all accounts in the association’s name are examined to ascertain their correctness. A verification is more than simply a check to determine how much money is present in accounts.

A thorough monthly verification consists of the following being accomplished:

- All association accounts are reconciled. If the association manager has already reconciled accounts, the president would check to see that the reconciliation is correct.
- Itemized deposit records are compared to a list of receipts issued during that time period for accuracy. The date of each deposit should also be compared to the date receipts were issued to ensure all money is deposited within seven days of receipt.
- Checkbook entries are reviewed for accuracy, and any voided or missing checks are accounted for. • Cancelled checks are inspected to ensure they bear the signatures of two authorized cosigners.

Upon completion, the president should develop written documentation that a verification has been conducted, including the date, items verified/reviewed, and any discrepancies/mistakes that were discovered. The president should also indicate on the reconciliation statements, deposit records, and checkbooks that each have been verified, and the date the verification was conducted.

NOTE: A monthly verification may be an excellent opportunity for the president to stay informed of where association funds are being spent by examining cancelled checks, association credit card statements, etc.

4.2 Vice President

The vice president is the individual who would take over the responsibilities of the president due to his/her absence. The vice president’s primary responsibilities include presiding at all meetings when the president is absent and performing other duties as prescribed by the board or requested by the president.

Because the vice president should be prepared to serve as presiding officer at any meeting in the event the president is unavailable, it is advisable that the vice president:

- Have a copy of the next meeting’s agenda before the meeting.
- Have a good understanding of parliamentary procedure.
- Be familiar with the organization’s governing documents (i.e., bylaws, *USBC Association Policy Manual*, association operations manual, if applicable).

The association may determine that more than one vice president is necessary. If so, this must be outlined in the association’s bylaws. Specific responsibilities for each vice president would be listed in the association’s operations manual if applicable.

4.3 Sergeant-at-Arms (Optional)

If deemed necessary by the association, this individual will be considered an officer of the association. His/her main responsibilities, which should be added to the association’s operations manual, if applicable, could include:

- Making sure that the physical layout of the meeting rooms is comfortable.
- Counting votes during standing and/or hand votes.
- Distributing and collecting ballots (if there is no tellers committee).
- Speaking up if meeting drifts off topic.
- Removing disruptive attendees from the meeting.

The sergeant-at-arms shall perform other duties as prescribed by the board or requested by the president.

4.4 The Association Manager

All associations are required to have an association manager, who is responsible for the day-to-day management of the association and compliance with the *USBC Bylaws* and *USBC Association Policy Manual*.

The association manager serves as the ex officio, non-voting secretary/treasurer of the board or other such officer designation, as required by law and determined by the board. He or she is not elected, but rather selected/appointed by the board of directors and therefore is not subject to term limits.

NOTE: The official position of association manager may not be changed to provide for a secretary, treasurer, secretary/treasurer, or executive director.

The association manager, who can serve as a director concurrently, but not as an officer, may have voice

and vote at meetings based on the following:

1. If the association manager is not a director:
 - a. Has voice (no vote) at board meetings.
 - b. Does not count towards a quorum and cannot make or second motions at board meetings.
 - c. Has voice and vote at membership meetings, if the individual is a current USBC member (local).
 - d. Has voice and vote at delegate meetings, if the individual is an elected delegate (state).
2. If the association manager also is a director:
 - a. Has voice and vote at board and membership meetings during his/her term as a director.
 - b. When no longer a director, the association manager would have voice only at board meetings and voice and vote at membership meetings, if a current USBC member.

The association manager may or may not be paid. Regardless, the individual is considered an employee of the association and is accountable to the board and USBC Headquarters.

This individual, who must be a minimum of 18 years of age, should have knowledge of bowling; management, office, and organizational skills; and basic computer skills. Other skills should include knowledge of parliamentary procedure, marketing and public relations experience, and any other skill required by the board. The board selects and, if necessary, dismisses the association manager. For

information regarding selecting and evaluating an association manager, please reference Chapter 3 of this *USBC Association Leaders' Handbook*.

The association manager, with board approval, may have authority to select other individuals to assist in fulfilling his/her duties such as an office assistant, etc. Association managers opting to do so are still responsible for seeing that all responsibilities are carried out. Assistants may receive compensation, with board approval.

The association manager supervises and evaluates all staff and files performance review reports to the board. Additionally, the association manager appoints, manages and evaluates all volunteers and files written reports, as directed by the board.

Day-to-day management of the association includes a wide variety of responsibilities, each of which are listed in Chapter 4 of the *USBC Association Policy Manual*. The association manager is expected to see to it that each of these responsibilities are carried out. The following sections contain a further explanation of some of those responsibilities.

4.4.1 Ordering Supplies

Each year, USBC receives thousands of requests for association supplies as associations prepare for the beginning of the bowling season. Some of the items included in these requests are:

- *USBC Playing Rules and Commonly Asked Questions*.
- USBC League Applications.
- USBC Membership Applications.

To make the process of ordering association supplies as simple as possible, the following steps are recommended:

1. Complete a physical inventory of awards on hand at least once per year.
2. Complete the electronic supply order form, which can be accessed through a direct link in WinLABS or through the supply order page on bowl.com. A link for the supply order page can be found on the "Association" page. The association's supply password is needed to complete the electronic supply order.
3. Order association supplies by June 1 to ensure prompt delivery.

<p>NOTE: When ordering supplies online, associations will be given a recommended order quantity based on its membership size and usage.</p>
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Ordering Awards

Yearly award orders should be placed with the annual supply order.

USBC Headquarters annually supplies each local association with an inventory of awards. A one year supply of awards is based on the number of members, number of awards issued per season, and the current remaining award inventory provided by the association. An award order can be placed once the inventory has been entered into the online ordering system.

Information pertaining to the inventory, supply password, and subsequent award orders are included in the association supply information sent to the associations in the spring.

These awards are fulfilled by the local association as the awards are earned. If necessary, additional award orders can be placed, however, prior to re-ordering, check all award inventories to ensure they are fully replenished. This is vitally important, as minimizing the number of additional award orders sent results in a greatly reduced cost, thereby allowing resources to be applied toward other USBC programs.

Nationally fulfilled awards are shipped from the award vendor.

4.4.2 WinLABS/On-line Processing

One of the most important duties of the association manager includes the use of WinLABS (adults) and/or on-line processing (youth). WinLABS is a computer software application created by USBC Headquarters and provided free of charge to associations for the paperless processing of:

- Certified adult leagues
- Adult awards and award inventory reports
- Seasonal average books
- Tournament information
- Adult dues accounting
- Association and center information
- Association officer, director and member data

The association enters adult data into WinLABS and transmits the information to USBC Headquarters electronically. USBC Headquarters receives the league and member information and the association's account is electronically debited for appropriate adult dues.

To support the WinLABS program, the WinLABS helpdesk can be contacted at any time via e-mail at labshelp@bowl.com or by phone during business hours at (800) 514-BOWL, ext. 3431.

Processing instructions and many answers to WinLABS questions can be found in the *WinLABS Tournament Manual* or the *WinLABS Support Manual*. In addition, WinLABS' online self directed tutorials are available to assist in learning how to use WinLABS.

Occasionally, software updates are made to the WinLABS program. For information on how to obtain updates through the WinLABS program, please reference Chapter 10 of the *WinLABS Support Manual*.

WinLABS Backups

A backup is an additional copy of the WinLABS database saved on some form of media other than a computer's hard drive. As an additional safeguard, it is important for associations to backup its WinLABS database on a routine basis, in the event the association's computer would crash or fail.

Backup media (CD-Rom or flash drives) should be replaced at least once per year. Just as important, be sure that there are at least three sets of backups that are rotated regularly. Backup data should not be stored in the same place as the WinLABS database.

In addition to routine backups, twice yearly, a backup of the association's database must be uploaded to USBC Headquarters in case something should happen to the association manager's computer and data cannot be recovered. The first upload must be completed after "starting new season" in WinLABS. With up-to-date backups, USBC Headquarters will be able to assist in the reinstallation process to ensure that there is no loss of data.

Contact the WinLABS helpdesk at USBC Headquarters for assistance in backing up the database to flash drive, or CD-Rom, or assistance in uploading a database to USBC Headquarters.

Membership Processing

The association manager is responsible for the administration and processing of bowler information, tournament scores, awards requests and association board data to USBC Headquarters. (If an association does not have access to a computer, or the help of a neighboring association with a computer, and cannot process information via WinLABS (adults) and/or on-line processing (youth), that association can contact USBC Headquarters for approval to mail member information directly to USBC Headquarters where it will be processed for a service fee of 2.00 per paying member.)

Specific local association/youth processor responsibilities include:

- Transmit membership information to USBC Headquarters within 20 days of receipt. Membership transmittals will include the automatic withdraw of national and state dues (where applicable). USBC Headquarters will then electronically transfer state dues (where applicable) to the state association(s).

NOTE: All associations are required to use electronic banking. However, associations have complete control over any charges made to their respective bank accounts. Electronic transactions are processed only after the association has verified and approved the amount. It is not possible to process an electronic transfer without the association's approval.

- Process requests for USBC awards within seven days of receipt. All additional achievements also should be entered into WinLABS/on-line processing to provide a member with a history of achievements.
- Transmit all board member and Youth Leaders Chapter (if applicable) information within 20 days of election and maintain the accuracy of the information. State associations submit updates via mail, fax, or e-mail to USBC Headquarters.

Providing quality and timely administration and information maintenance for each member is a top priority. When a bowler becomes a member, he/she enjoys the full support and benefits of the local, state and national organizations.

At the beginning of each winter or summer season, member information, centers and leagues that were part of the association in the previous season automatically are included in the database for the upcoming season.

In addition, all adult membership products, achievements and awards from the prior season automatically are included in the WinLABS database for historic purposes.

New bowlers can be added at any time.

Membership Card Fulfillment

When member information is transmitted to USBC Headquarters, the member is issued a card that identifies the local association to which the member belongs.

To ensure that every USBC bowler receives a membership card from USBC Headquarters, it is critical that the information for each bowler entered is complete and correct. This includes entering each member's e-mail address, as USBC Headquarters uses this means of communication to provide updates and information to members.

In addition, WinLABS allows the association to tailor its adult member welcome letters by providing a list of messages that can be customized to include specific details about association tournaments, local achievement awards, the association Web site and other valuable benefits offered by the association.

Sending Member Information Kits and card information directly to the bowlers allows USBC Headquarters to enhance communication with members by including information pertaining to services, time sensitive messages, or additional benefits. Although the Member Information Kit and card are mailed from USBC Headquarters, the return address on the envelope will be the association's address. This is to help facilitate the distribution of these materials if they cannot be delivered. If any are returned to the association office:

- Confirm the member address information is correct.
- Transmit the correct information to USBC Headquarters.
- Deliver the Member Information Kit to the member.
- If the association is using the national processing center to process memberships, let USBC Headquarters know of any address corrections.

Local associations/youth processors should inform its members that if they do not receive their USBC membership card, they should contact the association/youth processor. The association/youth processor can then contact USBC headquarters and/or refer the bowler to Bowl.com to reprint their membership card.

The association can also generate a bowler verification letter for an adult bowler via WinLABS, to be signed by the association, confirming average and membership for bowlers who require documentation for tournament participation. The youth processors can generate an average verification report through the internet.

Online Replacement Cards

Assuming the member has not “opted-out;” replacement membership cards can be produced and printed by the bowler through the “Find-a-Member” feature on bowl.com. The association manager/youth processor should pass this information on to the members at an annual meeting, post it on the association/center Web site, or distribute it any way members will receive the information. Please note that a replacement card can only be printed by the bowler for the current season, and the member must hold an active membership.

To print a replacement card:

1. On bowl.com, click on the “Find-a-Member” option.
2. Conduct a search either by ID number or name.
3. Once the bowler is identified, click on the bowler’s name to display a list of current and past memberships.
4. Finally, click “reprint card.”

Processing Award Information

All qualifying achievements are processed through the WinLABS program (adults) or the on-line processing program (youth). WinLABS provides updated achievement history and award tracking for adult members.

WinLABS instructions for processing can be found in the *WinLABS Support Manual*. Chapter 2 of the *WinLABS Support Manual* contains the information for setting up achievements and awards and Chapter 6 provides processing instructions.

Awards are issued the first time an achievement is earned during a fiscal year. If a bowler repeats an achievement during the fiscal year, each repeat is entered into either WinLABS (adults) or the on-line youth processing (youth) as a multiple. By entering all achievements, including multiples, the bowler’s complete achievement history is maintained.

Even though the repeated achievements are recorded, additional awards are not issued. When a multiple honor score award is earned, a certificate is sent acknowledging the accomplishment.

Processing Frequency

Prompt and excellent service is important to USBC members; therefore, awards should be processed in a timely manner. The *USBC Association Policy Manual* requires that awards are to be processed within seven days of receipt of the award application. To ensure this is met, the association manager may wish to set up one day each week to process awards.

Fulfillment Tracking

To determine the status of an adult award, fulfillment is tracked automatically when adult awards are processed through WinLABS. Association managers can go to the Report Wizard within WinLABS and run specific fulfillment reports (see Chapter 8 of the *WinLABS Support Manual*).

Local adult awards also can be tracked through the WinLABS program (see Chapters 2 and 6 of the *WinLABS Support Manual*).

4.4.3 Averages

The association manager of a local association is required to provide all league secretaries with the National ID number of each participant in the league by the end of each league schedule or the association cutoff date for submission of averages, as determined by the board.

The easiest way for the association manager to accomplish this is to print an updated league roster from WinLABS (adults)/on-line processing (youth) (which includes the bowlers' National ID numbers), and distribute it to the league secretaries.

This requirement will allow the league secretary to enter the National ID numbers into his/her league secretary software and maintain the information season-to-season. As a result, this will help eliminate multiple ID numbers due to nicknames and same name confusion (i.e., two individuals in a league with similar names, including Jr., Sr., II, and III) in the future.

It may be advantageous to provide a handout/flyer outlining this requirement at the annual league secretaries meeting.

Average Listing

The association must maintain an average listing of all members of the association that have bowled at least 21 games. The average listing could be in print or in an electronic format; however it must be readily available. For instance, the listing could be in the form of a yearbook, posted on the association Web site or posted at bowling centers. Refer to Chapter 3 of the *USBC Association Policy Manual* for information regarding what must be documented in the average listing.

4.4.4 Day-to-Day Financial Operations

As outlined in its duties, the association board is responsible for establishing procedures for handling funds. It is the association manager that predominately handles the day-to-day financial operations of the association based on the established procedures.

It is important to ensure that all financial activities and record keeping are kept current. In addition, meticulously recording all transactions is a necessity in allowing for thorough verifications and audits.

Receiving and Depositing Funds

Upon receiving any payment, the association manager must issue a receipt to the payee.

Documentation of the payment received is kept by the association manager, including the date, amount, and type (i.e., cash, check) of payment.

In depositing funds, the association manager keeps, at a minimum, a record of all items appearing on a deposit. Ideally, a copy of the deposit slip would be obtainable (many online banking services offer this feature).

With an itemized deposit record and documentation of all receipts, a reconciliation can be conducted of the deposited amount. Additionally, by comparing the dates of receipts to the date of the deposit, it can be verified that all money is deposited within seven days of receipt.

Expenditures

Board Authorization

Paying all bills/invoices is the responsibility of the association manager. However, before payment may be made, the association manager must receive an authorization from the board to do so. Requiring authorization ensures the board maintains financial restraints on money going out of the association.

To enable financial transactions to occur smoothly and on time, the association manager and board may develop an “authorization agreement.” For example, an agreement could grant a blanket authorization for specific expenditures within the allocated budget, if any, or expenditures up to a specified dollar amount. Even if an “authorization agreement” exists, a review of these expenditures should still occur. The president’s monthly verification of accounts may serve as a good opportunity for this.

Communicating Changes in Expenditures

The association manager will likely have the most knowledge in regard to the cost of any and all association expenditures. He/she should keep the board informed of these costs, as well as any expenditure which undergoes a significant change. This information may have an impact on decisions made by the board. For example, the board should be made aware of a significant increase in the cost of printing an association yearbook, as this information may lead to an adjustment in the upcoming budget, or discussion on choosing a different company to handle the yearbook printing in the future.

4.4.5 Budgets

The budget is a financial representation of the activities and operations an association expects to conduct during a specified time period. The budget of an association should consist of a number of budgets from various committees and activities. It is called the master budget. Remember that budgeting is the practice of anticipating in advance, as accurately as possible, the income and expenses of the association for a specific period.

If required, it is the responsibility of the association manager to prepare and present the master budget to the board for approval. The finance committee has the responsibility of monitoring and reviewing the budget, if applicable. The master budget should coincide with the association’s fiscal year and be retained for a minimum of three years. For guidelines on proper record retention, reference the “USBC Record Retention Guide,” available in the “Forms and Manuals” section of bowl.com, which can be accessed through the “Association” page.

Preparation of a Budget

Although the board may direct that preparing a budget is the responsibility of the association manager, the budget should not be handed down from above as the final word. Rather, a budget should be developed from the bottom up.

The best way for the association manager to get an accurate account of the income and expenses of the association is to start by asking each committee chair to prepare an annual budget for his/her committee, along with each project or activity they will undertake. Once prepared, the association

manager collects the individual budgets, and with the finance committee, reviews the requests to determine the practicality of each. Prior to this review process, the association manager and finance committee may also be well served to consult with the board to determine what the priorities are for the association in the upcoming year. For example, knowledge that the board wishes to set aside a significant amount of revenue for purchase of lane certification equipment will have an impact on the how the remaining budget will be allocated.

After the association manager has compiled all of the individual budgets into one master budget, also being careful to take into account expenses such as salaries, payroll taxes, insurance, utilities, rent, etc., it must be approved by the board. Once approved, copies should be prepared for the entire board and finance committee, and made available to any member of the association upon request.

Reserves

Building reserves also is an important part of the association's financial responsibility. Reserves are funds set aside for a predetermined purpose (such as major repairs and replacements). They usually are kept in some type of investment (such as bonds or money market accounts) depending on the association's needs.

Reserves should be built into the association's operating budget, if relevant. Within the budget, there are two types of reserve funds – general and special. The general reserve fund would be used to cover for unforeseen emergencies. Ideally, it should be built up to at least one year's operating expenses.

Special reserves usually are set up to deal with a specific need. For instance, if an association wants to buy a new computer or prepare for a bid to host a state tournament, money can be put into a special reserve fund over a period of several years. Special reserve funds are only established if there is a need for an item or project.

Management of the Budget

The association manager manages the approved budget, as applicable, by ensuring the actual income and expenditures stay "in-line" with the approved budget. In addition, the finance committee monitors the budget throughout the year.

In monitoring the budget, the finance committee could recommend to the board that funds be reallocated during the season in the event a certain area has excess funds or a special need arises. Any reallocation in the budget while it is in use must be approved by the board.

Sample Association Budget

As stated earlier, a budget is based upon an estimate of income and expenses. This being the case, it should be supported by the appropriate documentation. The following illustrates a sample association budget.

ASSOCIATION BUDGET

INCOME	APPROVED BUDGET CURRENT YEAR	ACTUAL CURRENT YEAR	PROPOSED BUDGET NEXT YEAR
Current Year Dues	\$12,000	\$11,000	\$10,500
Next Year Dues	1,000	1,000	1,000
Interest	450	500	450
Scholarships	900	1,000	1,000
Special Projects	<u>6,000</u>	<u>5,500</u>	<u>6,000</u>
TOTAL INCOME	20,350	19,000	18,950
EXPENSES			
Salaries	1,750	1,750	1,750
Payroll Taxes	200	200	200
Dues	6,500	6,000	6,000
Conventions	175	200	200
Utilities	290	275	300
Insurance	200	200	225
Scholarships	275	275	275
Printing	200	200	175
Promotions/Goodwill	425	400	375
Awards	<u>1,050</u>	<u>1,000</u>	<u>900</u>
TOTAL EXPENSE	11,065	10,500	10,400
NET INCOME OR (LOSS)	<u>\$ 9,285</u>	<u>\$ 8,500</u>	<u>\$ 8,550</u>

4.4.6 Financial Reporting

Providing Financial Information

Ensuring accuracy of the association's finances is the responsibility of the entire board, not only the association manager. A board member has a right to view association financial information, as well as request an update or report on the association's current financial status. Furthermore, the board has an obligation to ensure that association finances are accurate and being used in such a way that reflects the goals and purposes of the association.

The association manager must be prepared to provide all financial information requested by the board. Information necessary for a monthly verification of accounts or the annual audit are two common examples of when members of the board may request financial information.

In addition, the association manager provides a written financial report at every membership/delegate and board meeting. The report includes the association's starting balance, deposits, expenditures, and ending balance for the period since the last meeting. It also lists all assets, reserves, and liabilities, including salaries.

Providing full financial disclosure to the membership is a requirement in all USBC associations. Financial statements, detailed below, are useful tools in satisfying this responsibility.

Financial Statements

Financial statements are reports which summarize the financial status and results of operations of an association. At a minimum, an association should develop and maintain the following types of financial statements:

Balance Sheet

A balance sheet is a statement of the association's financial condition at a given point in time. It summarizes the association's assets, liabilities, and net assets (including net profit or loss). The balance sheet is based on the fundamental accounting model: $Assets = Liabilities + Equity$.

A sample balance sheet is illustrated on the next page.

BALANCE SHEET
As of July 31, XXXX

ASSETS

Current Assets:

Cash	\$ 2,000
Investments/Savings	3,000
Accounts Receivable	<u>1,000</u>
Total Current Assets	6,000

Net Fixed Assets	<u>40,000</u>
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TOTAL ASSETS	<u>\$46,000</u>
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LIABILITIES & NET ASSETS

Current Liabilities:

Accounts Payable	\$1,000
Accrued Liabilities	<u>1,500</u>
Total Current Liabilities	2,500

Net Assets:

Net assets-beginning of year	35,000
Net profit or (loss)	<u>8,500</u>
Total Net Assets	43,500

TOTAL LIABILITIES & NET ASSETS	<u>\$46,000</u>
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Income Statement

An income statement is a report of the association's revenues minus its expenses for a given time period ending at a specified date (i.e. month and/or year-to-date). The simplest equation to describe income is: $\text{Net Income} = \text{Revenue} - \text{Expenses}$. A sample income statement is illustrated below.

INCOME STATEMENT		
For the twelve months ended July 31, XXXX		
	<u>Month of</u> <u>July</u>	<u>Year to</u> <u>Date</u>
INCOME		
Dues	\$ 1,000	\$ 12,000
Interest	100	500
Scholarships	25	1,000
Special Projects	<u>2,000</u>	<u>5,500</u>
TOTAL INCOME	3,125	19,000
EXPENSE		
Salaries	400	1,750
Payroll Taxes	50	200
Dues	800	6,000
Conventions/meetings	30	200
Utilities	25	275
Insurance	20	200
Scholarships	30	275
Printing	25	200
Promotions/Goodwill	50	400
Awards	<u>150</u>	<u>1,000</u>
TOTAL EXPENSE	<u>1,580</u>	<u>10,500</u>
NET PROFIT (LOSS)	<u><u>\$1,545</u></u>	<u><u>\$8,500</u></u>

Statement of Cash Flow

A statement of cash flow summarizes sources and uses of cash and indicates whether enough cash is available to carry on routine operations. It also can help determine if the association has excess funds (reserves) to invest and for how long. A sample statement of cash flow is illustrated below.

Cash Flow Forecast - XX/XX												
Year - XX/XX												
	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun	Jul
Investments/Savings												
Checking	\$3,000											
	<u>2,000</u>											
Cash Balance @ 7/31/XX	<u>\$5,000</u>											
INCOME												
Dues	\$ 100	\$ 100	\$ 100	\$ 200	\$ 200	\$ 500	\$ 200	\$ 200	\$4,000	\$5,000	\$1,300	\$ 100
Investment Income	25	25	25	35	35	50	35	35	35	100	65	35
Scholarships		200		200		200		200		200		
Special Projects									1,500	2,000		2,000
Total Income	125	325	125	435	235	750	235	435	5,535	7,300	1,365	2,135
EXPENSES												
Salaries	400			400			400			550		
Payroll Taxes	50			50			50			125		
Dues	75	75	75	175	175	450	175	175	3,800	4,800	1,250	75
Conventions/Meetings			650							150		
Utilities	50	50	50	50	50	50	50	50	50	50	50	50
Insurance											300	100
Scholarships		250		150		150		150		150		
Printing	50	50	50	50	50		50	150	150	150	50	50
Promotions/Goodwill	50			50			50					50
Awards			500	500	400		400	425				
Total Expenses	675	425	1,325	1,375	625	650	1,175	800	4,000	5,975	1,650	325
End of Month Cash Balance	\$4,450	\$4,350	\$3,150	\$2,210	\$1,820	\$1,920	\$ 980	\$ 615	\$2,150	\$3,475	\$3,190	\$5,000

Financial Disclosure

As tax exempt organizations, associations are subject to additional laws regarding reporting and public disclosure of financial information.

Tax exempt organizations must faithfully file the appropriate forms with the IRS annually, as well as make its previous three years of information returns (Form 990) available for public inspection. Requests for this information would most likely come from local government departments, the property owner of rented office space, or regional consumer protection agencies; however, potential donors or sponsors also may request to review these forms. The association is required to provide copies of these documents upon request. Per IRS guidelines, the tax exempt organization may charge a reasonable fee for a photocopy of the Form 990.

Associations are also required to make available for public inspection Form 990-T, the unrelated business income tax return.

IRS penalties for not complying with disclosure laws are severe. It is important that the association manager coordinate the information immediately when a request for a copy of Form 990 or 990-T is made, as penalties are accumulated per day, as long as a failure to comply continues. In addition, penalties are assessed based on each case of failing to provide a copy of Form 990 or 990-T.

The form(s) can also be posted on the association’s Web site.

4.4.7 Tax Requirements

NOTE: USBC Headquarters is not responsible for misinterpretation of information in this section. Associations should contact the Internal Revenue Service (IRS) or a tax advisor experienced with tax exempt organizations.

Each state and local association is required to file the appropriate IRS forms. Some of the most commonly used forms include:

FORM	DESCRIPTION
990, 990-EZ, 990-N	Used for filing the association’s annual information. 2007-2008 and beyond: REQUIRED for all associations regardless of gross revenue.
990-T	Used to file unrelated business income.
941/944	Used to file an employee’s income taxes. (941 – quarterly) (944 – annually)
1099-MISC	Used to file any income paid (\$600 or greater) to an individual that is not an employee of the association.
W-2	Used by an association to report any wages paid to an employee.

More information on the aforementioned can be found by reviewing the instructions for each, which are available at www.irs.com.

An association may be required to file additional tax forms with the IRS and respective state government (i.e. – workers' compensation; unemployment tax, etc.). Please contact the local IRS office, State Department of Revenue, or a tax consultant for specific information.

Form 990, 990-EZ, 990-N (Annual Information Return)

Form 990/990-EZ, also known as the annual information return, is filed by qualifying tax exempt organizations, including 501(c)(3) associations. These forms are reviewed by the IRS and the public to determine how a non-profit organization disperses and uses its funds and assets.

Some members of the public rely on Form 990/990-EZ as the primary or sole source of information about a particular organization. How the public perceives an organization in such cases may be determined by the information presented on these forms. Therefore, it is critical that the form is complete and accurate and fully describes the association's programs and accomplishments. A potential donor or sponsor may rely on the contents of this form prior to making a donation.

A tax exempt organization's Form 990/990-EZ/990-N must be made available for public inspection, upon request.

Filing Considerations

- Associations must file by the 15th day of the fifth month following the close of the fiscal year. Since each association's fiscal year begins August 1, this means Form 990/990-EZ/990-N must be filed by Dec.15.
- Associations must file Schedule A – "Organization Exempt Under Section 501(c)(3)" – along with Form 990/990-EZ.
- The completed forms are to be sent to: IRS Ogden, UT 84201
- Retain a copy for the association's records.

Any association with gross receipts from all revenue sources in excess of \$25,000 per fiscal year must file Form 990/990-EZ. Examples of revenue sources are receipts generated by tournament entry fees, ways and means committee projects, and local membership dues and/or processing fees.

It also should be noted that USBC local associations fall into the category of "agents" as defined by the IRS in the "General Instructions for Form 990 and Form 990-EZ." As an agent, the dues money collected on behalf of the state association(s) and national organization **SHOULD NOT** be counted towards the \$25,000 gross receipt amount.

Until the 2008 tax year, filing Form 990/990-EZ was not required when gross receipts were less than \$25,000. As of 2008 and forward all associations are required to file a 990/990-EZ/990-N. Note that:

- The normal IRS three-year "statute of limitations" is triggered by the filing of a return. If the association does not file a Form 990/990-EZ, the three-year period never starts, the statute never closes, and there is no limit on how far back the IRS can go in an audit situation.

- In some cases, if there is no filing, the IRS deletes organizations from its annual list of qualified charities.
- The annual Form 990 is a good way to notify the IRS of any changes (such as an address) in the association.
- Filing Form 990 gives the association a “paper trail.” When a new president or association manager takes office, he/she will be able to tell at a glance that IRS filings are up-to-date.

When an association with gross revenues below \$25,000 receives a Form 990 package from the IRS with a pre-addressed label, adhere to the following steps to file a return:

1. Attach the label to the name and address space on the return. (See the Specific Instructions for Item C of Form 990/990-EZ.)
2. Check box “K” in the heading of Form 990/990-EZ to indicate that the association’s gross receipts are normally less than \$25,000, and complete the remainder of the form.
3. Sign the return.
4. Retain a copy of the return for association records.
5. Send the package to the IRS Service Center. (See General Instruction H.)

(Beginning with the 2008 tax year...)

All associations, regardless of gross receipts, are required to file:

The following is from the IRS website: <http://www.irs.gov/charities/article/0,,id=184445,00.html>

2008 Tax Year (Filed in 2009 or 2010)	Form to File
Gross receipts normally ≤ \$25,000	990-N
Gross receipts > \$25,000 and < \$ 1 million, and Total assets < \$2.5 million	990-EZ or 990
Gross receipts ≥ \$1 million, or Total assets ≥ \$2.5 million	990
2009 Tax Year (Filed in 2010 or 2011)	Form to File
Gross receipts normally ≤ \$25,000	990-N
Gross receipts > \$25,000 and < \$500,000, and Total assets < \$1.25 million	990-EZ or 990
Gross receipts ≥ \$500,000, or Total assets ≥ \$1.25 million	990
2010 Tax Year and later (Filed in 2011 and later)	Form to File
Gross receipts normally ≤ \$50,000	990-N
Gross receipts > \$50,000 and < \$200,000, and Total assets < \$500,000	990-EZ or 990
Gross receipts ≥ \$200,000, or Total assets ≥ \$500,000	990

Form 990-T (Unrelated Business Income)

An association can generate taxable income through activities not related to the purpose for which the IRS granted tax exempt status. The resulting tax is called “Unrelated Business Income Tax.”

The income produced by any trade or business from selling goods or performing services through activities not related to the organization's purpose is considered unrelated business income. Examples of these activities include the sale of T-shirts, pins, related bowling items and income from gaming activities – any revenues from sources other than membership fees, tournament entry fees, and interest could be considered taxable as unrelated business income.

Associations must file IRS Form 990-T, “Exempt Organization Business Income Tax Return,” if they receive gross income of \$1,000 or more from business unrelated to the association's exempt purpose.

The obligation to file Form 990-T is in addition to the obligation to file an annual information return (Form 990/990-EZ/990-N). Tax exempt organizations must make quarterly payments of estimated tax on unrelated business income if it expects its tax to be \$500 or greater for the year.

A tax exempt organization's Form 990-T must be made available for public inspection.

As with Form 990/990-EZ/990-N, Form 990-T is due the 15th day of the fifth month after the end of the fiscal year – Dec. 15. Submit the completed form to:

IRS
Ogden, Utah 84201-0027

There are exemptions to paying unrelated business income (e.g., volunteer workforce). Therefore, it's advisable to talk with an accountant or tax attorney experienced in non-profit law when dealing with unrelated business income. Additional information about the tax treatment of unrelated business taxable income can be found in IRS Publication 598.

Payroll Taxes

Never ignore a Form 941, “Employer's Quarterly Federal Tax Return,” or Form 944, “Employer's Annual Federal Tax Return,” sent by the IRS. After the association files its first Form 941/944, the association must file a return each quarter (Form 941) or year (Form 944), even if there are no taxes to report. Continuing to file each quarter (Form 941) or year (Form 944) keeps the IRS informed that the association still has employees.

If the association files a Form 941/944, but eventually no longer has employees, a final Form 941/944 needs to be filed. Always maintain copies of the Form 941/944(s) for the association's records.

Form 941

Any business employer files a Form 941, “Employer's Quarterly Federal Tax Return,” quarterly:

- 1st quarter – January through March
- 2nd quarter – April through June
- 3rd quarter – July through September
- 4th quarter – October through December

Form 941 is due by the last day of the month following the end of the quarter. For example, wages paid during the first quarter (January through March) must be reported on Form 941 by April 30. If the due date for filing a return falls on a Saturday, Sunday, or legal holiday, the return may be filed on the next business day.

Form 944

Beginning in 2006, associations meeting specific criteria must file Form 944, instead of Form 941. Form 944 is geared for small employers (those whose annual liability for Social Security, Medicare, and withheld federal income taxes is less than \$1000) and is filed annually instead of quarterly.

An association should only file Form 944 if the IRS has contacted you to do so.

Form 944 is due January 31, following the tax season. For example, for payroll taxes through December 31, Form 944 must be filed by January 31.

Classification and Withholding

Determining if a Worker is an Employee or Independent Contractor

In some cases, associations assume that they are not required to withhold, and as a result, will use terms other than employee, salary, or wages. The association will instead use terms such as independent contractor, self-employed, professional, and allowances for expenses. However, an association should be aware that the misclassification of employees is the most common issue that IRS auditors raise with exempt organizations.

The IRS has taken a strong position on tax exempt organizations and how they process payments to individuals. In fact, the IRS has developed Form SS-8 to determine whether payments made constitute salary – from which the association must withhold federal income tax, Medicare, and Social Security – or whether the payment is treated as a subcontractor expense which can be processed with IRS Form 1099.

This determination is complex, but is essentially made by examining the right to control how, when and where the person performs services. It is not based on how the person is paid, how often the person is paid, or whether the person works part-time or full-time. The three basic areas that determine employee status are:

1. Behavioral control
2. Financial control
3. Relationship of the parties

Worker Classifications for Associations

The IRS has ruled that any outright payment made to an officer of the board can only be considered salary and subject to withholding, unless the payment is a direct reimbursement for expenses that meet the conditions outlined in IRS Publication 15, *Employer's Tax Guide*.

For example, association managers, presidents, lane inspectors, or others earning \$100 or more annually are considered employees of exempt organizations. As a result, USBC state and local



associations that pay wages to employees are responsible for withholding, paying, and reporting state and federal income, Social Security, and Medicare taxes for such wages.

Associations must also be aware of workers' compensation laws, covering workers injured on the job, as well as state unemployment laws. These laws vary from state-to-state. Contact the appropriate state government agencies for specific requirements.

Minimum Wage Requirements for Hourly Employees

Associations that pay an employee a predetermined salary or base the salary on the number of association members (e.g., \$1 per member) may not be subject to federal and state minimum wage requirements.

However, associations that pay employees on an hourly basis are potentially subject to the federal and/or respective state's minimum wage requirements, which could vary depending upon whether the individual is a part-time or full-time employee. The minimum wage requirement is a federal and state requirement and always has been in effect. For more information regarding minimum wage regulations in your state, contact your state's Department of Labor.

Paying the association manager or another employee an hourly salary, in compliance with the federal and state minimum wage requirements, could become expensive. In an effort to hold down costs, the association could pay the individual to perform certain functions.

For example, the association could define payment to the association manager for processing memberships and awards in its operations manual.

$$\text{Processing Hours @ \$_____ per hour} = \$\text{_____}$$

(Min. wage)

Other functions such as taking meeting minutes, distributing awards, filing taxes, etc. could be considered volunteer hours.

Payroll Tax Qualification

All state and local associations are required to withhold Social Security, Medicare, and state and federal withholding taxes from employee wages if the employee earns \$100 or more during a calendar year:

WAGES
\$99.99 or less in a calendar year
\$100 or more in a calendar year

FILING
Wages are not subject to withholding – no filing is required.
The association must pay its share from every dollar paid in wage or salary, and the association must file Form 941 in each quarter where any wages are paid (or Form 944 if requested by the IRS).

The penalties for not withholding and filing are high. Local IRS and Social Security offices can provide forms and information.

What Taxes to Withhold

As an employer, the tax exempt organization must withhold certain taxes from the employee's paycheck.

Employment taxes include:

- Federal Income Tax Withholding – FITW
- Social Security and Medicare Taxes – FICA

Employers must pay the employer's share of Social Security and Medicare taxes on the wages paid to employees. However, USBC associations are exempt from federal income tax as 501(c)(3) organizations, and are also exempt from Federal Unemployment Tax (FUTA).

Associations may be required to pay state unemployment tax and, where applicable, state withholding tax. State procedures vary; therefore, associations should contact their State Department of Labor, Social Security, or IRS office for details.

Local/city governments may require withholding as well. Associations should contact local tax authorities for details.

NOTE: In almost every case of non-reporting, the IRS assesses penalties and requires associations to pay back taxes and interest.

How Much to Withhold and Where to Send Withholdings

A tax exempt organization generally must withhold federal income tax from its employees' wages. To figure how much to withhold from each wage payment, the tax exempt organization should use the employee's Form W-4 and the methods described in:

- Publication 15, *Employer's Tax Guide*
- Publication 15-A, *Employer's Supplemental Tax Guide*

Secure a completed Form W-4, "Employee's Withholding Allowance Certificate," from each employee.

Review Publication 15, *Employer's Tax Guide*, and Publication 15-A, *Employer's Supplemental Tax Guide*, to determine the amount of withholding and for directions on depositing the withholding amounts and other employment taxes.

There are also numerous companies that have developed software programs to assist with payroll services, including Paycyle, Paychex, and ADP Payroll Services.

Form 1099-MISC

Form 1099-MISC is used to report payments made in the course of a trade or business to another person or business who is not an employee.

The association must issue a 1099-MISC to a person or business when payments of \$10 or more in gross royalties are made or when an individual or business has earned total cumulative earnings of

\$600 or more in the calendar year. For instance, if an individual receives a tournament prize of \$500 from the general prize fund, and also wins \$100 in a side competition, he/she must be given a 1099-MISC.

An association is required by federal law to issue a 1099-MISC to each qualifying individual, so he/she may use the form to report income on his/her personal taxes. The association is also required to submit a Form 1099-MISC to the IRS for each qualifying individual.

NOTE: If Form 1099-MISC is mailed to the IRS, Form 1096 "Annual Summary and Transmittal of U.S. Information Returns" must be included. Form 1096 reflects the totals from all of the 1099-MISC forms that the association has issued. If the Form 1099-MISC information is being transmitted to the IRS electronically or on magnetic media, then a Form 1096 is not required.

Due Dates for Forms 1099-MISC and 1096:

January 31 – Form 1099-MISC must be provided to each income recipient.

February 28 – Form 1099-MISC must be submitted to the IRS if transmission is on paper or magnetic media. Form 1096 must accompany paper submissions.

March 31 – Form 1099-MISC must be submitted to the IRS if transmitting electronically.

NOTE: DO NOT use Form 1099-MISC to report wages and other compensation paid to employees – use IRS Form W-2.

Form W-2

Form W-2 is used by employers to report wages, tips, and other compensation paid to an employee. The form also reports the employee's income tax and Social Security taxes withheld and any advanced earned income credit payments.

Form W-2 is provided by the employer to the employee and to the Social Security Administration (SSA). The employer, in this case the association, must furnish a copy of the W-2 to employees by January 31 of the year following the year of payment. Additionally, the employer must file the Form W-2 with the SSA by February 28 of the year following the year of payment.

Form SS-4

Form SS-4 is used to obtain an Employer Identification Number (EIN). Prior to chartering, USBC Headquarters required all associations to obtain an EIN from the IRS for tax reporting purposes. Also, banks generally require a business have an EIN before opening an account.

Do not use an individual's Social Security Number to open a bank account. The bank account must be in the association's name and be attached to the association's EIN. Also, leagues must not be allowed to use the association's EIN.

Business Expenses

Actual business expenses can be reimbursed, but they must be documented, which means filing expense reports and attaching receipts, where applicable.

Associations can reimburse mileage, but the expense report must show:

1. Travel dates
2. Reason for the trip
3. Number of miles traveled

General automobile repair and maintenance expenses, depreciation, registration fees, the cost of tires, or insurance cannot be deducted.

If an individual is not reimbursed, he/she may be able to claim the expenses as a donation to the association on his/her personal income tax return, however, reports and receipts must be documented.

Reimbursements/Excess Benefits

As noted, there may be situations in which it is possible for association managers to treat funds they have received as reimbursement of expenses in lieu of taxable compensation, provided such expenses are documented and IRS requirements are met. However, receiving “excess benefit transactions (money over and above the actual expense)” are to be considered income. Individuals participating in excess benefit transactions are held personally responsible by the IRS for severe penalties in the form of excise taxes. Consult your local IRS office for explanation and guidance before adopting any such practice.

Gaming Activities

One of the benefits of being part of USBC's group tax exemption is the potential to conduct gaming activities such as 50/50 raffles, bingo, pull-tabs, etc. to offset operating expenses.

The association's gaming activities may not provide inurement or direct benefit to any individual(s) and the funds generated from the activity must not be diverted for private purposes.

Before conducting gaming activities, the association must be aware of the reporting requirements involved as a result of partaking in such activities. In particular, the IRS mandates organizations conducting games of chance to maintain records of gross income, prize payouts, and disbursements to support the information documented in the Form 990 and 990-T.

There are tax requirements if an individual receives \$600 or more in gambling winnings within the calendar year from association run events. Refer to Form W-2G and its instructions on the IRS Web site.

The association also must refer to state and local laws, whose guidelines may require additional record keeping and reporting. Moreover, the state and local laws may contain licensing requirements and expense limitations.

The association should begin by contacting its respective State Gaming Commission, State Gaming Board, or equivalent.

Gaming License

USBC associations that desire to run raffles, 50/50 drawings or any other type of games of chance are required to contact the appropriate city and/or state government to determine if a permit/license is required prior to running the promotion.

Contact the IRS

Contact the IRS at (800) 829-3676, (800) TAX-FORM, or at irs.gov for tax related questions. The association may also wish to request the *Guide to Free Tax Services*. The guide contains details on materials available via the Internet or telephone regarding filing options, tax publications, and tax education or assistance program information.

Most of the materials are free of charge and available throughout the year. The guide also lists telephone numbers for recorded tax information and automated refund information, as well as IRS mailing addresses.

For TTY/TTD access, call (800) 829-4059 with tax questions and requests.

Exempt Organization Tax Law Workshops

The IRS offers tax help for small and mid-sized non-profit organizations in the form of a traveling exempt organizations tax law workshop program. The 8-hour workshop begins with an overview of tax exempt status, and continues with more in-depth discussions of activities that can jeopardize 501(c)(3) status, unrelated business income and gaming, employment issues for charities and non-profits, record keeping and disclosures, and an overview of the Form 990 Information Return. Check the "Calendar of Events" on the irs.gov Web site for updates.

4.4.8 Tournaments

An annual association championship tournament is one of the greatest benefits of USBC membership. To allow members this opportunity, associations are required to conduct a championship tournament annually. However, there are instances which make hosting the annual championship tournament excessively demanding on the association and its volunteers. Because of this, USBC Headquarters has allowed for exceptions to hosting the annual association championship tournament(s) in the following instances:

1. If special permission is granted by USBC Headquarters, or;
2. If the USBC national or a state association championship tournament is held in the association's jurisdiction.

If a merged local association is hosting any state or national championship tournament, the association may waive the open, women's, and youth local championships. The decision to do so is made by the board, and should be reviewed carefully before deciding which, if any, of the local tournaments the association does not run. All associations must provide equal opportunity for all of their members – thus, it is advised that if one local tournament is cancelled, all would be cancelled.

It is furthermore advised that if a local association cancels its tournaments and hosts the national/state championships again, the same policy remain in place.

Tournament Management

Throughout this section, the tournament manager position is referenced. In all associations, the association manager serves as either the tournament manager, or the supervisor of the tournament manager.

Furthermore, if the association manager delegates the tournament manager responsibilities to another individual, the association manager is still held accountable to ensure the duties of the tournament manager are done properly.

The tournament manager will handle the overall operation of the championship tournament(s), from scheduling tournament events to distributing the prize fund.

However, the board of directors sets the time and date of the tournament(s), approves the tournament site(s), and sets the tournament rules.

NOTE: State associations may award the tournament site and annual meeting site to different associations and they do not have to be conducted at the same time.

Plan Ahead

Do not wait until the last minute to start planning the association championship tournament(s). The sooner you start, the more likely you will have a successful tournament.

Consider the following when planning the tournament:

- Involve the entire board or a committee in the project.
- Create a timetable, including milestones such as:
 - ♦ Ensuring lanes are certified
 - ♦ Securing volunteers
 - ♦ Giving volunteers assignments
 - ♦ Starting invitation/bidding process (if applicable)
 - ♦ Securing sponsors
 - ♦ Developing tournament format, rules, and prize fund
 - ♦ Developing entry forms
 - ♦ Evaluating success of tournament
- Ask your tournament bowlers for feedback to enhance the tournament experience. See Appendix E. Also, consider asking those that did not bowl why they chose not to participate.
- All association tournaments should be self-sufficient, meaning current association funds should not be used to fund it. The portion of the tournament entry fees allocated for expenses should support the costs associated with running the tournament.
- All Association tournaments, including the championship tournaments, are certified through USBC Headquarters. However, fund-raising events to benefit named charities do not have to be certified (Bowl for the Cure®, etc.). Associations may apply for tournament(s) certification by completing the application on-line at www.bowl.com, through the Tournament Certification On-line Program.

Refer to Chapter 4 of the *USBC Association Policy Manual*, as well as the *USBC Playing Rules and Commonly Asked Questions* for championship tournament requirements.

Develop a Tournament Format and Events

Tournament bowlers' feedback is important and can prove to be a big asset when it comes to choosing a tournament format, tournament rules and the event(s) to conduct.

There are a number of items to consider:

Format

The format refers to the structure of the tournament, including the types of events to be held.

1. **Scratch and/or handicap.** Scratch is the actual score bowled. Handicap equalizes opportunities for bowlers with lower averages, allowing them to remain competitive, by adding pins to their scratch score. If choosing a handicap format, consider handicaps that attract all levels of play – such as 100 percent. The base figure for handicap should be higher than the highest average in the association.

Special feature - In addition to a handicap system, the association could incorporate a special feature, in which separate scratch prizes are awarded for pure excellence, such as the high single game score. As described in USBC Playing Rule 307, to be eligible to be considered for a special feature at the championship tournament, entry fees may be charged for participation.

2. **Divisions.** In this format, bowlers compete against other bowlers with similar qualifications, such as skill (average) or characteristic (age). For example, the divisions could be averages of 189 or below and averages of 190 or above.

Events

Each association determines which event(s) they will offer for their championship tournament. Bowlers pay the required entry fee to bowl in each event, which can include a fee for optional all-events. Tournament events could include any one or all of the following:

1. **Singles.** This is the three-game total bowled by an individual.
2. **Doubles.** Two individuals complete the entry forms, enter as partners and their three-game totals are added together.
3. **Three-, four- and/or five-player teams.** Like doubles, all team members' scores are added together. If conducting a team event, the size of the team must be determined. The following are advantages of each option:
 - Three-player
 - ♦ Allows for shorter bowling time.
 - ♦ Assists smaller associations in having a more competitive tournament.
 - Four-player
 - ♦ Easier to put together "pick-up" teams.
 - ♦ Eliminates the hassle of finding a doubles partner for a fifth bowler.
 - Five-player
 - ♦ Still the traditional format for many bowlers.

- ♦ Allows the chance to move on to national type events.
 - ♦ May be more appealing to people who like a more relaxed pace.
4. **All-events.** Any combination of scores from two or more events in the tournament. Typically, an entrant's scores from team, doubles, and singles events constitute an all-events score (reference USBC Playing Rule 315).

When an association conducts its open and women's championship events as one tournament with separate divisions, tournament rules should be specific as to the entrant's eligibility for all-events. The rules should specify which scores will count toward the individual's all-events total. For example, if the tournament is offering an open singles event and a women's singles event in addition to a female all-events, the rules must specify which singles appearance will count toward the individual's all-events total. In cases where tournament rules and/or their intent are unclear, a bowler's first appearance in each event will count toward the all-events total.

Formats that Cannot be Used

USBC requires an association championship tournament to be bowled in the traditional tournament style. As a result, Mail-o-Graphic, modified tournament formats (such as No-Tap), and league scores cannot be used.

Examples of Other Tournaments the Association may Conduct

While most of this section covers the association championships, there are other tournaments the association may consider conducting for its members, such as:

- Senior bowlers
- Mixed doubles
- League tournament of champions
- League officers
- Adult/youth
- High average bowlers (Masters/Queens competitions)

Information on Tournament Rules

In addition to the suggested tournament rules available on the "Rules" page of bowl.com, the association board should consider the following information when setting up the tournament rules:

- Determine whether the tournament rules will include any limitations on who can participate in the association championship tournament.
- Determine which averages will be accepted — previous and/or current season averages. If current, indicate how many games are required by a specific date, with the understanding associations may not require averages in excess of 21 games for handicapping or classification purposes.
- Be sure to include when entries will open and close. Indicate the cost to enter the tournament, along with a breakdown of the amount allocated to the prize fund and the portion allocated to expenses on the tournament entry form. (The prize fund should be based on the number of entries as opposed to a guaranteed dollar amount. If tournament participation is lower than anticipated the association still will have to pay out any advertised guaranteed prizes). The

portion of the entry fee allocated for expenses could be used for posters, newspaper ads, printing costs, supplies, postage, lineage, and even expenses or salaries for tournament workers.

- The rules call for 100 percent of all prize portions of entry fees to be returned to bowlers. A ratio of at least 1 in 10 applies unless tournament rules state otherwise.
- Consider allowing for multiple participation. Multiple participation, which is outlined in USBC Playing Rule 315, allows tournament entrants to participate more than once in the team, doubles and/or singles events. The first appearance in each event counts toward all-events, unless otherwise provided in the tournament rules. Keep your proprietor in mind when considering multiple participation, because it could impact lineage and/or interfere with leagues.
- Make sure tournament entrants are aware of USBC Playing Rule 319e, which requires bowlers to keep track of previous tournament performances over the last 12 months, including those still running, and adjust their entering average if necessary. This applies to all USBC members in USBC adult tournaments, unless tournament management waives the rule. In USBC youth tournaments, USBC Playing Rules 319a (1 through 4), 319c, 319d and 319e do not apply unless otherwise stated in tournament rules.

Establish a Host Center

Be consistent and fair in selecting a center. The method for selecting the center to host the association championship tournament should be outlined in the association's operations manual, if relevant.

The two main methods for selecting a host center are:

- Rotation: In this system, the site is determined by a schedule so proprietors know in advance when they will host the tournament. If this option is chosen, ask for written confirmation that a center can host the event. If it cannot, offer the tournament to the next center in the rotation.
- Invitation or Bid: Centers compete for the event based on the association's invitation to bid. If this method is chosen, it is important that price is not the only consideration. Among other things, convenience, atmosphere and cleanliness are all factors which have an effect on the success of the tournament.

Additionally, events (i.e., singles, doubles and team) may be split between two centers. For example, a 16-lane center may host the singles and doubles events while a neighboring 24-lane center hosts the team event.

When members wishing to participate in the association's championship tournament have been banned from a center in which the tournament is being held, arrangements must be made to allow the individual(s) to participate. If an association has a written contract, it must add a provision in the contract specifying the contract is contingent on the center allowing all members of the association to participate. Contact the Rules team at USBC Headquarters at (800) 514-BOWL, ext. 3155 or rules@bowl.com for more information.

The center selected should be in compliance, or accommodations made to comply, with requirements of the Americans with Disabilities Act.

Communicating with the Proprietor

Keep open lines of communication with the proprietor throughout the planning process.

For instance, in the planning stages, the tournament manager and proprietor should verify tournament dates, lane availability, lane certification, lineage, etc.

It is also advisable for the tournament manager to request:

- At least two open lanes to be available in case of breakdowns.
- An on-site mechanic.
- Clean restrooms, working water fountains, microphone, etc.

As the tournament nears its starting date other important information such as squad times and tournament rules should be discussed. Most important, the association should obtain written agreements with the proprietor once the tournament site is selected. Verbal agreements are binding, but it is good to have agreements in writing in case problems arise.

Consistent Lane Conditions

The association should attempt to have consistent and fair lane conditions, in a certified center, each day the tournament operates.

In a written agreement with bowling center management, an association could request daily lane dressing inspections before each day's competition to ensure the lane conditions are consistent for all participants.

Using WinLABS to Run Your Adult Tournament(s)

To facilitate the management of a tournament and maintain data year-to-year, USBC Headquarters developed the WinLABS Tournament program. This program is built into the WinLABS software and uses the same bowler information that is in the association's WinLABS database. As a result, the tournament manager can easily find adult bowlers, fill out rosters, record tournament information, and generate tournament reports.

Because the program uses the association's WinLABS data, it also allows for quick verification of local association memberships and averages.

Another feature of the WinLABS Tournament program is its ability to accommodate most tournament setups, including:

- Singles, doubles, team, and all-events formats.
- Team events for three, four, or five-person teams.
- Scratch and handicap divisions, with automatic assignments based on average, age, and gender.

The WinLABS Tournament program contains many more features, easing the tournament manager's workload. For instance, the program can issue lane assignments, track substitutions and average changes, calculate results, assign or disclaim prizes, and even has a check writing feature.

Finally, take advantage of the reports contained in the WinLABS Tournament program. Reports can be generated to develop confirmation letters, lane assignment worksheets, recap sheets, high scores, achievement eligibility, and check registers.

For more information regarding the tournament feature of the WinLABS software program, please contact the WinLABS team at (800) 514-BOWL, ext. 3431 or labshelp@bowl.com.

Promote Entries

Entry Forms

Personal contact is one of the most effective ways to increase tournament entries. Consider personally inviting members by handing out entry forms instead of dropping them off at the bowling center(s). For example, board members could visit leagues to promote the tournament and answer questions.

Additionally, the association may want to find other unique ways to distribute entry forms. The entry form could be included in the association yearbook and supply kits, or distributed at pro shops and sponsors' business locations.

To make entry forms inviting and complete, consider the following suggestions:

- Use color logos, pictures of previous champions, and quality paper.
- Provide plenty of white space to ensure the entry form is easy to read.
- Maintain a friendly and inviting tone.
- Promote the tournament on the association Web site. Place an electronic copy of a tournament entry form on the association Web site so that it can be easily downloaded. Also, promote the tournament on the "Tournament Listing" page of bowl.com, which can be accessed from the "Tournaments/Events" page. Any certified tournament can be added to the tournament listings by submitting the required tournament information.

Communications

Mailings, e-mail blasts and voice blasts also could go to team captains and/or members.

WinLABS (adults) can be used to create e-mail address lists that can be copied and pasted into your e-mail system. Remember to include an opt-out message as required by law; and use the "blind carbon copy" feature to send the message. This way, personal e-mail addresses for association members will not be given away. Reference Chapter 3 of this *USBC Association Leaders' Handbook* for more information on e-mail, voice blasts, and opt-outs.

Train Tournament Staff

The association should have tournament guidelines, and include them in the association's operations manual, if relevant. Scorekeepers, registration workers, and others must work from the same set of rules. Training sessions, which should fall under the responsibilities of the tournament manager, serve as a way to make sure that staff understands their responsibilities.

Here are a few other things to consider when training tournament staff:

- Make training fun and enjoyable. Prepare quizzes and practice sessions where tournament staff can learn how to handle questions on averages, entry forms, eligibility and other topics.
- Registration workers should treat bowlers as customers who are paying hard-earned money for top-notch service.
- Schedule a convenient time with the proprietor to do a walk-through with tournament staff. Ensure the staff is familiar with the layout of the center(s).

The tournament manager may also consider the following:

- Use walkie-talkies so workers and front desk personnel can communicate easily.
- Automatic scorekeepers need to be monitored. Be prepared for situations where automatic machines lose scores permanently. If/when this happens, only tournament management can authorize teams to re-bowl the games.

Media Coverage

To obtain media coverage for the association championship tournament the tournament manager should:

- Provide ample notice of the tournament.
- Provide regular results, including highlights of the day.
- Notify the media of exciting happenings.
- Partner with other community organizations to increase exposure of the tournament.
- Have a celebrity attend the tournament.
- Provide media representatives with association and bowling center telephone numbers so they can do follow-up interviews.
- Find ways to involve media personalities in the tournament.
- Provide media outlets with photographs.
- Utilize as many forms of media as possible (television, radio, newspaper, association Web site, etc.).

Complete Prize Checks and Paperwork

After the tournament, the tournament manager must distribute prizes within 30 days of the tournament's close unless USBC Headquarters has authorized a delay in payment, per USBC Playing Rule 309.

To ensure the 30-day requirement is met, the tournament manager should:

- Immediately audit all scores (i.e. – check calculation on three game totals, etc.).
- Verify averages so that a prize list can be generated.

<p>NOTE: If tournament prizes will be distributed at a banquet scheduled more than 30 days after the completion of the tournament, prizes must be made available to qualifiers wishing to claim them within 30 days.</p>

Recognize Participants and Winners

“Prestige” is a key element in the association championship tournament. Proper recognition of the champions, as well as recognition for superior achievement, is an important part of that prestige. It also will help to promote future tournaments. An awards banquet is always a great place for honoring your champions. Other suggestions include:

- Creating a photo display of the champions in a local bowling center(s).
- Making sure that their photos are included in the association's yearbook/average book.
- Acknowledging them prior to the start of one of their regular league sessions.
- Recognizing last year's champions in the tournament program book and on the tournament lanes.
- Recognizing champions in local newspapers and/or on the association Web site.

Certifying Additional Association Tournaments

An association must apply for certification of additional tournaments online at bowl.com.

NOTE: USBC associations are required to apply for a USBC certification for ALL tournaments.

All prize funds shall be distributed within 30 days following the close of the tournament, except when USBC Headquarters has authorized delay in payment. The association is not required to submit to USBC Headquarters a hard copy of the prize list and financial statement, in accordance with USBC Playing Rule 309 unless requested by USBC Headquarters. The association shall maintain for at least one year, a prize list with the name and score of each prize winner, the prize issued and a financial statement listing all prize receipts and disbursements.

NOTE: All scholarship tournaments must submit a prize list and deposit all scholarship prize awards with the SMART program at USBC Headquarters, in accordance with USBC Playing Rules 301c and 309, within 30 days after the end of the tournament.

Additionally, all scholarship tournaments, with the exception of the youth championship tournament (which is automatically certified) must submit an application and a copy of the tournament rules to USBC for certification.

4.4.9 Center Certification and Lane Inspections

Computerized Lane Inspector Program (CLIP)

USBC Headquarters has developed an Internet-based training program called the Computerized Lane Inspector Program (CLIP) for lane certification and inspection.

CLIP capitalizes on technology to upgrade the Certified Lane Inspectors Workshops (CLIW). It provides individuals with proof they are trained in certification and lane dressing inspection. This gives current inspectors who did not complete a CLIW a way to obtain a card/certificate.

By visiting bowl.com and selecting the Equipment and Specifications/Certification link, you can access the Computerized Lane Inspector Program, the *CLIP Manual*, and take the inspector exam. It

also provides additional services such as the latest news on lane inspection and certification and a discussion forum so you can share information and experiences with other inspectors.

NOTE: The training program will not “certify” and/or provide a number to those individuals that successfully complete the program. However, individuals that pass the exam will receive a certificate and a card.

Bowling Center Certification vs. Lane Dressing Inspection

There are two important processes that associations are responsible for related to each bowling center(s) located in its jurisdiction. They are the bowling center certification process and lane dressing inspections.

It is important that associations do not confuse these two distinct processes. The bowling center certification process is the physical inspection of the center's bowling lanes and pit areas (i.e., height, depth, etc.). However, the amount of lane dressing or oil on the lanes is measured in a separate inspection called a lane dressing inspection.

The association manager may select/appoint lane inspectors and verifies they complete the tasks assigned to them. However, the association manager is responsible for ensuring bowling center certification(s) and lane dressing inspections are completed and submitted to USBC Headquarters.

For additional information, reference the *USBC Bowling Center Inspection Manual*, available on the “Forms and Manuals” section of bowl.com.

The Center Certification Process

USBC rules state that centers must renew their certification by September 1 to host any USBC certified competition, including all Standard and Sport leagues and tournaments for that season.

Leagues and/or tournaments taking place in a center that is not certified and has not been certified for more than one year will not be recognized by USBC. If this happens, the league/tournament will be notified by USBC Headquarters that the center they wish to bowl in has not been certified, and will then be instructed to contact the local association to have the center certified.

Certified leagues bowling in centers that have not been USBC certified for the previous season will be notified that:

- Awards will not be issued until after the center has received its current certification.
- Averages will not be recognized until the center has received its current certification.

To renew or certify a bowling center, local associations must complete the following steps:

1. Initiate contact with the center(s) by April 1 to set up inspections for each center within its jurisdiction regardless of the certification status from the previous season.
2. Complete a bowling center inspection as soon as possible after April 1 to give centers enough time to make any necessary corrections that may need to be completed as a result of the bowling center inspections. Inspections may begin as early as April 1.

3. Submit certification applications electronically through bowl.com no earlier than May 1, and no later than August 31. All center certification applications, regardless of whether the center met specifications or not, should be submitted electronically.

NOTE: The association's supply password will be needed for the online certification process.

Associations submitting a paper application to USBC for processing must note one of two things:

1. The center meets all USBC certification specifications – only page 1 is required to be submitted; or
2. The center does not meet USBC certification specifications – all 4 pages of the application are required to be submitted.

Contact the Equipment Specifications and Certification team at USBC Headquarters with any specific issues or questions at (800) 514-BOWL, ext. 8407, or specs@bowl.com.

Once a center has met all of the certification requirements, USBC Headquarters will send the center a *USBC Playing Rules Book*, a certificate and window decal verifying the center is certified for the current season.

NOTE: Under no circumstances will a certification be granted to a bowling center without the proper inspection and acceptable application. Further, a bowling center will not be granted a Sport certification until a Standard certification has first been issued.

Lane Dressing Inspection Process

Before conducting a lane dressing inspection, associations should keep the following in mind:

- Do not schedule or announce inspections to the center(s) in advance.
- Inspect only on a condition that has been applied for certified league/tournament competition.
- Inspect as directed by USBC Headquarters whenever a condition is reported as questionable or non-complying.

Upon arrival at the center, the inspector should identify themselves, ask to speak to the person in charge, and request permission to make the lane dressing inspection. The inspector should make sure that the inspection will not interfere with normal center activity. If possible, it is recommended that an employee of the center accompany the inspector.

The inspector should arrive well before a league is scheduled to begin to ensure the inspection does not impede a league from beginning on time.

It is extremely important that associations adhere to the following key points during the lane dressing inspection process:

- A minimum of one inspection per season – August 1 through July 31 – shall be required at each certified center holding certified competition.
- Never inspect during the center's annual certification inspection.

- Inspections must be performed before any bowling has taken place on freshly dressed lanes, i.e., zero lineage. Inspections do not need to be done on freshly stripped lanes.

The following points also should be adhered to when conducting a lane inspection:

- Select at least two (2) pairs of lanes – not adjoining lanes – inspect one lane of each pair.
- Determine the total distance dressing is applied and buffed.
- All readings are to be taken from the 10-pin side.
- One reading within two to five feet of the end of the dressed/buffed area.

NOTE: Any lane dressing inspections submitted to USBC Headquarters for a bowling center that has not been certified will not be processed.

Additional Information

For more information about bowling center certification, lane inspections, or CLIP, visit the Equipment and Specifications/Certification page on bowl.com or contact the Equipment Specifications and Lane Certifications team at (800) 514-BOWL, ext. 8407, or specs@bowl.com.

4.4.10 Awards

Qualifying for a USBC Award

Many award qualifying opportunities exist for USBC members who bowl in USBC certified events, such as league play or tournaments. Achievement criteria can be found on the award application forms and in the *USBC Playing Rules and Commonly Asked Questions*, both of which can be accessed through bowl.com. Achievement criteria and applications also can be found in the *USBC League Operations Handbook*, which is also located on bowl.com.

To qualify for an award, all provisions of the *USBC Bylaws*, specifications, and rules must have been observed at the time the score was bowled. The league secretary or tournament manager verifies the achievement was bowled under USBC rules and regulations by signing the award application. The association manager verifies the membership of the bowler by processing the achievement through WinLABS (adults) or on-line processing (youth).

NOTE: The information in this section pertains to national USBC awards. State and local associations may issue special recognition awards at their discretion

USBC Honor Score Awards

When an honor score is bowled the individual can indicate on the award application whether he/she would like the award sent to the association, league official, or directly to his/her home.

Honor score awards are transmitted via WinLABS (adults)/on-line processing (youth). Any deviation from procedures, policies, or rules concerning achievement recognition must be explained and documented. A hardcopy of this documentation (signed and dated letter) must be attached to the award application and sent to USBC Headquarters, Attn. USBC Awards.

A list of, and information on, all available USBC awards can be found in both the *USBC Playing Rules and Commonly Asked Questions* and the *USBC League Operations Handbook*.

A USBC member is eligible for one award in each achievement category during a fiscal year (August 1 through July 31).

Award Distribution

Awards should be distributed to eligible members in a timely manner and in an appropriate environment that provides the recognition they deserve. Members usually appreciate a formal presentation in front of their peers. Often, these formal presentations are conducted at the bowling center by the association manager, another board member, or an association representative.

An awards presentation also is an excellent self-promotion opportunity for the association. The association enhances its value to members by being consistent and diligent in recognizing the achievements of its members.

Locally fulfilled awards (inventoried awards) should be presented upon processing. Nationally fulfilled awards should be presented to the bowler upon receipt of the award.

4.4.11 Maintaining the Operations Manual

The association operations manual is a document developed by the association board that outlines policies, procedures, and day-to-day operations of the association. The association manager ensures that the association's operations manual is kept up-to-date, and is available whenever it may be necessary. For example, if the operations manual contains the tournament rules for the association's championship tournament, it could be necessary to have that section of the manual at the tournament.

Having the association's operations manual on hand at association board meetings is also advisable. This way, should the board approve to add/change/delete an item, it can be done immediately.

Reference Chapter 3, Section 3.9 of this *USBC Association Leaders' Handbook* for more information.

Chapter Five: Meetings

5.1 Types of Meetings

There are four types of association meetings: annual meeting, board meeting, special meeting, and committee meeting. Below is a brief description of each.

5.1.1 Annual Meeting (Membership/Youth Representative/Delegate Meeting)

The association may want to consider holding the annual meeting in the same month every year. At this meeting, the state delegates/youth delegates or local members/youth representatives elect the officers, directors and/or delegates. In addition, the members will debate and vote on any proposed amendments to the association bylaws. Finally, the members will receive reports and may discuss projects, concerns, and other issues that they would like the board to address during the next year.

If an issue is raised that cannot be adequately addressed at the annual meeting, a special meeting may be called for that specific issue. At a special meeting, any additional information on that issue can be presented and the attendees can approve or disapprove the action.

5.1.2 Board Meeting

The board meets, at a minimum, as often as required by state law. The board oversees the operations of the association and acts on matters that the members have brought forward.

5.1.3 Special Meeting

A special meeting is conducted when an important matter of business needs to be addressed, and cannot wait until the next board or membership/delegate meeting. A special board meeting can be held if requested by a board member and if a majority of the board approves. A special membership/delegate meeting may be called by the president or upon written request of three board members or at least twenty-five members/delegates. Only the items listed on the notice for a special meeting can be discussed.

5.1.4 Committee Meeting

All committees should meet separately to discuss and take action on their specific responsibilities. Committees are formed for ongoing tasks such as conducting the association audit, selecting award recipients, and recruiting new members. Some committees are formed for specific projects and are then dissolved.

5.2 Alcohol and Tobacco

USBC Headquarters' stance on the consumption of alcoholic beverages or use of tobacco products at meetings involving youth has not changed. Put simply, alcohol and tobacco may not be present at meetings that involve youth.

This requirement is applicable at youth association meetings, as well as merged association meetings, which serve all constituencies – men, women and youth members.

If the association meeting is conducted with a corresponding event (such as a banquet), the no alcohol and tobacco requirement is only pertinent to the meeting portion of the event, however there are still restrictions when youth attend the banquet.

USBC Headquarters recommends hosting the event in a facility that does not have a bar in the area where the banquet is held. If that cannot be found, the bar in the banquet area should remain closed during the event. Furthermore, adult leaders representing youth (i.e. - members of the youth committee, board, youth coaches/supervisors, etc.) should not partake in consuming alcoholic beverages or using tobacco products in the room or area where youth are present.

5.3 Parliamentary Procedure

When conducting association meetings, it is important for associations to understand the importance and value of parliamentary procedure. Parliamentary procedure is a set of rules used at meetings to ensure the meeting is run efficiently and justly. Some of the benefits include maintaining order at meetings, ending meetings on time, and focusing on the issue at hand, among other things. Parliamentary procedure is based on democratic principles such as majority rules, the minority voice will be heard, and members make decisions while the leaders carry them out. The association size or the issue at hand may dictate how formal the meeting will be and how strictly parliamentary procedure is utilized.

In general, more formal procedures are used when the number of meeting participants is high or a contentious issue is being discussed. For instance, at an eight member board meeting, the culture most likely will not require one to stand when speaking. On the other hand, it may be justifiable for members to stand when speaking at an annual meeting with 100 members in attendance.

The use of parliamentary procedure should enhance association meetings, not frustrate the membership. Although there are many adaptations of parliamentary procedure, the *USBC Bylaws* stipulate that associations use the latest version of *Robert's Rules of Order, Newly Revised*, to govern meetings. However, parliamentary procedure should not interfere with group decision making or stifle group discussion.

5.4 Meeting Efficiency

An individual is giving his/her free time to attend a meeting. As a result, it is vital the member's time is not wasted. If he/she feels it is, the member will be less likely to attend future association meetings. This section outlines a number of the parliamentary procedure guidelines to keep meetings efficient, making certain a member's time is well spent.

5.4.1 Location

Find a meeting place that can adequately accommodate the meeting. Choose a meeting room with enough chairs, tables and amenities for everyone and be sure the temperature of the room is comfortable. Always try to find a spot that is centrally located for a majority of the attendees. Also, make sure the room will be quiet enough for your needs. Loud voices, laughing and outside noises, such as bowling, are all distractions that could limit the effectiveness of your meeting.

5.4.2 Meeting Purpose

Before scheduling a meeting, ask yourself whether the meeting is necessary. Is there important business at hand, or is a meeting being scheduled because “the association has always done it this way?” For instance, if the association has monthly board meetings that generally feature no significant business, the association may consider quarterly board meetings instead. Remember, a special board meeting could be called if important business would need to be addressed.

When a meeting is scheduled, the entire group should know what is to be accomplished. The purpose of the meeting should have a specific, clear objective; i.e., develop a plan of action, brainstorm a long-standing problem, or educate the board and members. Make sure everyone at the meeting is clear on why you are getting together. Meetings without a clear purpose become a waste of precious time.

5.4.3 Notice

Written notice, like the one shown in the sample, shall be sent to the proper constituency as outlined in the association's respective bylaws.

<p>SAMPLE MEETING NOTICE</p> <p>The _____ USBC association will be holding a _____ [board or membership] meeting on _____ [date] at _____ [time]. The meeting will be held in the room at _____ [meeting location].</p> <p>Please be sure to review the items enclosed with this notice, prior to the meeting, as time will not be provided to read the information at the meeting. Bring your comments and questions. Finally, please remember to relay this meeting information to the league members. We look forward to seeing you there.</p>
--

As shown in the sample meeting notice, it is critical to remind league secretaries and youth representatives (league and center only) to disseminate meeting information to the league members. League secretaries and youth representatives (league and center only) should furthermore be reminded that they have an important responsibility to get meeting information out. If they do not, association members could miss out on the meeting.

To determine who the league secretary or league youth representative is for a specific league, reference the league's application.

Board members may need to make an effort to get the message out regarding upcoming membership meetings as well. Meeting notices can be posted at bowling centers, the association office, in newsletters, on the association Web site, and any other place it can be viewed by a large number of members.

If elections will take place at the meeting, the notice should remind members interested in running for a board position to submit qualifications to the nominating committee.

Finally, if the meeting will be held in conjunction with another event, such as an awards ceremony, consider disclosing this information, along with the dress code, meal arrangements, etc. in the meeting notice.

NOTE: If improper or no meeting notice is given, the meeting could be protested and, if upheld, considered null and void.

5.4.4 Reviewing Meeting Information

To save time at meetings, the expectation should be that all members have reviewed the material enclosed with the meeting notice prior to the meeting. The meeting notice should not only include the agenda and previous meeting minutes, but also committee reports and background information of items to be discussed. Background information could constitute something such as the features and costs associated with various computers the association is considering for purchase.

Therefore, using the purchase of a new computer as an example, when the computer topic comes up, meeting participants can move right into discussion, opposed to allowing time for individuals to review the materials at the meeting.

5.4.5 Agenda

Every meeting has an agenda, which is a list of points to be discussed at a meeting. An agenda usually is distributed to meeting participants prior to the meeting so they will be aware of the subjects to be discussed and are able to prepare for the meeting accordingly.

An agenda usually begins with the date, time and location of the meeting, followed by a series of points outlining the order of the meeting. For a sample agenda, please refer to Appendix F.

The order in which business is conducted must correlate with the order it is listed on the agenda. The order of the agenda can be altered, provided that proper procedures are followed. The two most common ways to alter the agenda are outlined below:

General Consent – The presiding officer can propose changing the agenda with the voting body's consent. Using general consent usually is done because of the arrival of a special guest or due to time constraints. To use general consent, the presiding officer could state, "As long as there is no objection, I propose we change the order of the agenda due to _____. I propose we move _____ to the top of the agenda. After _____ we will continue with the agenda as it is written. Is there any objection to changing the order of the agenda?" After pausing, he/she states, "Hearing none, the order will be changed." If a member does object to the motion, it is debatable and voted on.

Suspend the Rules – A member can change the agenda by making a motion, specifically outlining how he/she proposes to change the agenda. The motion requires a two-thirds vote.

5.4.6 Consent Agenda

A consent agenda, which can be a great time saver, is used to approve routine, non-controversial actions at meetings. If utilized, the consent agenda will need to be distributed prior to the meeting. It would make sense to send it with the meeting notice, agenda and other documents relevant to the meeting. The consent agenda could include items such as:

- Approval of the previous meeting minutes
- Approval of committee reports
- Approval of board actions

Meeting minutes, committee reports, and any other items on the consent agenda requiring review must be enclosed with the meeting notice. For instance, if the tournament committee's report is listed on the consent agenda, a copy of the report is to be sent with the meeting notice so that members have the opportunity to review it before the meeting. As a result of providing the written tournament committee report with the meeting notice, the tournament committee chair does not have to give a verbal report at the meeting since all information has already been outlined in the report.

If a motion to approve the consent agenda is adopted at the meeting, all items listed in the consent agenda become approved and discussion on the items does not take place. An individual may make a motion to remove one or more items from the consent agenda because he/she has questions or wants it to be discussed. For a sample consent agenda, please see Appendix F.

5.4.7 Establish Ground Rules

Ground rules should be set at the start of every meeting so everyone understands what the expectations are. Having ground rules ensures all members are aware of the association standards and what behavior is acceptable.

Once established, the ground rules should be a staple at every meeting. Ideally, the ground rules would be posted on a flip chart, chalkboard, or anywhere they are easily visible. The association could also distribute a copy of the ground rules to all meeting attendees.

Below are some examples of ground rules to consider:

- Attendance and promptness is expected.
- Meetings will start on time.
- Review all information enclosed with the meeting notice.
- Speaking rules (i.e., time limits, no interrupting others).
- Behavior guidelines (i.e., no cursing, no personal attacks).
- Confidentiality must be maintained, when appropriate.
- Interruptions are not acceptable (i.e., turn off cell phones, side conversations).

If a ground rule is broken, the presiding officer stops the meeting and reminds the meeting participant of the ground rules. Members should feel obligated to ensure the ground rules are followed.

5.4.8 Start and End Times

One aspect of parliamentary procedure that members really appreciate is having a pre-determined start and end time to a meeting, and holding to it. This means meetings start on-time, even if an association leader is late. Sticking to a set end time keeps the meeting on task, ensuring time is not wasted on irrelevant topics. With a pre-determined end time, a meeting culture will generally shift to everyone staying on task. Further, members may be more willing to attend a meeting if they know it will only last 60 minutes, 90 minutes, etc.

Two ways to stay on task is to adhere to the agenda and allocate a specific amount of time to each item on the agenda. If an agenda item has not been addressed by the specified meeting end time, the item is placed on the next meeting agenda. Therefore, the most important items to address at the meeting should be listed at the top of the agenda.

5.4.9 Time Limits for Speaking

Establishing speaking time limits has a number of benefits. First, it requires members to summarize their thoughts and get to the heart of an issue. Second, time limits help reign in dominating members. Finally, giving each member the same length of time to speak allows for equal input on a matter.

Ultimately, each association will need to establish how many times an individual can speak on a matter, as well as how long each speech may last. For instance, the association may adopt a policy whereby a member may speak twice on each motion, with a maximum of two minutes per speech.

5.4.10 Parking Lot

A “parking lot” is a resource a presiding officer can use to deflect subjects that arise that are off-topic. Not only will it keep discussion to the issue at hand, but it also gives reassurance to members that their concerns are not ignored; they are just put off temporarily.

Like the ground rules, the parking lot should be visible to all members. The parking lot could be on a flip chart or chalkboard. As matters unrelated to the discussion arise, the presiding officer can simply interrupt and place the information in the parking lot.

Consider the following example: the association board is debating a motion to revise fund-raising guidelines, and a participant states, “we need to alter the youth tournament rules, too.”

In this instance the presiding officer may interrupt and remind the participant to focus on the motion on the floor – revising fund-raising guidelines. The presiding officer can then state: “we will place youth tournament rules in the parking lot.” Items placed in the parking lot can be addressed at the end of the meeting, if time allows, or be placed on the agenda for the next meeting.

5.5 Meeting Roles

One of the major reasons meetings are inefficient lies in the fact that individuals do not know what is expected of them or the roles of their position. Establishing clear roles and reminding each other of these roles will help.

5.5.1 Member/Youth Representative/Delegate Role

To have an impact on association decisions and play an active role in guiding association activities, a member's/youth representative's/delegate's first responsibility is to attend meetings. Furthermore, members/youth representatives/delegates that take an interest in association business and come prepared to meetings are likely to have a greater influence.

Below are a number of member/youth representative/delegate responsibilities at meetings:

- Be on time.
- Keep other meeting participants, including the presiding officer, on task.
- Protect the minority point of view (at some point your opinion will be in the minority).
- Ask for recognition before speaking.
- Do not be intimidated into silence by positions of authority.
- Do not complain about or question the motive of other members.
- Volunteer your time and talents if your schedule allows.

5.5.2 Presiding Officer Role

The presiding officer, also referred to as the chair, is the person in charge of running a meeting. The president serves as the presiding officer. In his/her absence, the vice president(s), in order of rank, assume the duty. If neither the president nor vice president(s) are present, the next highest officer (association manager, sergeant-at-arms) or director would preside over the meeting.

By virtue of being the individual responsible for running the meeting, the presiding officer has the greatest responsibility of anyone at the meeting. For the most part, the presiding officer's responsibilities at meetings consist of the following:

- Determine if a quorum is present.
- Call the meeting to order (start the meeting).
- Ensure the "ground rules" are adhered to.
- Recognizing members who are entitled to speak.
 - ♦ To avoid the perception of bias, recognize all members in the same manner. For instance, do not recognize someone you know by his/her first name (John) and someone you do not know by something else (the man in the green sweater).
- Use a "parking lot" – keep discussion to the issue at hand.
- Handle motions and debate (See the Meeting Actions section).
- Rule on points of order.
- Paraphrase comments and questions.
 - ♦ Are you saying....?
 - ♦ Would you like to put your comment in the form of a motion?
- Work to control dominant personalities – do not show irritability and ensure speaking limits are adhered to.
- Recognize accomplishments of others.

Other prominent roles of the presiding officer include reducing confusion, reducing unnecessary debate, and facilitating the meeting.

Reducing Confusion

To reduce confusion at meetings, it is important that the presiding officer makes certain that attendees understand motions or actions being proposed. Clarifying motions eliminates confusion and allows attendees to make well-informed decisions. Therefore, after a motion has been made and seconded, the presiding officer restates the motion before debate ensues. Then, after debate is complete, the presiding officer should again state the motion before the attendees vote. By continuously restating the motion the chance of misinterpretation is quelled.

Reducing Unnecessary Debate

Unnecessary debate can be restricted if the presiding officer addresses it immediately. By doing so, attendees will be appreciative. For example, there is a motion on the floor to buy a new computer for the association. As the motion is debated, an attendee states: "we really need to paint the office before we buy a computer." The presiding officer places "painting the office" in the parking lot and redirects the debate to the issue at hand - purchasing a new computer. The presiding officer can redirect the discussion by stating:

- "Is there any more discussion on the motion to purchase a new computer?" or,
- "Please limit your discussion to the specific motion, purchasing a new computer."

Similarly, if attendees repeat the same opinions regarding the purchase of a new computer, the presiding officer could state: "Are there any new opinions on the motion?" Doing so will keep the meeting moving.

Facilitating the Meeting

One of the misconceptions regarding the presiding officer has to do with his/her role at delegate/membership meetings. In many instances he/she tries to be an active participant in the discussion/debate. However, the presiding officer's role at meetings is to facilitate the meeting. This requires the presiding officer to remain neutral, not providing his/her opinions on matters. The presiding officer should be focused on treating everyone fair, letting everyone be heard (e.g. - ask quiet members for their perspective), and keeping the meeting on track.

Too often a presiding officer dictates or dominates a meeting. In other instances, he/she routinely interjects in debate. If this is the case, the association board should work with the presiding officer to clarify what his/her role is at meetings.

However, from time-to-time the presiding officer will have valuable knowledge to share or be extremely passionate regarding a particular issue. In this case, the presiding officer could feel compelled to speak on the subject. Before doing so, the presiding officer needs to vacate the chair. When vacating the chair, the chair is turned over to the vice president, provided the vice president has not spoken on the motion. After vacating the chair, the president does not resume the role of presiding officer until the motion/issue is finalized.

The presiding officer's role at board meetings is generally dependant on the culture of association board meetings. If board meetings tend to be unproductive, too long, or commonly result in heated discussion, it is probably best for the presiding officer to continue his/her role as a neutral party.

On the other hand, if the culture of association board meetings is fairly informal, the presiding officer should have the opportunity to partake in debate and provide his/her point of view when necessary. Regardless of which presiding officer role fits better at board meetings, the board needs to establish some parameters for the position so the presiding officer knows whether he/she can participate or is expected to remain neutral.

Voting

An individual does not forfeit his/her right to vote by virtue of serving as presiding officer. The presiding officer may, however, choose to refrain from voting until all other votes are counted, and then cast a vote only if it would affect the results. Keep in mind that if a vote is cast after all others have voted, the position of the presiding officer will be clear to all meeting attendees.

5.5.3 Association Manager Role

The association manager's role at a meeting can be broken down into three areas: before, during, and after the meeting.

Before the meeting, the association manager's responsibilities include assisting the president in developing the agenda, as well as sending out the meeting notice, agenda, and other documents relevant to the meeting. He/she could also be asked to post the meeting notice at bowling centers, the association office, or other visible areas where members congregate.

Since the association manager maintains association documents and records, he/she brings these to the meeting. For instance, the association manager should bring old meeting minutes, the governing documents (bylaws, operations manual, if applicable, etc.), and a list of current members and committees. Further, he/she may want to have ballots prepared for the meeting in case an action may need to be taken and a ballot vote is required.

During the meeting, the association manager's primary duty is to record the minutes. Additionally, he/she provides updates (financial report, correspondence received since the last meeting, announcements of newsworthy events, etc.), as necessary.

Finally, after the meeting, the association manager's responsibility lies in making changes to the bylaws and association's operations manual, if applicable, provided amendments/changes are adopted. His/her post-meeting role also entails maintaining committee reports and writing the minutes.

5.6 Meeting Components

Within the course of a meeting, there are a number of components that will come into play. Understanding these components will allow the meeting to proceed smoothly.

5.6.1 Quorum

A quorum is the minimum number of eligible voters that must be at the meeting to conduct business. USBC requires that a specific number be adopted, not a percentage. If a quorum is not present, the presiding officer may dismiss the group or the group may proceed informally, understanding that any discussions needing a decision must be approved at the next meeting.

Additionally, at merged association membership/youth representative meetings or delegate meetings, there is a quorum for adult members/delegates and a quorum for youth representatives/youth delegates. To conduct business at the association meeting, a quorum of adult members or delegates must be present. To conduct business regarding youth related matters a quorum of youth representatives or youth delegates must be established.

NOTE: The quorum should be as large a number of members as can reasonably be depended on to be present at the meeting.

The presiding officer determines if a quorum is present when roll call is taken. Please note, if members leave during a meeting and a quorum is no longer present, the association may not conduct business. In essence, a quorum needs to be present (in the room) for business to be transacted.

Assuming the presiding officer (or other member), notices a quorum is no longer present, he/she has the responsibility to notify the meeting participants.

5.6.2 Voting

Whether making a motion or conducting elections, the action is going to require a vote. Here is a brief description of each:

Voting on Motions

Majority Vote – Requires more than half of the votes cast, such as when voting to approve an action (e.g., purchasing a computer).

Two-thirds Vote – Requires two-thirds of the votes cast, such as when approving bylaw amendments.

NOTE: To calculate two-thirds vote, multiply the negative vote by two. If the resulting number is less than or equal to the affirmative votes, the motion is carried.

Voting on Elections

Majority Vote – Requires more than half of the votes cast for that person. This form of voting is used when electing the officers. In addition, it is used when electing directors unless plurality vote has been adopted in accordance with the bylaws. If multiple candidates are running for a position, and a majority is not reached, the individual receiving the lowest number of votes is dropped from the ballot and the voting continues until an individual receives a majority of the votes.

Plurality Vote – The person who gets more votes than anyone else is the winner (even if it is not more than half of the votes). This form of voting is used when electing delegates to the USBC and/or state annual meeting(s). In addition, it is used when electing directors if adopted in accordance with the bylaws.

NOTE: To determine when to use a majority or plurality vote, refer to the *USBC Bylaws*.

Who Votes

Merged associations will have two constituencies represented - adults and youth – at annual meetings. As outlined in Article VII of the USBC merged state and local bylaws, the adult members/delegates and youth representatives/youth delegates have some different voting responsibilities.

Therefore, to avoid confusion at the meeting, the association may consider distinguishing adult members/ delegates from youth representatives/youth delegates with a badge, name tag, or separate seating section.

NOTE: For information regarding voting by the presiding officer, please reference the “Presiding Officer Role” section of this chapter.

Ways to Vote

There are four main ways to vote. A vote may be taken by:

General Consent – This type of vote is used to approve a motion if there appears to be no opposition. Example: “If there is no objection, the meeting is adjourned.”

Voice Vote – This is used at large meetings on routine matters that are unlikely to cause an argument. The presiding officer says, “All those in favor say ‘Aye.’ All those opposed say ‘No’.” The presiding officer judges the vote by the volume of sound. This method may not be used for elections, except when there is only one candidate.

Hand Vote – If a voice vote cannot be determined, show of hands can be taken. The presiding officer asks for a show of hands for votes on the motion. The votes could be counted by the sergeant-at-arms (if applicable) and/or tellers. The presiding officer announces the result of the vote. A show of hands may not be used for elections.

Ballot Vote – Ballot votes are used for elections and controversial motions, in which secrecy is desired. If a member feels that a ballot vote is necessary, he/she can make a motion for a vote by ballot. A motion to use a ballot vote needs a second, is not debatable, and requires a majority vote to be approved.

NOTE: Voting by mail, e-mail, or teleconference is for emergency/urgent issues only, and is only available for state association boards. To determine if state laws provide for mail, e-mail, or teleconference voting, contact your respective Secretary of State. For details on procedures, please reference Chapter 5 of the *USBC Association Policy Manual*.

5.6.3 Reports

Reports are used to keep members informed of activities of the board and committees. Depending on the nature of the report, it may or may not include recommendations.

Officer Reports

Officer reports are one of the most common meeting reports. The president's report is typically done annually, highlighting association accomplishments over the past year as well as future association goals and potential challenges. It can be viewed as a "state of the association" address. This is not to say the president only provides reports to the membership annually. Reports by the president should be provided as necessary.

The association manager is responsible for reporting at every board and membership meeting. Reports should include correspondence received since the last meeting, announcements of newsworthy events, etc.

In addition, the association manager provides a financial report at every meeting. The financial report must be written and include: (1) the balance on hand at the beginning of the period, (2) the money that came in, (3) the money that went out, and (4) the balance at the end of the period. All assets and liabilities must be disclosed, including salaries.

The financial report is informational - it is not approved or accepted. Instead, after the financial report is issued and discussed, the presiding officer states, "Thank you, the report will be filed for audit." Ultimately the audit is used to validate the accuracy of the financial report(s).

Committee Reports

Committee reports are also a staple at meetings. If a committee's report is distributed with the meeting notice, it does not need to be presented verbally at the meeting. On the other hand, if the committee report is not enclosed with the meeting notice, a verbal summary is given in addition to a hard copy being distributed.

Regardless of how the committee report is presented, the voting body is asked to accept the report.

For more information regarding committees, including what information to include in committee reports, please reference Chapter 6 of this *USBC Association Leaders' Handbook*.

5.6.4 Minutes

Meeting minutes are a written record of facts of the meeting; the official and legal accounting of what was accomplished. Minutes are not taken verbatim, only actions are recorded. Below is a list of items that should and should not be included in the minutes.

Include:

- Name of the association and the type of meeting.
- Date, time, and place of the meeting.
- Establishment of a quorum.
- Approval/changes to the previous minutes.

- Tasks that are assigned.
- Exact wording of a motion, including:
 - ♦ Whether it passed or failed.
 - ♦ Name of the proposer.
 - ♦ Vote count.
- Election results, including vote count.
- Notice that was given (i.e., resignation, proposed amendment).
- Points of order or appeals.
- Name of committees and reporting member (attach report to the minutes).

Do not include:

- Opinion or interpretation.
- Discussion – what was said.
- Judgmental phrases (i.e. – “passionate discussion” or “good suggestion”).
- Name of person seconding motion.
- Reports in detail.

Often times when minutes are presented to the membership from the previous year's meeting, members do not recall what business transpired. As a result, it's difficult to determine if the minutes are accurate.

To avoid this situation and ensure the membership meeting minutes are reviewed in a timely manner, the president may consider appointing a minutes approval committee. The minutes approval committee's task is to approve the membership meeting minutes, shortly after they have been written by the association manager. If approved by the committee, the minutes do not have to be approved by the members at the next membership meeting (*Robert's Rules of Order, Newly Advised, 10th Edition, 457*).

NOTE: Business conducted at board meetings often contains confidential information. For this reason, if board minutes are requested by a member, only portions of the meeting minutes deemed non-confidential can be released. The release of any portion of board minutes requires board approval.

5.6.5 Elections

The election process can be complicated at times. This section provides details of the election process including the stagger system, eligibility requirements, and teller responsibilities, among other things. Most notably, this section includes step-by-step election instructions, to be used in combination with the Election Flow Chart in Appendix K, so association elections run more smoothly.

Stagger System

A stagger system, which is required when an association uses two or three-year terms, shows which positions on the board are up for election in any given year. The association's stagger system is included in Article V, Section D of the association bylaws. A system of staggered elections allows for

increased stability in the association. To some degree, it ensures knowledge and experience is maintained on the association board.

SAMPLE STAGGER SYSTEM — TWO-YEAR

<u>Odd Years</u>	<u>Even Years</u>
President	Vice President
7 Directors	6 Directors

SAMPLE STAGGER SYSTEM — THREE-YEAR

<u>Year One</u>	<u>Year Two</u>	<u>Year Three</u>
President	Vice President	5 Directors
4 Directors	4 Directors	

Eligibility Requirements

Eligibility requirements are the minimum prerequisites a candidate must meet to qualify for an office. Additionally, a candidate to fill a vacancy must meet the eligibility requirements for the position to be filled.

The association may adopt additional eligibility requirements beyond those already listed in the bylaws. For instance, the association may adopt an eligibility requirement which requires candidates for the office of president to have at least two years experience as a director on a board. Any eligibility requirements must be added to the association’s bylaws as an amendment.

Non-merged youth associations are a bit unique in regard to eligibility requirements. First, while individuals serving on the board do have to be USBC members, they do not have to be members of the association. Keep in mind that in most cases, a majority of non-merged youth association boards will be comprised of adults (parents, coaches, proprietors) who are unable to become members of a youth association due to age restrictions.

Second, non-merged youth associations do not have a limit on the number of proprietors that can serve on the board simultaneously. (Merged and non-merged adult associations are limited to three proprietors on the board at any given time.)

Nominations

The election process begins with nominations. The nominating committee, if applicable, will gather and review the resumes/qualifications submitted by each individual seeking a board position. Ultimately, the committee, if applicable, or the board will put together a slate, which highlights the candidates the committee/board believes to be the most worthy for each position. USBC Headquarters recommends the nominating committee place multiple individuals on the slate for each position, if qualified. Please refer to Chapter 6 of this *USBC Association Leaders’ Handbook* for additional information on the nominating committee.

Electing the Board

This section provides a step-by-step outline of the election process. The numbers in this section correspond with the Election Flow Chart in Appendix K, which is a visual account of this process.

Please note that the following steps and flow chart in Appendix K are designed for conducting elections using majority vote. However, election by plurality vote follows most of the same steps. The difference begins at Step 14. If plurality vote is used, the person(s) with the highest number of votes is simply elected. As a result, those steps beyond Step 14 would be unnecessary. A second ballot would only be needed if there would be a tie for the last position to be elected.

Before the Meeting:

Step 1 - After the slate is prepared, the association manager should ensure the names on the slate are pre-printed on election ballots before the annual meeting. While not a required practice, pre-printing ballots based on the slate can save a great deal of time at meetings, as well as make the process of tallying the ballots simpler. Go to **Step 2**.

Step 2 - Ballots are pre-printed by either the nominating committee, if applicable, or association manager. Pre-printed ballots will list the candidates placed on the slate, and have blank spaces in case members are nominated from the floor. See Appendix J for a sample pre-printed ballot.

It would be advantageous if multiple pre-printed ballots for each position to be elected are printed. The multiple ballots should be colored or numbered differently. The benefit of multiple pre-printed ballots for each position comes into play when a majority vote is not reached on the first ballot, and a second, third, or fourth ballot vote needs to be conducted. Go to **Step 3**.

At the Meeting:

Step 3 - Distribute the report of candidates, candidate qualifications, and pre-printed ballots as each member eligible to vote enters the meeting room. Go to **Step 4**.

During the Election:

Step 4 - The presiding officer asks for the nominating committee report, if applicable, or presents the slate of candidates. See Appendix I for a sample report. The nominating committee chair or presiding officer presents the slate of candidates to the membership. After it is read, the presiding officer resumes leading the meeting as applicable. Go to **Step 5**.

Step 5 - The presiding officer conducts the election, beginning with the highest ranking office (i.e. – president, then vice president, etc.). The presiding officer of the meeting should say: “For the position of president, Joe Bowler and Nancy Tenpin have been nominated by the committee/board. Are there any nominations from the floor?” (Nominations from the floor must be taken.)

A member can nominate by saying, “I nominate (name).” (No second is required.)

- (a) There are nominations from the floor – Go to **Step 6**.
- (b) There are no nominations from the floor – Go to **Step 11**.

Step 6 - If a member is nominated from the floor, the nominating committee chair, if applicable, or the presiding chair verifies the member meets the eligibility requirements for the position.

(a) If Yes – Go to **Step 7**.

(b) If No, candidate is not placed on the ballot. **Go to Step 9**.

Step 7 - Instruct members to write the name of the candidate nominated from the floor on a blank area of their ballot. Go to **Step 8**.

Step 8 - If a member meeting the eligibility requirements is nominated from the floor and the nominating committee/board does not have multiple copies of the candidate's resume/qualifications to distribute, the qualifications are read by the nominating committee/presiding chair or the candidate is allowed the opportunity to present his/her qualifications verbally. Any candidate nominated from the floor:

- Must have submitted his/her qualifications to the nominating committee/board, in writing, twenty-four hours prior to the opening of the annual meeting (state).
- Must submit his/her qualifications to the nominating committee/board in a format specified by the committee/board (local).

Reading or hearing the qualifications of each candidate allows members to make a well-informed decision. See Appendix I for sample candidate qualifications. Go to **Step 9**.

Step 9 - The presiding officer again says “Are there any further nominations?” and pauses.

(a) Yes – Go back to **Step 6**.

(b) No – Go to **Step 10**.

Step 10 - If no further nominations are made, the presiding officer declares that the nominations are closed. Go to **Step 11**.

Step 11 – The presiding officer instructs the members to vote for “x” number of candidates. This number will usually be one; however it could be more than one if electing multiple directors or delegates. Go to Step 12.

<p>NOTE: If only one name is on the ballot, a ballot vote is not required. The individual is elected by acclamation. In this case, go to Step 14.</p>

Step 12 - Ballots are collected by tellers and/or sergeant-at-arms. Go to **Step 13**.

Step 13 - Ballots are counted by tellers. Go to **Step 14**.

Step 14 – The presiding officer announces the results of election, including the vote count.

(a) Majority vote received – Candidate is elected.

(b) Majority vote not received – Go to **Step 15**.

Step 15 - Ballot #2 (or #3, #4, etc.) is distributed and members are instructed to rewrite the name(s) of the candidate(s) that were nominated from the floor on the new ballot. Go to **Step 16**.

Step 16 - Candidate with the least number of votes from the previous ballot is dropped. The members are instructed to cross out the name of the individual who received the lowest number of votes on the previous vote. Go to **Step 11** to resume the election process.

NOTE: An individual may run for multiple offices. In addition, a board member wanting to run for another position does not have to give up his/her current position

Election of Directors

The election of directors follows the same step-by-step process as outlined in the previous section. However, electing directors may be handled slightly different than officer elections.

While officer positions (i.e., president, vice president, etc.) must be elected individually, directors may be elected individually or together on a single ballot. Since the nominating committee's/board's responsibilities include developing the procedures for elections, they will decide which method to use.

One benefit of electing the directors on a single ballot is the potential for more efficient meetings. On the other hand, if each director is elected individually, a meeting could be more time consuming, especially if there are a number of director positions to be filled or the association anticipates a lot of nominations from the floor. Regardless of how directors are elected, a candidate must receive a majority vote to be elected, unless the use of plurality vote has been adopted in accordance with the bylaws.

Assuming the directors will be elected on a single ballot; the nominating committee/board will develop a slate of directors and place the entire director slate on a pre-printed ballot. The pre-printed ballots must also have blank lines on the bottom of the ballot so individuals nominated from the floor can be added to the ballot. (For a sample pre-printed director ballot, see Appendix J.)

Based on the number of director positions up for election, the voting body is instructed to vote for up to "x" number of directors. Then:

- Assuming majority vote is used... The ballots are collected and counted. Anyone receiving a majority of the votes is elected.

If the number of directors receiving a majority vote is less than the number of director positions to be filled, a second pre-printed ballot is issued. The voting body is instructed to remove/cross-out those individuals on the pre-printed ballot that were elected (received majority vote), as well as the individual receiving the lowest number of votes on the previous ballot.

Depending on how many director positions still need to be filled, the voting body will again be instructed to vote for "x" number of directors.

This procedure is repeated until the appropriate number of directors is elected.

- Assuming plurality vote is used... The ballots are collected and counted. The appropriate number of individuals with the highest number of votes is/are elected.

Electing Delegates

The election of delegates is by plurality vote. Reference the bolded paragraph prior to the step-by-step election process in the preceding pages for instructions on how to use the steps and flow chart in Appendix K with plurality vote.

Election of the Youth Committee

The Youth Committee is elected by majority vote, unless plurality vote has been adopted in accordance with the bylaws, of youth delegates/youth representatives and officers and directors holding youth membership. For a detailed explanation regarding the election of the Youth Committee, please refer to Chapter 6 of the *USBC Association Policy Manual* and *USBC Association Leader's Handbook*.

Tellers

Tellers are individuals that distribute, collect, and count ballots at meetings, and report the vote back to the presiding officer. They could count hand votes as well. Should the tellers have any questions regarding their assigned responsibilities, they should ask the presiding officer.

Unless there is a tellers committee, the presiding officer will appoint two or more tellers. When selecting tellers, keep the following in mind:

- Tellers should not be candidates for election.
- Tellers should be unbiased. Any person that could be construed as having a conflict of interest should not be considered (i.e., sibling of a candidate in an election).

When counting ballots, tellers do not count blank ballots towards the total number of votes cast. Further, illegal votes are counted towards the total number of votes cast, but are not counted towards a candidate (election) or choice (motion). Illegal votes include: unreadable ballots, votes for unidentifiable candidates, votes for ineligible candidates and votes for too many candidates.

NOTE: A misspelled name does not make a vote illegal if the meaning of the ballot is clear.

Once ballots are counted, a teller's report is written and given to the presiding officer. The results are not announced by the committee, if applicable. The teller's report includes the number of votes needed to win, number of votes cast, as well as the results of the election. Once it is announced by the presiding officer, the teller's report is entered in the minutes, becoming a part of the official records of the organization.

A sample teller's report can be found in Appendix J.

Destroying Ballots

The association may want to consider adopting a policy in its operation's manual, as applicable, outlining the procedure for destroying ballots. For instance, the policy could state that ballots are

destroyed immediately after the meeting, unless a motion is adopted at the meeting to file the ballots for a specified amount of time.

If no policy is adopted, the policy outlined in *Roberts Rules of Order, Newly Revised*, would be used. *Roberts Rules of Order, Newly Revised* indicates that if there is no possibility the voting body may order a recount (which requires a majority vote), the ballots can be ordered to be destroyed or to be filed for a certain length of time with the association manager (such as two weeks) before being destroyed.

Protests

If a member/delegate/youth representative does not believe an election was handled properly, he/she can make a point of order at the meeting. The presiding officer could then make a ruling, but that decision could be challenged. If challenged, the members/delegates/youth representatives would ultimately decide to support the ruling of the presiding officer or the challenge. (For more information, see the Points of Order section in this chapter.)

If a point or order is voiced during the meeting and **no action** is taken by the president officer/board, then a protest may be filed, in writing, to USBC Headquarters within 15 days of the meeting.

5.7 Meeting Actions

Some association business requires board approval only, while other association business requires the members'/delegates'/youth representatives' approval. Below are some examples of business which require membership/delegate approval versus those which require board approval only:

BOARD ONLY APPROVAL	MEMBERSHIP/DELEGATE/YOUTH REPRESENTATIVE APPROVAL
Approving the budget, if applicable.	Elections (based on bylaw requirements).
Filling vacancies on the board.	Bylaw amendments.
Waving part or all of local dues (i.e., seniors, military, or reciprocal agreemen	Approval of membership/delegate meeting minutes.
Updating the association's operations manual, if applicable.	
Committee appointments (except Youth Committee).	

5.7.1 Motions

For items of business to be approved, a main motion must be made. As defined in the most recent version of *Roberts Rules of Order, Newly Revised*, a main motion is a formal proposal by a member, in a meeting, acted on by the voting body. In other words, a motion specifically states an action/stance a member wants the association to take.

There are a few things to consider when making a motion. First, the motion should be precise. For instance, if making a motion to buy a flag, it's important to indicate what kind of flag, the size, price limit, etc.

Bad – “I move we buy a flag.”

Good – “I move we buy a 3 x 5 foot state flag, not to exceed \$25.”

Second, motions should be made in the affirmative.

Bad – “I move we not have the annual meeting in April”

Good – “I move we have the annual meeting the first Saturday in May.”

Finally, it is helpful if the member making the motion writes down the motion before presenting it. This ensures information is not lost if it has to be repeated.

Please reference the Motion Flow Chart in Appendix H, which is a visual account of handling a motion.

5.7.2 Main Motions

1. After recognition of the member by the presiding officer, the member makes the motion, “I move that...”
2. The presiding officer asks for a second. (If not seconded, the motion dies.)
3. Another member seconds the motion, “I second the motion.” (An individual that seconds a motion is agreeing that the motion should come before the meeting and not necessarily that he/she agrees with or supports the main motion.)
4. The presiding officer states the motion and calls for any debate on the motion.
 - a. At this time members can provide their input on the motion, whether it be in support of the motion or not. The member making the motion has the option to speak first.
 - b. After debate has been exhausted, a member calls for the question. A second is needed. If two-thirds of the membership approves, the motion is put to vote. (If two-thirds approval is not received, debate continues.)
5. The presiding officer restates the motion, so members are clear on what is being voted on.
6. The presiding officer asks, “All those in favor of the motion?” (Aye) “All those opposed?” (No). If a voice vote cannot be determined, a hand vote can be taken.
7. The presiding officer states the results of the vote – carried or defeated.

Generally, for a motion to carry, more than one-half (majority) of the voting members present must vote in favor of the motion. Please refer to *USBC Bylaws* and/or *Roberts Rules of Order, Newly Revised* to determine specific motions that require a two-thirds vote.

5.7.3 Amending a Motion

An amendment to a motion occurs after a motion has been moved and seconded, and debate has ensued, but before the motion has been voted on. Amendments change or modify the original motion. Amendments must be relevant to the original motion.

Motion – “I move we buy 2 laptop computers, not to exceed \$800 each.”

Relevant Amendment - “I move we amend the motion by striking 2 and replacing it with 1.”

Non-relevant Amendment – “I move we amend the motion by adding ‘and purchase a new podium’ to the end of the motion.”

When dealing with amendments, the following steps are recommended:

1. A member makes the motion – “I move to amend the motion by (adding, subtracting, substituting) _____.” (State the exact wording).
2. The presiding officer asks for a second. (If not seconded, the amendment dies.)
3. Presiding officer ensures the amendment is relevant.
4. The presiding officer states the amendment and calls for debate on the amendment.
 - a. At this time, members can provide their input on the amendment - whether for or against it. The member making the amendment has the option to speak first.
 - b. After debate has been exhausted, a member calls for the question. A second is needed. If two-thirds of the membership approves, the amendment is put to vote. (If two-thirds approval is not received, debate continues.)
5. The presiding officer restates the amendment.
6. The presiding officer asks, “All those in favor of the amendment?” (Aye) “All those opposed?” (No). If a voice vote cannot be determined, a hand vote can be taken.
7. The presiding officer states the results of the vote on the amendment – carried or defeated.
8. If the vote is defeated, the original motion is restated. The original motion could continue to be debated, voted on, or a motion for a new amendment could be brought forward.
9. If the vote on the amendment is carried, the original motion is modified to fit the amendment.
10. The amended motion is restated by the presiding officer is put on the floor for debate.
 - a. At this time members can provide their input on the amended motion, whether for or against it.
 - b. After debate has been exhausted, a member calls for the question. A second is needed. If two-thirds of the membership approves, the amended motion is put to vote. (If two-thirds approval is not received, debate continues.)
11. The presiding officer restates the amended motion.
12. The presiding officer asks, “All those in favor of the amended motion?” (Aye) “All those opposed?” (No). If a voice vote cannot be determined, a hand vote can be taken.
13. The presiding officer states the results of the vote on the amended motion – carried or defeated.
14. If the motion is defeated, it dies.
15. If the motion is carried, it is adopted.

5.7.4 Withdrawing Motions

Through the presiding officer, anyone may ask the mover to withdraw a motion, but the mover does not have to do so.

If a mover wants to withdraw a motion that the presiding officer already has stated to the membership, the following must occur:

1. The mover asks the presiding officer for permission to withdraw the motion.
2. Permission is granted or refused by the presiding officer.

With exception of a withdrawn motion, all motions are recorded in the minutes.

5.7.5 Tabling Motions

If it is necessary to lay aside business to gather more information, a motion can be tabled and be renewed at a later time.

1. If the original motion has been moved and seconded, the presiding officer calls for debate on the motion.
2. Prior to calling for the question a member may say, "I move to table the motion until..."
3. A second is required.
4. Debate is allowed.
5. A vote is taken to table the motion. A majority vote is needed to table a motion.

To reactivate a tabled motion –

1. A member says "I move that we resume discussion on..."
2. The motion needs a second.
3. Debate is allowed.
4. A vote is taken on whether to resume action on the original motion. A majority vote is required.
5. If carried, debate on the original motion is resumed.
6. If defeated, the matter is kept on the table.

5.7.6 Rescinding a Motion

Sometimes the membership may desire to rescind a motion after it has been voted on and carried. In short, to rescind means to amend something that was previously adopted, or cancel a previous decision of the association, provided that the matter has yet to be acted on.

1. The member makes the motion, "I move to rescind the motion relating to (previous motion) adopted at the _____ meeting."
2. The presiding officer asks for a second. (If not seconded, the motion to rescind dies.)
3. The presiding officer states the motion and calls for any further debate on the motion.
 - a. At this time members can provide their input on the motion, whether for or against it. The member making the motion has the option to speak first.
 - b. After debate has been exhausted, a member calls for the question. A second is needed. If two-thirds of the membership approves, the motion to rescind is put to vote. (If two-thirds approval is not received, debate continues.)
4. The presiding officer restates the motion, so all members are clear on what is being voted on.
5. The presiding officer asks, "All those in favor of the motion?" (Aye) "All those opposed?" (No). If a voice vote cannot be determined, a hand vote can be taken.
6. The presiding officer states the results of the vote – carried or defeated. A two-thirds vote is required to rescind a previously carried motion. However, if previous notice was given that a motion to rescind would be presented, only a majority vote is needed to rescind a motion previously adopted.

5.7.7 Debate

The presiding officer plays an important role in the debate of a motion. In particular, he/she facilitates the debate, making certain the motion on the floor is what is being debated. If not, the presiding officer should interrupt. For example, if there is a motion being debated to purchase a podium, and a member argues the meeting location needs to change. The presiding officer could diffuse the situation by simply stating: "The motion before you is to buy a podium, please confine your remarks to the purchase of a podium. If you would like to discuss future meeting locations, you may make a motion after we have voted on the current motion."

The presiding officer cannot end debate on his/her own accord. Debate can only be ended by a two-thirds vote or if no members seek to debate further.

If at all possible, the presiding officer should refrain from partaking in debate at membership meetings. His/her role is to facilitate the meeting.

If compelled to speak in debate at a membership meeting, the presiding officer vacates the chair. The chair is turned over to the vice president, provided the vice president has not spoken on the motion. After vacating the chair, the president does not resume his/her role as presiding officer until the motion/issue is finalized.

Finally, from time-to-time the presiding officer may address questions that arise during debate. For example, if the voting body is debating the purchase of a new computer, someone may inquire how old the current computer is. The presiding officer can answer questions directly, if he/she knows the answer, or direct the question to someone who knows the answer.

5.7.8 Call for the Question

When a member feels that debate on a motion has been exhausted, he/she can call for the question:

1. A member says, "I move we close debate and vote on..."
2. A second is required.
3. A vote is taken to close debate. A two-thirds vote is required to pass the motion to close debate.
4. If debate is closed, the motion is voted on. If the motion to close debate is defeated, debate resumes on the motion.

5.7.9 Points of Order

A point of order is raised when a member feels something has been handled incorrectly in the course of the meeting, and he/she wants to bring it to the attention of the voting body. The point of order must be raised when the infraction occurs, and the presiding officer needs to address it immediately.

A point of order could be raised for any number of things. One example would be if the presiding officer forgets to take nominations from the floor during the election. The member who notices the oversight should bring it to the presiding officer's attention so it can be rectified.

The presiding officer can handle a point of order two ways. Upon hearing the point of order the presiding officer may:

1. Make a ruling
2. Ask the voting body for a decision

The presiding officer may choose to make a ruling because he/she feels confident the matter was handled correctly. He/she could also make the ruling because he/she acknowledges the error. The presiding officer's ruling on a point of order can be appealed. For a point of order to be appealed, two or more members need to appeal the ruling because they feel the ruling is incorrect. Once appealed, the ruling is taken from the presiding officer and given to the voting body for a final decision.

On the other hand, if the presiding officer is not comfortable ruling on the point of order, he/she can ask the voting body for a ruling. To ensure the ruling is handled correctly, the point of order can be debated by the voting body. Upon completion of debate, a vote is taken, and the voting body's decision is final; it cannot be appealed.

Additionally, if a point of order is made in regard to a specific USBC procedure, a short recess could be called to reference the proper guidelines. Having a copy of your association's bylaws and the *USBC Association Manual* on hand may serve the association well, if for example, a point of order is raised regarding an election procedure, or who is eligible to vote on a specific topic. A copy of *Robert's Rules of Order, Newly Revised* is also a useful tool to have on hand in the event a point of order is raised regarding a meeting procedure.

Chapter Six: Committees

6.1 Committees

An association board has many tasks to complete each year. An efficient method of accomplishing those tasks with the least amount of people is to use committees.

All committees, except the Youth Committee, are appointed by the president with board approval. Each should be made up of an odd number of members and meet as often as necessary to complete their work. The president has the authority to remove committee members from president appointed committees.

The president is an ex officio member of all president appointed committees, except in a merged association, the Youth Committee (unless otherwise directed by the board of directors). As an ex officio member of a committee, the president has the same rights as the other committee members, except that he/she does not have vote. Further, the president is not obligated to attend committee meetings and is not counted in determining the number required for a quorum. The association manager is not an ex officio member of any committee, but can be appointed.

6.1.1 Committee Types

Committees are classified into two different groups – standing (mandatory) committees and optional (suggested) committees.

Each committee has a chair and recording secretary. How the chair is chosen is dependent on whether the committee is a standing or optional committee (reference Chapter 6 the *USBC Association Policy Manual*). The chair is responsible for scheduling committee meetings and making sure reports are made at board and membership/delegate meetings. The recording secretary takes the meeting minutes.

An individual serving on the nominating or Youth Committee must be a USBC member. Members of the finance committee or optional committees do not have to be USBC members. However, if not a USBC member, the committee member would not have a vote, just voice.

For example, an association may find it beneficial to include a certified public accountant on the finance committee, despite the individual not being a member of the association.

6.1.2 Committee Reports

After a committee conducts its task, it compiles a committee report. The committee report should describe the following:

- Procedures used to gather data
- Information or facts obtained
- Conclusions drawn from information
- Recommendations (if requested)

Once developed, the committee report must be adopted by a majority of the committee members. The written report is then submitted to the association board.

Whether a committee report is presented verbally to the board generally depends on whether a copy of the report was included with the board meeting notice. If the written report is not submitted with the meeting notice, the chair of the committee distributes the report at the meeting and verbally presents a summation of the report. The board is then asked to accept the report. The board may choose not to have a committee report presented verbally if it is included with the meeting notice, as it is assumed it has been read.

It is customary for committees to also present reports at the association's annual meeting. These reports outline the committee's accomplishments the previous year, as well as its future tasks.

6.2 Standing Committees (Mandatory)

According to *Robert's Rules of Order, Newly Revised*, a standing committee is required to report at the annual meeting, or as needed, on everything referred to it during the year.

The standing committees are:

- Finance
- Youth (merged only)

Each standing committee selects its own chair.

6.2.1 Finance Committee

The purpose of the finance committee is to assist with the association's finances and audit(s). This committee is responsible for reviewing and monitoring the annual budget, if applicable, other financial matters, and must meet at least twice per year.

6.2.2 Youth Committee (Merged Only)

The Youth Committee is a standing committee designed to monitor the programs and services provided to youth members. All merged associations are required to have a Youth Committee.

The Youth Committee's responsibilities are defined in the *USBC Bylaws* and *USBC Association Policy Manual*. Should the board give additional responsibilities to the Youth Committee, they would be defined in the association's operations manual, if applicable.

Authority

The Youth Committee monitors, promotes, reviews, and recommends youth programs and services. The board uses that information to make final decisions.

Although the Youth Committee is unique in the fact that its members are elected, it functions like all other committees. For example, if tasks are assigned to it by the board, the committee reports back its findings. In essence, the Youth Committee does not have authority over all youth programs.

While the Youth Committee is not a decision making body, it should not be assumed that its work cannot have impact. Each member of the Youth Committee has a responsibility to the youth members they represent. To ensure the interests of youth members are recognized, the Youth Committee should be proactive in declaring its recommendations to the board.

Because members of the Youth Committee will have a great deal of knowledge and experience regarding youth activities, the board is encouraged to seek the expertise of the Youth Committee whenever decisions are to be made effecting youth members. For instance, the board could ask the Youth Committee to develop:

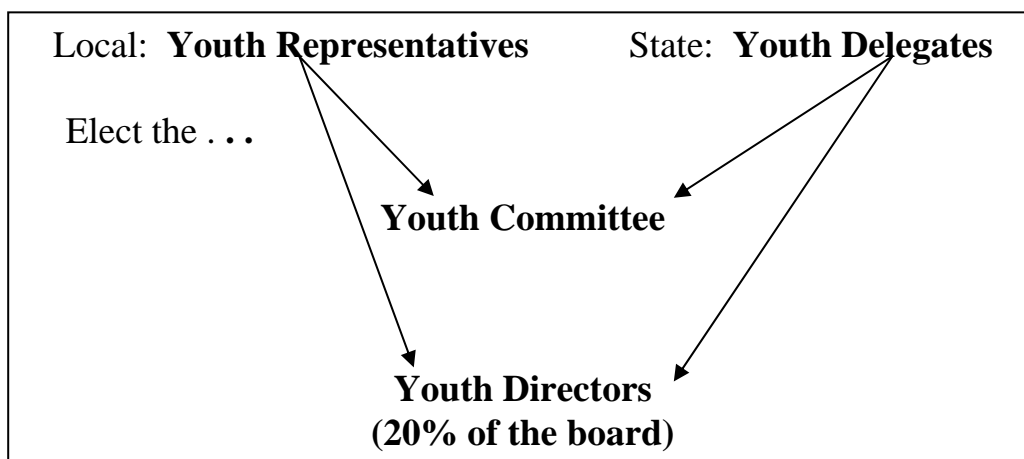
- Youth fund-raisers.
- Programs and services for youth members (scholarships, etc.).
- A budget to run youth-related activities.

A Youth Committee may not:

- Operate independently from the association.
- Establish a separate bank account from the association.
- Have a president or vice president. The Youth Committee is not a board and therefore does not have officers.
- Change board decisions.
- Implement programs without the board's permission and approval.
- Conduct fund-raisers without board approval.
- Hold separate youth representative/youth delegate meetings.
- Run the association's youth championship tournament, unless assigned by the association manager.
- Run other tournaments without board approval.

Election Processes

The following outlines the processes for elections of youth representation in merged associations. The Youth Committee is elected by Youth Delegates (State)/Youth Representatives (Local). At least 20% of the total number of board members will be elected by the Youth Delegates (State)/Youth Representatives (Local) and officers and directors who hold youth membership.



Election of the Youth Committee and 20% of Association's Board of Director's

Prior to the annual meeting, any individual interested in running for a Youth Committee position or director position must submit his/her qualifications to the Youth Committee, in writing:

- At least 24 hours prior to the opening of the annual meeting (state).
- In a time frame determined by the Youth Committee (local).

The Youth Committee will then review each candidate's qualifications, verify that all eligibility requirements are met, and provide a slate for election to the Youth Committee and the 20% to the board of directors. The slate is presented at the annual meeting. After the slate is presented, the presiding officer will ask for nominations from the floor. Only youth representatives/youth delegates and Youth Committee members may make nominations from the floor.

The Youth Committee and the 20% of the association's board of directors are elected by a majority vote, unless plurality vote has been adopted in accordance with the bylaws, of the youth delegates (state) or youth representatives (local) at the association's annual meeting by:

- Youth Committee - the youth delegates (state) or youth representatives (local);
- 20% of association's board of directors - the youth delegates (state) or youth representatives (local) and officers and directors who hold youth membership.

NOTE: An individual may serve as an adult board member (up to 80 percent of the board) and a Youth Committee member simultaneously. However, the individual cannot be elected as a youth director (20 percent of the board) if the individual is already a member of the board.

Removal From Office

Because a Youth Committee member is elected, he/she is subject to the same removal from office procedures as a board member.

If an individual files removal from office charges against a Youth Committee member, the association's board of directors will conduct the removal from office meeting and follow the removal procedures outlined in the Suspension and Reinstatement Procedures. The position would be considered vacant, provided the individual in question is removed.

6.3 Optional Committees (Suggested)

USBC Headquarters recommends that associations consider the following optional (suggested) committees:

- Audit
- Awards
- Education/Training
- Events
- Lane Certification
- Nominating
- Membership
- Public Relations
- Scholarship
- Strategic Planning
- Tournament

The president appoints the chair and recording secretary of non-standing (optional) committees, unless a different procedure is outlined by the board of directors.

At times, the association may also find the need for certain special committees. According to *Robert's Rules of Order, Newly Revised*, a special committee is appointed for a specific purpose and continues to exist until its task is complete, unless discharged sooner. An example would be a committee organized to develop an association logo. Once the logo is completed and approved by USBC Headquarters, the committee would be dissolved.

6.3.1 Audit Committee

The audit committee's primary responsibility is to ensure audits are conducted. This section provides direction for the audit committee in conducting audits.

Conducting the Audit

The preferred method of completing an audit would be to hire an outside audit firm. In this case, the audit committee would oversee and work with the outside auditors. Depending on the size of the organization and/or funding capabilities, the audit committee or its designees may actually do the audit. This committee should be made up of people who are not directly responsible for handling or approving financial transactions. Ideally, committee members could be volunteers with public accounting backgrounds (CPAs) or those who may run their own businesses or have auditing experience.

Purpose of an Audit

An audit is an examination of an organization's financial documents to determine whether the records and reports are valid and the information is fairly presented. An audit itself does not imply wrongdoing.

The purpose of an audit is to review management policies and procedures, to analyze the flow of transactions and their related internal controls and to work with management in suggesting and implementing solutions where needed. Internal control provides reasonable assurance that the following objectives are being achieved:

- Effectiveness and efficiency of operations
- Reliability of financial reporting
- Compliance with applicable laws and regulations

Ensuring an association audit is completed is the responsibility of the board. Every successful audit is based on sound planning, active involvement, and communication between the association and the auditors. Whether the audit is performed by internal or external sources, it is best to pre-define what the responsibilities will be for staff, committees, and/or the auditors.

It is a USBC requirement that an association, at a minimum, completes an audit on an annual basis. If there would be a need for any interim audits (i.e. merger, new association manager, etc.), they should be scheduled as necessary.

The Audit Process

Although every audit is unique, the audit process should be very similar for most associations and would normally consist of four steps:

1. Planning – preliminary review
2. Fieldwork
3. Audit (draft) report
4. Follow-up review

Planning/Preliminary Review

This part of the audit process encompasses the following procedures:

1. **An initial announcement** – Whether the audit is being done through external or internal sources, a communication should be forwarded to the association manager informing him/her of the audit and asking to meet to begin the process. This can be done with a short memo such as the following:

Date

Association Manager
Name of Association

Dear Association Manager:

We are pleased to have been named to do the audit for the “Name of Association” for the fiscal year ending July 31, 20___. We would like to meet with you no later than “enter date” to discuss our understanding of the key considerations affecting the audit as well as to confirm your expectations.

Please advise us as to your availability to meet.

Sincerely,

Audit Committee

2. **Planning meeting** – At this meeting, those performing the audit should document to the association manager who is assigned to the audit, scope of services, key dates, and required communications. This meeting also should allow the association board to identify issues or areas of special concern that should be focused on. The following is a sample of the documentation to be provided:

AUDIT COMMITTEE

Chair – John Smith
 Recording Secretary – JohnDoe
 Joan Lewis
 Jane Jones
 Bob Clark

AUDIT PLAN

1. To obtain a working knowledge of the association. Only through fully understanding the association’s business can we gain insight to the business risks effecting the association and, subsequently, the financial statements.
2. Audit scopes, which ensure that all auditing procedures are appropriately applied, are established to enable us to express an opinion on the financial statements of your association as of “date.”
3. The audit will be made in accordance with the auditing standards generally accepted in the United States. It will include such tests of accounting records and other audit procedures considered necessary.
4. The focus of our attention will be on items with a higher potential of error or misstatement. An error or misstatement could include an omission or misstatement of accounting information.
5. Our approach will primarily be based upon the following factors:
 - The use of appropriate auditing standards. Example: Random review of a league application and membership dues.
 - Understanding the association’s purpose. Example: Ensuring association has not used an inordinate amount of funds on items and activities that do not support the purpose of the association.
 - Risks faced by the association both externally and internally. Example: Center closing leading to loss of membership revenue and/or an untrained association manager.
 - Evaluation of year-to-date operating results and financial position. Example: Is the association on budget on track? Has the association already allocated all budgeted funds only half way through the season?
 - Known business issues, discussions with association manager and Finance committee, and prior year audits. Example: View prior season’s audit report to ensure recommendations have been implemented.
6. Key dates:
 - June: Pre-audit meeting
 - July/August: Begin gathering data needed for audit.
 - September: Conduct the audit.
 - October: Final draft of financial statements and management letter.
 - October: Provide final audit report to board.
7. Required communications to association board.
 To comply with your association’s audit standards, we will provide information about significant matters related to the audit, such as:
 - Auditor’s responsibility under generally accepted auditing standards.
 - Non-compliance with *USBC Bylaws* and *USBC Association Policy Manual*.
 - Non-compliance with local, state, and federal government requirements.
 - Uncorrected misstatements or errors.
 - Disagreements with management.
 - Recommended changes/improvements/implementations for future audits.
 - Difficulties encountered in performing the audit.

3. **Gather information** – A pre-audit information gathering should be done with key personnel and a review of reports, files, and other sources of information. A key part in the accumulation of this information is the completion of worksheets detailing specific accounts asked for by the auditors (i.e. accounts payable, accounts receivable). Following is a brief example of such a worksheet:

COMPUTER UPGRADES ACCOUNT			
#7005			
Name of Vendor	Current Year	Prior Year	Difference
Best Buy	\$2,500	\$ 150	\$2,350
John’s Computer	1,000	1,000	–
Maintenance			
Other	150	125	25
	\$3,650	\$1,275	\$2,375
Explanation of variances...			
The increase in expenses is due to the purchase of new software.			
Prepared by: Bob Jones			

Adding explanations for significant changes saves a lot of questions and time when the auditors are doing their fieldwork. Along with this fact-finding, a review of the internal control structure also should be completed. Internal control structure means a system of checks and balances, such as written financial policies and procedures. For example, were there two signatures on every check?

4. **Fieldwork** – The final step in this part of the process is defining the fieldwork that will be necessary to achieve the audit objectives – such things as what the board has asked the audit committee to focus on (i.e., deposit requirements are met), external contacts that need to be made (i.e. bank/investment account confirmations), association manager review of financial policies and procedures, etc.

Fieldwork

The fieldwork concentrates on transaction testing and informal communications with the association manager and/or board. It is during this phase that the auditors determine whether the internal controls that have been identified during the planning stage are operating properly and in the manner described. This phase concludes with a list of any significant findings from which the auditors will prepare a draft of the audit report.

During the fieldwork, the auditor performs the procedures that have been outlined in the audit plan. These procedures will test the major internal control functions (checks and balances system) and the accuracy and propriety of the transactions. Various techniques can be used in transaction testing with “sampling” being one of the most common. With “sampling,” a randomly selected number of

transactions are tracked from the beginning to the end of the process. A simple example would be as follows:

Cash Receipts

1. Select a transaction from the General Ledger (i.e. depositing of membership dues).
2. Validate transaction (amount/account) against Cash Receipts journal.
3. Validate transaction against deposit slips and related support (i.e. league application, membership application, etc.).
4. Validate transaction against bank statements.

As the fieldwork progresses, the auditor discusses any significant findings with the association manager and board. The association manager offers his/her insights and works with the auditor to determine the best method of resolving any issues. To assure proper handling, documentation should be prepared to substantiate what is done. A large and vital part of the audit fieldwork is the working papers that were compiled by the association manager. Many times, the auditors will use these worksheets as one area they may want to focus on in their transaction testing. The worksheets support and connect the accounting records and financials to the audit opinion. They can be very comprehensive and serve many functions within the audit.

With the completion of their fieldwork, the auditors summarize any audit findings, the conclusions to those findings, and any recommendations necessary to be included in the audit report draft.

Audit (Draft) Report

At the conclusion of the fieldwork, the auditors do a “draft” report. The auditors then thoroughly review all audit work papers and the “draft” report. The report is then given to the board for its review and comments. Once the board has reviewed the “draft” report, any comments on the audit findings, changes to text, and/or recommendations are discussed with the auditors and an agreement is reached on proper presentation.

With agreement on both sides, the auditors prepare a final draft to include any revisions. Auditors and the board again review the report and, barring any further disagreements, the auditors issue a final report.

This final report is presented to the membership/delegates, by the board and/or audit committee or auditors, for final review. The report should contain the following information:

1. Audit Plan Review and Results to include:
 - A review of the overall process used by the auditors (See items 1-5 of the Audit Plan).

Example: *Our primary objective* is to express an opinion that the financial statements, in all material respects, are presented fairly, etc.

- Statements on the required communications to the audit committee (See item 7 of the Audit Plan).

Example: *Auditor’s Responsibility Under Generally Accepted Auditing Standards* – Our audit of the financial statements for the year ended July 31, 20__ was conducted in accordance with auditing standards generally accepted in the United States of America.

- Management recommendations, if any.

Examples:

Credit Cards – Currently, purchases made by employees on the association’s credit card are not being approved by the board. Employees are required to maintain the receipts for their purchases and review/code the amounts in a program which tracks card activity. We also recommend that all credit card activity be approved by the board before the invoice is paid. This will help ensure the correctness of all credit card expenses.

Board Response – The board agrees that all credit card activity should be reviewed and approved. We have implemented procedures to ensure that all credit card activity is reviewed and approved before the invoice is paid.

- Summary of adjustments, if any. These could be audit and/or reclassification adjustments.

Example:

	Debit	Credit
Special Project Income	\$2,500	
Dues Income		\$2,500
(To correct Special Project Income to the appropriate account.)		

2. Financial Statement Presentation

This would include:

- *Independent Auditor’s Report* – Statement of auditor’s opinion on the financial statements.
- *Financial Statements* – Year-to-year comparative balance sheet, income statement and statement of cash flow.

Example:

AUDITED INCOME STATEMENT
For the 12 months ended July 31, 20__

	Current Year	Prior Year
INCOME		
Dues	\$11,500	\$12,000
Interest	500	500
Scholarships	950	1,000
Special Projects	6,000	5,500
TOTAL INCOME	18,950	19,000
EXPENSE		
Salaries	1,800	1,750
Payroll Taxes	225	200
Dues	5,850	6,000
Conventions	195	200
Utilities	275	275
Insurance	205	200
Scholarships	300	275
Printing	175	200
Promotions/Goodwill	400	400
Awards	1,050	1,000
TOTAL EXPENSE	<u>10,475</u>	<u>10,500</u>
NET PROFIT (LOSS)	\$ 8,475	\$ 8,500

- *Summary of Significant Accounting Policies.*

Example: *Cash and Cash Equivalents* – Cash and cash equivalents include cash on hand and assets, with original maturities of three months or less, which can easily be turned into cash (e.g., CDs).

- *Notes to Financial Statements* – Detail on some of the more significant areas of the financials.

Example:

	Current Year	Prior Year
Investments at “date:”		
Savings account	\$25,000	\$20,000
Certificates of deposit	<u>15,000</u>	<u>5,000</u>
Total investments	\$40,000	\$25,000
Investment income at “date:”		
Interest and dividends	\$1,250	\$1,000
Realized (sales) gains	500	100
Unrealized (valuation) gains	<u>1,500</u>	<u>400</u>
Total investment income	\$3,250	1,500

Follow-up Review

If the final report contains any recommendations that need to be addressed, the auditor and the board should follow up to make sure that they have been implemented. This should usually occur within 30 to 90 days from the approval of the final audit report.

Verification of Association Accounts

As part of the audit process, the audit committee has additional responsibilities in verifying association accounts. The audit committee's verification responsibilities include, but are not limited to, the following:

- Verify deposit amounts and dates.
- Review canceled checks and supporting documents. Make sure checks bear the signatures of two authorized cosigners.
- Review the association manager's financial statements for accuracy.
- Review the checkbook to verify entries and reconcile bank statements.

Funds must be deposited within seven days of receipt in an account in the name of the association in a FDIC banking institution or its equivalent. Failing to follow these requirements could cost associations thousands of dollars because a bonding payment only will be 50 percent of the documented shortage.

Inventory Audit

In addition to the traditional financial audit outlined in the preceding sections, an annual audit of the association's inventory is necessary to fully understand the association's financial situation. An association's inventory consists of any physical property; for example, local awards that have not yet been issued or unsold association merchandise.

In auditing the inventory, the audit committee shall compare the association property on hand at the beginning of the season with the amount remaining at the end of the season. That figure is to be compared with the information listed in the financial records.

6.3.2 Nominating Committee

This committee, which is elected by the board, assists in shaping the association's structure. The nominating committee reviews candidates' resumes and prepares slates for the board and delegate positions. In addition, the nominating committee publicizes criteria and procedures for the elected positions.

The responsibility of the nominating committee in preparing the slate is not an overnight process. Each member of the committee should be actively seeking resumes of those they feel may be good candidates for service on the board. Consider asking proprietors, outgoing board members, and league secretaries who they think may make good board members, and follow up with their recommendations. The larger the pool of applicants, the more selective the nominating committee may be in providing the best slate of candidates possible.

Finally, the committee should contact those board members whose terms are up for election to determine if they are seeking re-election. Do not assume in developing a slate that an individual plans to run for another term without first consulting him/her. It is furthermore important to remember that re-election is not automatic, and there may be other qualified candidates.

Those elected by the board to the nominating committee serve until the next nominating committee elections are conducted. The practice of how often nominating committee elections are conducted is ultimately up to each association. In some associations, a new committee will be elected each year, while in others, a different length of time may be used.

NOTE: An individual can serve on the nominating committee and Youth Committee simultaneously.

Role in the Election Process

The nominating committee's primary goal is to compile a slate of candidates for election at the association annual meeting.

The Slate

A slate is a list of candidates recommended by the nominating committee to be elected to open positions. To be listed "on the slate" essentially means that an individual will be placed on the ballot for a specific position (i.e. – if an individual is on the slate for president, his/her name will appear on the ballot for president). By placing a candidate on the slate, the nominating committee is providing an endorsement for the individual.

Developing the Slate

The nominating committee develops the slate for each open position based on the qualifications/resumes received. Per the *USBC Bylaws*, individuals interested in running for a board or delegate position must submit qualifications in writing (state), or in a format specified by the nominating committee/board (local).

Ultimately, the criteria used in deciding who will be placed on the slate for each open position is up to the nominating committee. The nominating committee should be aware, however, of any eligibility requirements for specific positions that may disqualify applicants. For example, if an association's

bylaws require the president to have a minimum of one year past experience on an association board, any applicant for the office of president must meet this requirement or would not be a consideration for that particular office.

The nominating committee should understand that any criteria, discussions, debate, etc. used in deciding which individuals were put on the slate is considered a confidential matter.

When requesting qualifications/resumes, the nominating committee should ask that an individual specify which position(s) they wish to seek candidacy for. An individual should not be placed on the slate for a position that they did not indicate interest in, without the nominating committee first gaining the individual's approval.

It is recommended the nominating committee place multiple individuals on the slate for each position, if qualified.

Youth Committee Slate

In a merged association, the nominating committee, if applicable, will present the slate for open positions on the Youth Committee based on what was developed by the Youth Committee. The nominating committee simply presents the slate; they cannot add/remove any individuals the Youth Committee puts on the slate.

Preparing for the Annual Meeting

To enable elections to run smoother, the nominating committee should coordinate with the association manager to ensure the names on the slate are pre-printed on election ballots before the annual meeting. While not a required practice, pre-printing ballots based on the nominating committee's slate can save a great deal of time at meetings, as well as make the process of tallying the ballots simpler.

When pre-printing, blank lines must be left on each ballot to allow for nominations from the floor. In addition, the association must be sure to have plenty of ballots on hand to account for all members present, as well as situations in which an election requires multiple ballots. A sample pre-printed ballot is available in Appendix J.

Role at the Annual Meeting

At the annual meeting, the nominating committee will ideally have printed candidate qualifications to distribute to members as they enter. In addition, immediately preceding the election, the nominating committee will present its report, which consists of the slate, along with candidate qualifications if they were not distributed at the beginning of the meeting. Once the report has been made, the elections would begin. It is the presiding officer that presides over the actual elections, handles nominations from the floor, etc.

A sample qualification sheet for distribution and sample nominating committee report are available in Appendix I.

Chapter Seven: Delegates

7.1 Delegates and Their Responsibilities

Delegates are defined as members who are elected to represent the association at the state or USBC Annual Meeting.

A USBC national delegate has the authority to vote on USBC bylaw amendments, except with respect to:

- Provisions for compliance with United States Olympic Committee (USOC) rules and regulations.
- Provisions related to athletes and youth.
- Provisions mandated by the Articles of Incorporation or applicable law.

A USBC national delegate also has the authority to vote on proposed amendments to the general playing rules, adult league rules, and adult tournament rules, as well as elect directors to the USBC Board as outlined in the bylaws.

A delegate to the state association annual meeting also votes on legislation (applicable state association bylaw amendments) and elects the state board. He/she also participates in the election of the delegate(s) to represent the state association at the USBC Annual Meeting.

NOTE: At merged state association meetings there are two constituencies represented – adults and youths. Due to the fact the constituencies do not vote on all of the same matters, an adult delegate and a youth delegate at a merged state annual meeting should be distinguished by a different badge, name tag, or separate seating section.

A delegate has significant responsibilities. First, since he/she represents the state/local association members, the delegate has a duty to act professionally at all times. Second, as a representative of the association, the delegate should be prepared to vote on matters that are in the best interest of the association. Therefore, prior to attending the state or USBC Annual Meeting, the association board may want to discuss their views on pending legislation and/or candidates for the board.

The association may consider outlining additional delegate duties. For instance, the association could require a delegate to report back to the board and members at upcoming meetings. The delegate can summarize the activities at the annual meeting and disseminate any appropriate information.

Further, if the association is financially supporting the delegate's trip, the association may require the delegate to provide documentation they attended events such as workshops, clinics, and/or the annual meeting. The delegate must keep receipts if the association will be reimbursing the delegate for certain expenses.

7.2 Credentials

Associations having a desire to send an elected delegate(s) to the state and/or USBC Annual Meeting are required to submit credentials. In this context, “credentials” is defined as registration submitted in the format and by the deadline specified by the state association or USBC Headquarters.

Credentials will typically ask the delegate to provide his/her name, National ID#, home association, contact information, etc. The credentials allow the state association and/or USBC Headquarters to accurately determine the number of attendees, thereby planning the meeting and events accordingly.

7.2.1 USBC Annual Meeting

Local associations submit credentials for delegates to the USBC Annual Meeting via WinLABS. State associations, however, receive a form in the fall to register their delegate(s) with USBC Headquarters.

7.2.2 State Annual Meeting

Typically, state associations will contact the local associations in their state and notify them of the credential format and deadline. A local association, however, may want to take a proactive approach and contact the state association(s) to determine credential requirements, the credential deadline, and the number of state delegates the association is entitled to.

7.3 USBC Convention

The USBC Convention occurs on a yearly basis. It includes a number of events, including educational workshops, exhibit booths, coaching clinics, bowling tournaments, and a party. However, the highlight of the USBC Convention is the annual meeting.

In addition to elected delegates, all alternates, USBC members, and their guests have the opportunity to attend the USBC Convention. Elected delegates, alternates, USBC members, and guests all need to register on bowl.com or onsite, may view the exhibits, and participate in any event (some events require tickets for entrance). Delegates, alternates, and USBC members may speak at the annual meeting, however, only registered delegates are entitled to vote.

Chapter Eight: Amendments

8.1 Options Within the Bylaws

It is important that the association adopt and follow the appropriate version (merged/non-merged) of the bylaws in their official form. However, there are specific areas of the bylaws that are determined by the association to best fit its unique needs. Those areas are:

1. Fill-in-the-blank, and other areas indicated as optional within the bylaws including:
 - Association name;
 - Dues amounts (up to the maximum);
 - Number of directors;
 - Number of vice presidents;
 - Number of years in a term, maximum number of terms, etc.
2. Additional eligibility requirements for officers, directors, adult delegates, youth delegates, and in a merged association, the youth committee. For example, an association might decide that to be elected president, an individual must have served on a board for two years. Additional eligibility requirements should be based on an applicable skill, experience, and/or level of expertise, and not be so restrictive that filling board positions could be in jeopardy.
3. Stagger systems, based on the adopted number of years in a term, are developed by the nominating committee, to be approved by the appropriate voting body and included in the bylaws. Two examples of stagger systems are:

TWO-YEAR TERMS

<u>Odd Years</u>	<u>Even Years</u>
President	Vice President
6 Directors	5 Directors

THREE-YEAR TERMS

<u>Year One</u>	<u>Year Two</u>	<u>Year Three</u>
President	Vice President	4 Directors
3 Directors	4 Directors	

The Youth Committee develops a stagger system for the Youth Committee, approved by the Youth Representatives/Delegates.

4. Other items specifically stated in the *USBC Association Policy Manual* as requiring inclusion in the bylaws.

NOTE: In all cases where the *USBC Bylaws* and *USBC Association Policy Manual* are silent, the most recent edition of *Robert's Rules of Order, Newly Revised* shall govern all meetings.

8.2 Modifying the Optional Portions of the Bylaws

Associations can elect to change the optional portions of the bylaws by following the amendment procedure outlined in the bylaws. Any member may submit a proposed amendment, in writing, to the association by the number of days stated in its bylaws. Approval requires a two-thirds vote of the appropriate voting body at an association membership/delegate meeting. Please note that two specific types of amendments (change in dues and Youth Committee eligibility requirements) have a distinctive "appropriate voting body." Differences pertinent to each can be found in the association's respective bylaws.

8.3 Modifying the National and Non-optional Portions of the State/Local Bylaws

Any member or chartered state/local association may submit a proposed amendment to the *USBC National Bylaws*, except with respect to provisions for compliance with United States Olympic Committee (USOC) rules and regulations, provisions related to athletes and youth, and other provisions mandated by the Articles of Incorporation or applicable law. In addition, any member or chartered state/local association may submit a proposed amendment to the non-optional portions of the state or local bylaws.

Amendments must be submitted, in writing, and received by USBC Headquarters on or before Sept. 1 prior to the date of the next USBC Annual Meeting. Approval of an amendment requires a two-thirds vote of the delegates, present and voting, at the USBC Annual Meeting where a quorum is present.

Amendments approved by the delegates become effective August 1, following the annual meeting where they were adopted, unless otherwise specified.

The board of directors may amend the *USBC National Bylaws* with respect to provisions for compliance with USOC rules and regulations, provisions related to athletes and youth, and other provisions mandated by the Articles of Incorporation or applicable law.

Amendments by the board become effective as of the date specified by the board.

<p>NOTE: The appropriate provision of state law takes precedence in instances where there is a conflict between the bylaws and state laws.</p>

Suspension and Reinstatement Procedures

USBC has established measures to ensure due process for any USBC member:

- Against whom a complaint may be filed; or
- Whose right to USBC membership may be challenged; or
- Who may be seeking reinstatement of membership.

In this chapter we will discuss and identify procedures for:

- Filing a complaint.
- Processing of a complaint
- Types of hearings an association may need to conduct.
 - ◆ Reinstatement.
 - ◆ Average re-rate.
 - ◆ Removal from office.
- Temporary suspension.
- Fund shortages.

Section 1: Filing of a Complaint.

- A. Complaint may be filed only in the current season or the season immediately following the alleged violation.
- B. The complaint shall be in writing and set forth the rule(s) violation(s) and detail the charges against the member(s), hereafter referred to as the defendant(s), and the USBC rule(s) involved. When charges or a bond claim have been filed:
1. The defendant(s) continue(s) to be eligible to bowl in USBC competition.
 2. USBC may temporarily suspend the defendant(s) from all offices held, until the matter has been considered.
 3. If temporarily suspended, another individual shall be appointed by the league/association board of directors to perform the duties of the individual who is under temporary suspension.
- C. The complaint shall be:
1. Signed by the person(s) making the charges;
 2. Include supporting documentation; and
 3. Filed with USBC Headquarters. Any complaint received by the association must be forwarded to USBC Headquarters for processing.

Section 2: Processing of a Complaint

- A. Upon receipt of a proper complaint, USBC will forward a copy of complaint and supporting documentation to the defendant.
- B. USBC Headquarters will give the defendant an opportunity to:
 - 1. Respond in writing.
 - 2. Have counsel review the complaint and respond in writing on his/her behalf.
 - 3. Submit written testimony from witnesses.
 - 4. Submit any other evidence on his/her behalf.
- C. When either the information is received or the time limit for submission elapses, an administrative decision will be rendered and all involved notified.
- D. The possible decisions are:
 - 1. Indefinite suspension.
 - 2. Indefinite suspension, not to hold office.
 - 3. Indefinite suspension, never to hold office.

NOTE: With the above recommendations, USBC Headquarters may permit the individual to coach, but not handle money.

- 4. Warning.
 - a. Imposition of penalty is withheld.
 - b. Individual has a record; similar to probation.
 - c. Individual can compete in certified competition.
 - 5. Dismiss.
 - 6. Not guilty.
- E. Withdrawal of Complaint. A request to withdraw a complaint may be made by the complainant prior to a decision being rendered. USBC is under no obligation to grant the request.

Section 3. Reinstatement.

- A. **Application for reinstatement must:**
 - 1. Be filed in writing to USBC Headquarters, Attention: Rules.
 - 2. Include payment or proof of payment if money is owed.

NOTE: The status of the applicant shall remain unchanged until USBC notifies the applicant in writing of the decision.

- B. Reinstatement Hearing Procedures.** If USBC determines a reinstatement hearing is necessary, the association having original jurisdiction must follow these procedures:
1. The application should be considered within thirty (30) days from date of receipt and must be acted on at a meeting of the board or hearing committee.
 2. Applicant:
 - a. Must be given at least five (5) days written notice of his/her right to appear.
 - b. Must be provided the opportunity to speak on his/her own behalf.
 - c. May also bring counsel or witnesses.
 - d. If the applicant(s) is a minor, his/her parent(s)/legal guardian(s) will be permitted to be present throughout the hearing.
 3. A quorum must be present and a majority vote of those present and voting is required for the recommendation to USBC.
 4. Within five (5) days from the date of the hearing, notify each applicant, in writing, of the association's recommendation. Notice to include:
 - a. The decision will be made by USBC.
 - b. The applicant's status is unchanged until a decision to reinstate is made by USBC.
 - c. The applicant has the right to appeal the recommendation of the association in writing to USBC Headquarters, Attention: Rules, within fifteen (15) days of the recommendation.
 5. Within ten (10) days from the date of the hearing, submit the following to USBC Headquarters, Attention: Rules:
 - a. Copy of letter requesting reinstatement.
 - b. Copies of the letters of notification and recommendation.
 - c. List of members of the board/committee, indicating those present at the meeting and if the required quorum was present.
 - d. Detailed minutes of the testimony, questions and answers, recommendation, reason for the recommendation and a record of the vote.

Section 4. Failure to Pay Membership Fees.

- A. State and local associations must comply with the following procedures to initiate suspension charges against an individual for failing to pay his/her membership fees. (The following procedure does not apply to checks issued/credit cards tendered by a league secretary for payment of membership dues for the league.)
- B. If an individual has not paid his/her membership fees by the date requested by the association, the following procedures must be followed:
1. The association sends a letter notifying the individual:
 - a. Payment has not been received or payment was made with a bad check/credit card.
 - b. Payment or proof of payment must be submitted within fifteen (15) days. If payment was made by bad check/credit card, additional bank/service fees can be applied to the amount owed.
 - c. Personal check/credit card is not an acceptable method of payment. (Cash, money order or cashier's check only.)

- d. Failure to submit payment or proof of payment could result in denial of membership.
- e. He/she is ineligible to participate in any USBC competition.
2. The association notifies the league(s) that the individual does not hold membership and cannot participate in USBC competition.
3. If payment or proof of payment is not received within the time period specified, the association forwards the following to USBC Headquarters, Attention: Rules:
 - a. Copy of the notice sent to the individual requesting payment.
 - b. Copy of the membership application.
 - c. If bad check/credit card was issued, copy of the front and back of the check or credit card draft returned and documentation of bank/credit fees incurred.
 - d. Any other supporting documentation.

Section 5. Tournament Worthless Check/Invalid Credit Card Procedures. Tournaments must comply with the following procedures when handling a worthless check/credit card for tournament fees.

- A. Tournament management must send a certified or registered letter notifying the principal that:
 1. The check(s) was/were returned or the card was deemed invalid and requests payment.
 2. **Payment must be submitted within a specified time period.** If payment was made by bad check/credit card, additional bank/service fees can be applied to the amount owed.
 3. Personal check/credit card is not an acceptable method of payment. (Cash, money order or cashier's check only.)
 4. Failure to submit payment or proof of payment could result in suspension of membership.
- B. If payment or proof of payment is not received within the time period specified, tournament management forwards the following to USBC Headquarters, Attention: Rules:
 1. Copy of the notice sent to the individual requesting payment.
 2. Copy of the certified or registered mail receipts.
 3. Copy of the front and back of the check or credit card draft returned and documentation of bank/credit fees incurred.
 4. Tournament must provide printed documentation if tournament has any additional worthless check fees.
 5. Any other supporting documentation.

Section 6. Failure to Submit Final Average(s) Procedure. Local associations must comply with the following procedure in order to initiate suspension charges against a league secretary for failing to submit league averages.

If final league averages have not been submitted by the date requested, the association must:

- A. Send a letter to the league secretary stating:
 1. Averages have not been received.
 2. Averages must be submitted within fifteen (15) days.
 3. Failure to submit could result in suspension of membership.

- B. If averages are not received within the specified time period, the association forwards the following to USBC Headquarters, Attention: Rules:
1. Copy of the letter sent to the league secretary.
 2. Supporting documentation.

Section 7. Nonpayment of League Fees.

- A. When a league member is accused of failing to pay league fees and/or withdrawing without sufficient cause, the league must follow the procedures in the *USBC Playing Rules*, Rule 115b.
- B. If the local association receives a copy of the file, the local association manager shall:
1. Verify that complete information was provided; and
 2. Submit the file to USBC Headquarters, Attn. Rules.

Section 8. Infractions of Youth Eligibility Rules. Upon notification of a USBC Rule 400 violation, the local association shall:

- A. Verify the following information was provided:
1. Bowler's name/address/birth date.
 2. Date and location of activity.
 3. How youth violated eligibility rules.
 4. List any cash or awards received in violation of youth eligibility rules and/or returned.
- B. Within seven (7) days of receipt of notification of the Rule 400 violation, submit a copy to USBC Headquarters, Attn. Rules.

Section 9. Re-rate Averages. The board or a committee of not less than five (5) board members may re-rate the league average of any member of the association when there is evidence that the bowler's average does not represent the bowler's true ability.

- A. The following procedure must be used to re-rate any member of the association:
1. The bowler must be notified of the hearing by registered or certified mail with return receipt requested at least ten (10) days prior to the date of the hearing.
 2. The notice must include:
 - a. Date, time and location of hearing;
 - b. His/her right to have counsel present;
 - c. His/her right to produce witnesses on his/her behalf.
 3. The bowler shall be given the opportunity to appear before the committee and present any testimony or evidence to show why such re-rate action should not be taken.
 4. A bowler whose average has been re-rated must be notified of the re-rated average by registered or certified mail with return receipt requested and a copy to USBC Headquarters, Attention: Rules.
 5. The bowler has the right to appeal the association's decision in writing to USBC Headquarters, Attention: Rules, within ten (10) days after being notified of the re-rated average.

6. If no appeal is filed within the ten (10) day period, the re-rated average shall stand.
- B. The bowler must report and use the re-rated average or established league average (whichever is higher) for all handicapped or classified competition.
- C. After re-rating has been in effect for a 12-month period, the bowler may apply to USBC Headquarters for an adjustment if the bowler has not established a higher league average and can also provide sufficient documentation to support a re-rate adjustment.

NOTE: Before conducting a re-rate hearing, contact the Rules Department for further information.

Section 10. Removal From Office. The following procedure must be followed when a complaint is filed to remove an officer or director from an association office or a member of the Youth Committee.

- A. Within one week after receipt of the complaint, the association president, or in his/her absence or involvement a board member not involved in the case, schedules a meeting of the association board of directors.
 1. The meeting should be held within thirty (30) days of receipt of the complaint.
 2. Written notice shall be sent to the individual charged not less than ten (10) days prior to the meeting; and
 - a. Must include the date, time and place of the meeting as well as his/her right to attend and offer a defense;
 - b. Be sent by first class mail **or** be hand delivered.
 - c. The board must be provided written notice of the meeting.
- B. A quorum of the board must be present and a roster listing those present and absent must be included in the file.
- C. A complete and accurate report of the meeting minutes must be maintained.
- D. All documents and materials relating to the charges must be retained.
- E. A two-thirds vote of the board members present and voting is required for removal from office.
- F. Within five (5) days from the date of the meeting:
 1. Notify the individual(s) involved in writing of the board's decision and of his/her right to appeal that decision to USBC Headquarters, Attention: Association Services; and
 2. Send a copy of the Board's decision to USBC Headquarters, Attention: Rules.
- G. An appeal must be filed in writing within fifteen (15) days of the date of the notice; otherwise the decision of the board is final.

NOTE: An officer or director removed by the board is not eligible to seek re-election and/or be reappointed to the board unless two-thirds written consent of the board is obtained.

For committees other than the Youth Committee, the appointing authority has the power to remove or replace members.

Section 11. Appeal. USBC's administrative decisions may be appealed to the USBC Legal and Legislative Committee. The appeal must be filed in writing within ten (10) days of the date of the letter notifying them of the administrative decision. A statement of the reasons for the appeal must be included. The appeal is to be sent to USBC Headquarters, Attention: Rules.

Section 12. Special Hearing Committee. USBC may appoint a special committee, which may include USBC Board members and non-USBC Board members to conduct a hearing or investigation within an association.

NOTE: Athlete policies for Protected Competitions can be found on bowl.com.



Appendix A: Sample Job Description

Association Name
Address
City, State, Zip

Approval: President _____
Board _____

Date of Issue: _____

Job Description

Position Title: Association Manager

Position Summary:

Association Manager is responsible for overseeing the operations of the association, providing administrative support and the coordination of services necessary to comply with USBC bylaws and policies. For example: process membership, record retention, and financial stability.

Supervised By:

Reports to and is selected/hired by the board, who will allocate additional human and financial resources on a task basis as necessary

- Association Manager reports to the board on a regular basis (at least quarterly); to national as requested; and to the membership at least once a year.

Supervises:

- Association Manager receives reports from staff and committee chairs.
- If staffed, paid clerical assistant will report directly to the association Manager.
- Volunteers assigned to support the Association Manager will Report to the Association Manager for those tasks by the Association Manager or association Board

USBC Association Manager Job Description
Duties and Responsibilities

In addition to the mandatory requirements in the USBC Bylaws and USBC Association Policy Manual, the duties and responsibilities of this position include but are not limited to the following:

Additional Responsibilities
Implement directives of the association board
Responsible for hiring and managing office staff (if appropriate)
Responsible for membership and awards processing



Oversee membership recruitment (program)
Maintaining averages and yearbooks
Oversee public relations campaigns
Responsible for organizing special events, tournaments, clinics
Report as necessary to those governing bodies as directed

Qualifications:

The Association Manager should have knowledge of bowling; management, office and organizational skills; and basic computer skills. Experience with processing USBC memberships, MS Word; strong communication skills; and two years sales and marketing/public relations experience preferred; three years on a bowling association board.

Educational Requirements:

- High School diploma
- Communication training or experience
- Business management skills (finance, marketing, selling programs, organization, planning)
- Knowledge of sport
- Interpersonal relationship skills (customer service)
- Knowledge of current technology (computers, etc.)
- Desirable, but not mandatory skills:
 - Proven promotional abilities/success increasing membership/image of organization

Revision Date						
Approval						



Appendix B: Suggested Performance Review

Association Employment Application

Association Name

Address

City, State Zip

Date: _____

Use for Selected/Hired Positions Only

APPLICATION INFORMATION – Please type or print clearly in black ink

Name (Last)	Name (First, Middle)
Street Address	Day Telephone ()
City, State Zip	Evening Telephone ()
Social Security No.	

Are there other names under which you have worked or attended school? Yes No

If yes, please list for reference checking purposes.

If you are under 18 years of age, do you have a work permit? Yes No

Have you ever been convicted of a crime or pleaded no contest for any offense or violation other than minor traffic violations? Yes No

If yes, explain 1) nature of crime, 2) date of conviction, and 3) state in which convicted. (Convictions are not automatic bar from employment.)

Do you have any pending criminal charges against you? Yes No

If yes, describe 1) nature or crime, 2) date issued, and 3) county and state where issued.

Have you ever applied at this association before?

Yes No

If yes, when:

Have you ever worked at this association before?

Yes No

If yes, when:



USBC Association Employment Application

Association Name

Address

City, State Zip

Date: _____

Use of selected/hired positions only

POSITION APPLYING FOR				
PT or FT Desired	Salary Preference	Hours Available	When can you start?	
How were you referred to this association? <input type="checkbox"/> Agency <input type="checkbox"/> Walk-in <input type="checkbox"/> Friend/Relative <input type="checkbox"/> Newspaper <input type="checkbox"/> School <input type="checkbox"/> Other _____				
SPECIAL SKILLS				
1. Please describe processing speed, software knowledge, and office equipment experience.				
2. Please describe other office equipment experience.				
EDUCATION				
School	Name and Location	No. Years Attended	Major Subjects	Diploma or Degree Rec'd
High School				<input type="checkbox"/> Yes <input type="checkbox"/> No Type:
College				<input type="checkbox"/> Yes <input type="checkbox"/> No Type:
Graduate				<input type="checkbox"/> Yes <input type="checkbox"/> No Type:
Other (specify)				<input type="checkbox"/> Yes <input type="checkbox"/> No Type:
TRAINING COURSES -List any relevant academic honors, awards, scholarships, professional organizations, volunteer activities, certificates, publications, licenses, or any other information you consider significant and relevant to employment at this association:				
Course/Seminar	Organization Sponsoring	Content	Date(s) Attended	



USBC Association Employment Application

EMPLOYMENT/ASSOCIATION HISTORY –List present or most recent employment and/or association positions first. Complete even if accompanied by a resume.			
Employer/Association	Position Title	Start Date	End Date
Street Address		Salary	Hrs. per week
City, State Zip	Last Supervisor's Name	Employer/Association's Phone ()	May we contact this employer/association? <input type="checkbox"/> Yes <input type="checkbox"/> No
Describe Duties/Responsibilities:			Reason for Leaving
Employer/Association	Position Title	Start Date	End Date
Street Address		Salary	Hrs. per week
City, State Zip	Last Supervisor's Name	Employer/Association's Phone ()	May we contact this employer/association? <input type="checkbox"/> Yes <input type="checkbox"/> No
Describe Duties/Responsibilities:			Reason for Leaving
Employer/Association	Position Title	Start Date	End Date
Street Address		Salary	Hrs. per week
City, State Zip	Last Supervisor's Name	Employer/Association's Phone ()	May we contact this employer/association? <input type="checkbox"/> Yes <input type="checkbox"/> No
Describe Duties/Responsibilities:			Reason for Leaving
Employer/Association	Position Title	Start Date	End Date
Street Address		Salary	Hrs. per week
City, State Zip	Last Supervisor's Name	Employer/Association's Phone ()	May we contact this employer/association? <input type="checkbox"/> Yes <input type="checkbox"/> No
Describe Duties/Responsibilities:			Reason for Leaving



USBC Association Employment Application

REFERENCES -List three persons other than personal friends or relatives who have knowledge of your bowling background or education.		
Name	Mailing Address	Phone No. (Day)

Please Read Carefully Before Signing This Form

1. All information contained in this application is true to the best of my knowledge and belief. I understand that misrepresentations or omissions of any kind may result in denial of employment or be cause for subsequent dismissal if I am selected/hired.
2. I authorize this association to investigate my responses on this application and contact any or all of my former employers or any individuals familiar with me or my employment background for the purpose of verifying any information I have provided and/or for the purpose of obtaining any information, whether favorable or unfavorable, about me or my employment. I voluntarily and knowingly fully release and hold harmless any person or organization that provides information pertaining to my employment or me.
3. I understand that upon receiving a job offer, a physical examination and drug screening may be required. (Note: If this is a job requirement, you will be notified.)
4. Regardless of whether or not I become selected/hired by this association, I recognize that this application is not and should not be considered a contract of employment. I understand that selection/employment at this association is on an at-will-basis and that my selection/employment may be terminated with or without cause, and without notice, at any time, at my option or the association's, unless specifically provided otherwise in a written selection/employment contract. I further understand that no association employee or representative has the authority to enter into a contract regarding duration or terms and conditions of selection/employment other than an officer or official of the association, and then only by means of a signed, written document.

Signed by Applicant _____ Date: _____

Thank you for your interest in our association.

Appendix C: Suggested Performance Review

State/Local USBC Association Manager Suggested Performance Review

The purpose of the suggested performance review is to gather current data regarding job activities performed by the Association Manager. This highlights some of the main day-to-day operations and responsibilities. Regardless of whether this individual is selected, appointed or hired, they are considered an employee of the association and are accountable to the board and to USBC through a job description and compliance of the USBC bylaws and policies. The use of this suggested performance review format is optional. Regardless of whether it is used or not, however, an evaluation is strongly encouraged. You may consider completing the form prior to reviewing the Association Manager to assist you in a more objective evaluation during the review.

The Association Manager reports to the association president and/or board and is responsible for:

- Overseeing the operations of the association.
- Providing administrative support.
- Coordinating services necessary to comply with the USBC bylaws and policies.

The Association Manager's responsibilities may include, but are not be limited to:

- Works in conjunction with the board and adheres to National USBC and association bylaws.
- Implements and monitors the strategic/action plan of the association and its progress as applicable. Reports progress toward specific goals to the board quarterly.
- Responsible for the overall finances of the association, which include:
 - Preparing a budget for board approval as applicable.
 - Submitting written financial reports at all board and association meetings.
 - Submitting a written, audited, year-end financial report.
 - Staying within the budget.
- Oversees volunteer activities.
- Responsible for all association correspondence.
- Oversees the use of WinLABS/web based membership processing to enter and transfer information to USBC Headquarters.
- Notifies each league secretary, in writing, of the programs and services offered by the association.
- Submits reports to USBC Headquarters and the state association as requested.
- Responsible for the operation of the tournament, either as Tournament Manager or supervisor of the Tournament Manager.



SUGGESTED ASSOCIATION MANAGER PERFORMANCE REVIEW

ADMINISTRATIVE

- 1. Were the amendments/bylaws revised and given to each board member? Yes ___ No ___
If no, please explain _____
- 2. Were responsibilities delegated to someone else? Yes ___ No ___
If yes, to whom: _____ Explanation: _____
- 3. Were the agenda, minutes and financial statements distributed prior to the meetings? Yes ___ No ___
If no, please explain _____

Comments: _____

AWARDS

- 1. Were all awards processed and distributed to association representatives in a timely manner?
Yes ___ No ___ If no, please explain _____
- 2. Were Hall of Fame certificates printed and ready prior to the banquet? Yes ___ No ___
If no, please explain _____

Comments: _____

FINANCES

- 1. If required, were the annual incorporation fees paid to the Secretary of State? Yes ___ No ___
If no, please explain _____
- 2. If applicable, were the proper tax forms filed with the Internal Revenue Service? Yes ___ No ___
If no, please explain _____
 - ___ 990 and Schedule A (annual information return)
 - ___ 990T (if gross revenues on unrelated business income was \$1,000 or more)
 - ___ 1099 (independent contractors or tournament winners who earned over \$600)
 - ___ 941 (if wages of \$100 or more are paid to an employee annually)
- 3. Was the annual audit conducted? Yes ___ No ___
If no, please explain _____
- 4. How often were deposits made? Within 7 days? ___ Longer than 7 days? ___
- 5. Were the finances reviewed quarterly? Yes ___ No ___
If no, please explain _____
- 6. Were all scholarship monies issued through the association deposited with SMART within 30 days?
Yes ___ No ___
If no, please explain _____



Comments: _____

7. Was Youth Leaders Chapter (if applicable) funds deposited and withdrawn within the proper time frames?
Yes ___ No ___

PROCESSING

1. Were memberships/leagues processed and transmitted? How often? _____

2. How often are the membership data base backups done? _____

Comments: _____

TOURNAMENTS

1. Were the entries for the championship tournament distributed to the members according to the approved time frame? Yes ___ No ___

If no, please explain _____

2. Were the championship tournament prizes paid within 30 days? Yes ___ No ___

If no, please explain _____

3. Were members notified regarding qualifying for the national events? Yes ___ No ___

If no, please explain _____

(USBC Team USA Championships; USBC Junior Gold Championships; USBC Senior Championships; Pepsi USBC Youth Championships, etc.)

4. Were qualifying events held for the Pepsi USBC Youth Championships (merged and youth associations)?

Yes ___ No ___

If no, please explain _____

Comments: _____

TRAINING/EDUCATION

1. Were all leagues notified when workshops were held? Yes ___ No ___

2. Was the board provided tools/training/mentoring? Yes ___ No ___

If yes, how and what _____

Comments: _____

LANE CERTIFICATION

1. Was there a committee/person appointed for lane certification? Yes ___ No ___

If no, please explain _____

2. Were all center(s) certified prior to August 31? Yes ___ No ___

If no, please explain _____



3. Was the lane certification paperwork submitted to USBC? Yes No

If no, please explain _____

4. Were the lane dressing inspections done according to the guidelines? Yes No

If no, please explain _____

Comments: _____

REVIEW COMMITTEE QUESTIONS

Customer Service

1. Does the Association Manager return telephone calls within 24 hours? Yes No

Reason _____

2. Does the association provide an answering machine and if so is there a recording giving direction as to when to expect a return call? Yes No

3. Does the center(s) know how to contact the Association Manager? Yes No

4. Have there been any complaints regarding the Association Manager handling problems, questions, etc.?
Yes No

Comments: _____

Leadership

1. Is the Association Manager prepared and organized for all meetings? Yes No

2. Were meeting notices sent as required? Yes No

3. Does the Association Manager delegate duties? Yes No To whom? _____

4. Did/does the Association Manager train a backup in case of an emergency? Yes No

Comments: _____

Appendix D: Commitment to Serve Form/Leadership Code of Ethics

Association Leader Commitment Form to Serve the Association

I pledge my commitment to the _____ Association to serve,
with other board members, the bowlers of our association.

I commit myself to the goals and purpose of our association. These goals will be our
members' needs.

I will seek our members' responses with regard to the successes of our programs and services.

I commit myself to cooperate and willingly put forth the effort to establish and maintain good working
relationships with other board members.

I commit myself to participate and help to resolve conflict that may arise among board members.

I commit myself to maintain a professional demeanor when serving as an officer or director
of our association.

I commit myself to fulfill the responsibilities of my position on the board of directors to the best of
my abilities.

If I cannot meet my commitment, I will set a deadline for improvements. If I cannot meet that deadline,
I will work to find a replacement person who is willing to meet these commitments.

Association Leader

Date

Leadership Code of Ethics

Board members have an obligation to meet moral as well as legal standards. That's why many boards are adopting a code of ethics for members. Below is one you can use for your board.

As a member of this board I will:

- Represent the interests of all people served by this organization, and not favor special interests inside or outside of this association.
- Not use my service on this board for my own personal advantage or for the advantage of my friends or supporters.
- Keep board and sensitive information confidential.
- Approach all board issues with an open mind, prepared to make the best decisions for everyone involved.
- Do nothing to violate the trust of those who elected or appointed me to the board or of those we serve.
- Focus my efforts on the mission of the association and not on my personal goals.
- Never exercise authority as a board member except when acting in a meeting with the full board or as I am delegated by the board.

Association Leader

Date

Appendix E: Sample Tournament Questionnaire

(This questionnaire was designed to get the opinion of all members regarding the association tournament.)

1. If you haven't bowled the tournament in the past, why didn't you bowl? (Check all that apply.)

- Dates aren't always convenient
- Can't get a team or partner
- I don't have the money
- I won't bowl at some centers
- I'm in another tournament
- Not enough prize money
- I don't always know when it's scheduled

2. Circle the number that best represents your feelings regarding the following tournament issues, with 1 indicating you strongly agree and 5 indicating you strongly disagree.

	1 Strongly Agree	2 Agree	3 No Preference	4 Disagree	5 Strongly Disagree
Move the tournament Date to a month earlier	1	2	3	4	5
Increase entry fee and Prize fund	1	2	3	4	5
Pay fewer places, Larger Prizes	1	2	3	4	5
Change to four-player Teams	1	2	3	4	5
Just conduct one event (team) or two events (doubles/singles)	1	2	3	4	5
Run open and women's tournament simultaneously	1	2	3	4	5
Association should obtain sponsorship to help enhance the prize list	1	2	3	4	5

3. Did you participate in this years association championship tournament? Yes No

4. What would encourage you to participate in next year's association championship tournament?

Appendix F: Sample Agenda/Consent Agenda

SAMPLE AGENDA

Grapevine USBC - Board Meeting Hotel Metro, West Conference Room April 1, 2009 3:00 PM – 4:00 PM

Call Meeting to Order (3:00 PM)

Approval of Consent Agenda

Tasks

- Joe Bowler to purchase a thank you gift to recognize Mary Smith's service
- Debbie Tenpin to write an article on the tournament for newsletter

Reports

- Financial Report (Sue Johnson) – 5 minutes
- Officer Reports
 - o Association Manager (Sue Johnson) – 3 minutes
- Committee Reports
 - o Youth Committee (Eric James) – 5 minutes
 - o Awards Committee (Cindy Connors) – 5 minutes
- Special Committee Report
 - o Logo Committee (Kyle Jones) – 2 minutes
 - o

Unfinished Business

- Hall of Fame Banquet (Bob Times) – 10 minutes

New Business

- BVL Donation (Steve Davis) – 5 minutes
- Purchase of computer software (Steve Davis) – 15 minutes
- Lane certification at Galaxy Bowl (Kyle Jones) – 10 minutes

Adjourn (4:00 PM)

SAMPLE CONSENT AGENDA

Grapevine USBC - Board Meeting April 1, 2009

Consent Agenda

To be approved at April 1, 2009 board meeting:

All items under this consent agenda will be heard collectively unless opposition is presented, in which case the contested item will be considered, discussed, and appropriate action taken separately.

- Approval of the Feb. 3 board meeting minutes
- Approval of Public Relations Committee report from March (enclosed)
- Approval of the president's appointment of John Bowler to the Audit Committee
- Approving Association Manager to sign paperwork to renew general liability insurance
- Approving reimbursing Association Manager \$25 for purchase of office supplies
- Approving 2010 Annual Meeting date of May 15, 2010



Appendix G: SAMPLE OF MINUTES FORMAT

High Crest USBC – Board of Directors Meeting
May 4, 2009 / 7:00pm – 8:00pm
Happy Lanes, Conference Room #2

With due notice having been given in accordance with the High Crest USBC bylaws and a quorum being present, President Smith called the meeting to order at 7 p.m. Association Manager Jones called the roll.

PRESENT:

Officers: Smith, Jones, Hightower, Ames (Assn Manager)
Directors: Davis, Sims, Morgan, Erickson, Day, Billings
Excused: Director O'Brien

OTHERS IN ATTENDANCE:

James Rhyme - Proprietor, Happy Lanes

CONSENT AGENDA: Approved.

A motion by Director Billings to Suspend the Rules, to move James Rhyme's report to the above the reports on the agenda, was approved.

James Rhyme shared with the board his wish for better communication with members and in particular for the association's assistance in having association representative visit the certified leagues. Mr. Rhyme's request will be forwarded to the Membership Committee for action.

FINANCIAL REPORT: The financial report was presented by Association Manager Ames revealed the association general fund is \$250 over budget for the period. The financial report will be filed for audit.

OFFICERS' REPORTS:

President Smith reported:

- * Legislative and rules changes made at the USBC Convention
- * New member/board orientation took place July 15, 2008. All newly elected board members were there

Association Manager Ames reported:

- * Copy enclosed with meeting notice

(NOTE: The Association Manager's report to the board, delegates and members should include any complaints that have been filed against any officers, directors or members; a report of the association's financial standing and any important updates/newsworthy events.)

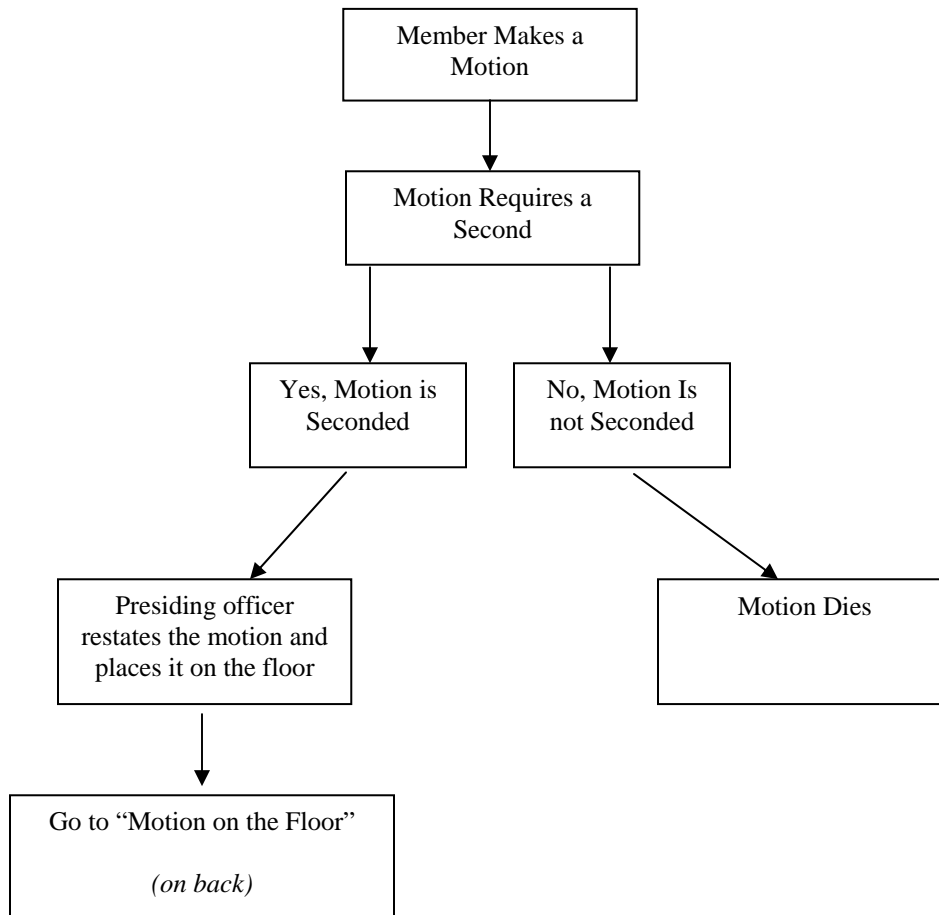
NEW BUSINESS: Motion by Director Day to donate \$500 in scholarship funds to the Youth Championship Tournament was approved.

ADJOURN: The meeting adjourned at 8 PM.

Appendix H: Motion Flow Chart

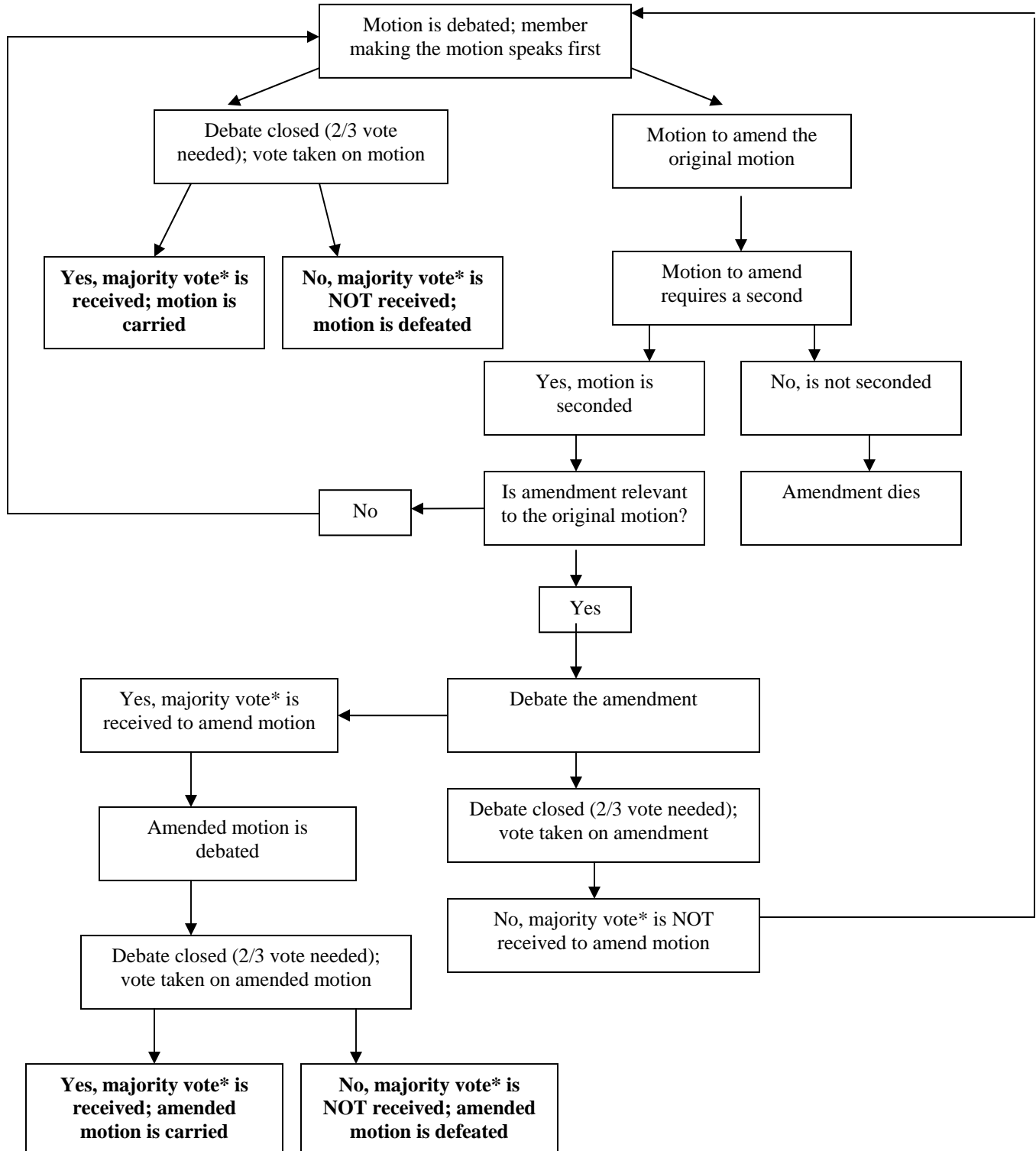
MOTION FLOW CHARTS

HANDLING A MOTION



MOTION ON THE FLOOR

(*Based on a Majority Vote needed for adoption)



Appendix I: Sample Candidate Qualification Sheet/ Nominating Committee Report Form

Sample Candidate Qualification Sheet

Anywhere USBC Association

Candidate Qualifications for President 2009-10

Candidate: **Matt Strike**

	Position	Years
League:		
Present –	Secretary	18
Past –	President	1
Local Association:		
Present –	BA Vice President	3
Past –	BA Director	8
Other Bowling Affiliations:		
700 Club –	Member	12
Committees:		
Scholarship –	Chair	2
Finance –	Chair	10
Awards –	Member	8
Tournament –	Member	18

Acme USBC Annual Meeting

Report of the Nominating Committee; if applicable

To the board and members assembled at the Acme USBC Annual Meeting:

We, the Nominating Committee reviewed qualifications and eligibility requirements of each candidate as described in the *USBC Bylaws* and *Association Policy Manual* and make the following recommendations:

President (1): Bob Bowler
 Judy Headpin

Directors (6): Brad Lanebed
 Andy Gutterball
 Denise Spare
 Sue Frame
 Todd Scoresheet
 Linda Turkey
 Mike Split
 Melanie Foul
 Katie Tournament
 Kyle Handicap
 Matthew League

State Delegates (4): Pamela Snackbar
 Bart Oilpattern
 Sarah Strike
 Larry Arrow
 Chris Triplicate
 Kelly Rosinbag

Respectfully submitted,

Brett Jones, Chair Kathy Davis
John Smith Earl Williams
Laura Johnson

Appendix J: Sample Director Ballot/Tellers Report

Sample Director Ballot

Ballot #1

Director

Vote for no more than six (6) by placing an X next to the name(s).

- Brad Lanebed
- Andy Gutterball
- Denise Spare
- Sue Frame
- Todd Scoresheet
- Linda Turkey
- Mike Split
- Melanie Foul
- Katie Tournament
- Kyle Handicap
- Matthew League
- _____
- _____
- _____

Ballot #2

Director

Vote for no more than ____ by placing an X next to the name(s).

- Brad Lanebed
- Andy Gutterball
- Denise Spare
- Sue Frame
- Todd Scoresheet
- Linda Turkey
- Mike Split
- Melanie Foul
- Katie Tournament
- Kyle Handicap
- Matthew League
- _____
- _____
- _____

If Majority vote is used for the election of directors, Ballot #2 would only be used if 6 candidates did not receive a majority vote on the first ballot.

In this case, the members should be instructed to re-write the name(s) of the candidate(s) that were nominated from the floor on the second ballot. Next, the members should be instructed to cross out the names individuals that were elected (received majority vote), as well as the individual receiving the lowest number of votes on the first ballot. Depending on how many director positions still need to be filled, the voting body will be instructed to vote for 'x' number of directors.



Sample Tellers Report

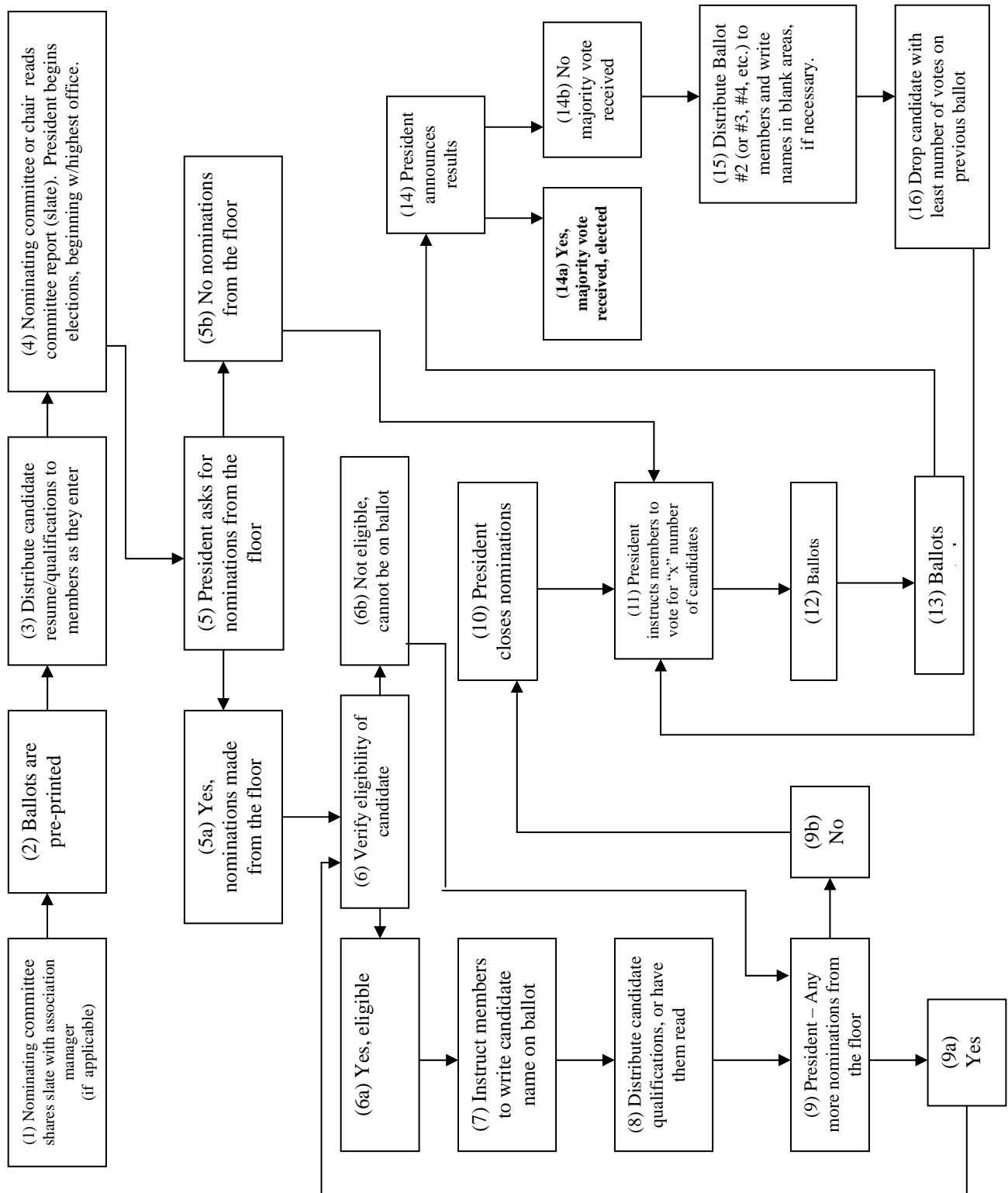
Office to be elected	President
Total number of votes cast _____	100
Necessary for election _____	51
Candidate A received _____	55
Candidate B received _____	42
Illegal votes (if any) _____	3

Reason: Voted for ineligible candidate (2)
Voted for too many candidates (1)

Candidates listed in the order of number of votes received, beginning with the highest.

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Appendix K: Election Flow Chart (Using Majority Vote)



Appendix L: Youth Leaders Chapters

Youth Leaders Chapter

A Youth Leaders Chapter is a club/program comprised of USBC youth members, 12 years of age or older, at the state or local level. The purpose of the program is to provide an opportunity for youth member to improve on leadership skills and gain early exposure to the governance aspects of the sport. Particularly, Youth Leaders can play a dynamic role in many decision-making activities, including:

- Setting goals
- Building teamwork
- Coordinating and leading meetings
- Promoting youth bowling and member recruitment
- Holding fund-raisers
- Planning tournaments
- Coaching
- Mentoring
- Awarding scholarships

In addition, participating as a Youth Leader gives members an opportunity to develop relationships with bowling leaders in the community, as each Youth Leaders Chapter has an affiliation with the state/local association.

All information and documents necessary regarding Youth Leaders Chapters are available on the “Youth” page of bowl.com

Appendix M: Rule 400/Parental Consent Form/ USBC Prize Waiver

Rule 400/Parental Consent Form/USBC Prize Waiver

RULE 400: Youth Membership Eligibility

- A. Except as provided in Item B, a youth may not bowl, substitute or pace in any bowling activity which offers any of the following as prizes:
 - 1. Cash or bonds.
 - 2. Merchandise exceeding \$500 in value.
- B. Youth may bowl in singles competitions (including side competitions/brackets) offering such prizes, provided, prior to bowling:
 - 1. The competition agrees to award the youth's prize in the form of a scholarship; or
 - 2. The youth signs a form waiving his/her rights to any prize in violation of this rule.

In youth competition, youth members may participate in side competitions/brackets provided all entries are returned 100% in the form of scholarships only and awards comply with Item A above.

Buying or selling of earned prizes is prohibited.

Any youth bowler deemed in violation of this rule is subject to disciplinary action including the potential loss of youth membership.

NOTE: There are no limits on scholarship amounts or entry fees (must be paid directly to the tournament director/manager) and reimbursement of actual travel expenses into the next higher level of competition or any tournament or event. (Receipts must be provided upon request.)

The prizes authorized by a state high school athletic association or a collegiate athletic association recognized by USBC and USBC Collegiate are not subject to the limitations of this rule.



PARENTAL CONSENT FORM

I, _____, am the parent or legal guardian of _____, an unmarried grade school or high school student under the age of 18. By signing this form I am authorizing my child to bowl or substitute in the _____ (competition's name), a league/tournament that offers merchandise over \$500, cash or bonds.

I verify I have read and reviewed USBC Rule 400 (see below) and understand the competition I have authorized my child to participate in violates the rule jeopardizing his/her USBC Youth eligibility.

I recognize that by bowling or substituting in competition which violates Rule 400, his/her amateur status may be jeopardized. I understand that to ensure compliance with high school and collegiate rules I should check with a compliance officer and/or academic counselor at his/her school.

Parental Signature: _____ Date: _____

On the following page is a copy of the USBC Prize Waiver. This form is acceptable only for use in adult singles competitions where cash or bonds are offered and/or any merchandise prizes valued greater than \$500. The USBC Prize Waiver is NOT ACCEPTABLE for use in Team (2 or more players) competition including, for example, Adult/Youth team competitions.

The waiver serves three primary purposes. First, it ensures that the USBC Youth member is aware that the event is offering prizes which may be in violation of Rule 400. Second, it provides the USBC Youth member the opportunity to compete in singles competitions without jeopardizing his/her USBC Youth eligibility. And last, it replaces the Parental Consent Form in adult singles competitions



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USBC Prize Waiver
For use in Singles competition only

I _____(bowlers name) submit this document as notice of my intent to participate in the _____(name of competition). I understand that some prizes available in this competition may violate Rule 400.

To maintain my eligibility to participate in USBC Youth certified competition, I waive claim to any cash or bond prizes awarded in the above named competition. I further waive claim to any merchandise prizes exceeding \$500 in value which may be awarded in the above named competition.

By signing this form, I certify that I have read and understand Rule 400 as it applies to participating in this competition and the effect my participation may have on my USBC Youth membership. I understand that by accepting any of the prizes listed above, I am in violation of Rule 400 which subjects me to disciplinary action including the potential loss of my USBC Youth membership.

I further understand that by accepting any of the prizes listed above my eligibility to compete in high school and collegiate athletics may be jeopardized. I also understand that to ensure compliance with high school and collegiate rules I should check with a compliance officer and/or athletic/activities association prior to the acceptance of any award.

Bowlers Signature _____ Date _____

Parent/Guardian Signature _____ Date _____
(If bowler is under age 18)

If offered, I agree to accept winnings in the form of scholarships deposited with SMART.

Rule 400

- A. Except as provided in Item B, a youth may not bowl, substitute or pace in any bowling activity which offers any of the following as prizes:
 - 1. Cash or bonds.
 - 2. Merchandise exceeding \$500 in value.
- B. Youth may bowl in singles competitions (including side competitions/brackets) offering such prizes, provided, prior to bowling:
 - 1. The competition agrees to award the youth’s prize in the form of a scholarship; or
 - 2. The youth signs a form waiving his/her rights to any prize in violation of this rule.

In youth competition, youth members may participate in side competitions/brackets provided all entries are returned 100% in the form of scholarships only and awards comply with Item A above.

Buying or selling of earned prizes is prohibited.

Any youth bowler deemed in violation of this rule is subject to disciplinary action including the potential loss of youth membership.

NOTE: There are no limits on scholarship amounts or entry fees (must be paid directly to the tournament director/manager) and reimbursement of actual travel expenses into the next higher level of competition or any tournament or event. (Receipts must be provided upon request.)



USBC

United States Bowling Congress

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