



Introduction

The governance and structure of USBC associations are detailed in both the *USBC Bylaws* and the *USBC Association Policy Manual*. The bylaws, adopted by the national delegates, define the association and the policy manual provides the rules to follow to “run” the association. The *USBC Association Leaders’ Handbook* provides the “how to” to meet those requirements. All of these documents have been combined in the *USBC Association Manual*.

Every USBC association must develop the plans, guidelines and daily structure to complete the day-to-day operations of the association. Some of those areas could include the job descriptions of the Association Manager, president, vice presidents, sergeant-at-arms and directors; a listing of all committees and their duties; and programs the association desires to create. These guidelines will be approved by the board and compiled in an association operations manual.

This operations manual outlines the operations, policies and procedures unique to each association, provided none of them conflict with the *USBC Bylaws* and the *USBC Association Policy Manual*. This template was created to assist associations in their efforts to develop an association operations manual. It is strictly a template and includes suggested chapters and categories. The association president should appoint a committee to review this template to determine what’s relevant to the association and “add the details” to the chapters to tailor it to their needs. The *USBC Association Manual* should be used to reference requirements and assist in the planning of the association’s manual.

If your association would like assistance, feel free to contact your corresponding Association Services Counselor. Their territories and contact information can be found on bowl.com by clicking on “associations” at the top of the home page and then click on the *Association Services Map* on the right side of the association home page. You may also contact the Association Services Team at USBC Headquarters at (800) 514-2695 ext. 3158 or by email at assnrel@bowl.com.

USBC Mission:

“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.”

Bowl with US



Association Operations Manual
Association Operations Manual

Bowl with US™



1. Association Structure

The information in this chapter should include the following:

- Association Purpose
- Charter
 - Charter Date
 - Charter Renewal
- Tax Exemption
- Incorporation
- Jurisdictional Boundaries
- Association Dissolution
- Bylaws *(Include copy of State/Local Association approved bylaws)*
- Legal Obligations
 - IRS/Tax Information *(at a minimum to include 990 or 990 EZ, 990-T, 1099, payroll)*
 - State Taxes *Associations must check with their State Department of Labor to see if they are required to pay the following:*
 - Unemployment Taxes
 - Worker's Compensation
 - State Sales Tax *(unless the association also has state tax exempt status)*
 - State and or/local property taxes
 - Full Financial Disclosure
 - Audit
 - Balance Sheet
 - Budget
 - Financial Statements
 - Income Statement
 - Reserves
 - Statement of Cash Flow
 - Americans with Disability Act Requirements
 - List specific steps to be taken to meet ADA requirements
 - Tournament to be accessible to all members



- For more information on the ADA act, visit www.usdoj.gov/crt/ada/adahom1.htm or consumerlawpage.com/brochure/disab.shtml
- Gaming Activities
- Strategic Planning
- Risk Management
 - Emergency Procedures (set procedures for handling earthquakes, hurricanes, tornadoes or other natural disasters) should include: Emergency contact phone numbers, office staff, police, fire station, hospital, etc.
 - Procedure for handling bank accounts, financial records
 - Back-up database
 - Keep current backup stored separately
 - Twice per year to Headquarters
 - Contingency plan for sudden loss of Association Manager or President

2. Membership Processing

The information in this chapter should include the following:

- Dues
 - Honorary (Permanent and Lifetime Members)
 - Optional
 - Senior
 - Military
 - State Dues
- WinLABS
- Multiple Memberships and Reciprocal Agreements
- Process for collecting league applications and membership cards from league secretaries
 - Who collects them?
 - When does the league secretary get contacted if the application has not been submitted?
 - How do the applications and cards get submitted?
- Providing receipt and league roster to league secretaries after submission of application



- Who provides the receipts/rosters to the secretaries?
- When do they need to be provided by?
- How do they get delivered to the league secretaries?

3. Board of Directors

The information in this chapter should include the following:

- Application for board position
- Recruitment
- Authority and duties of the board and directors
- Additional qualifications (*May be set by the board to fulfill the needs of the association in any given situation. Example: Accountant, Lawyer, Public Relations, etc.*)
- Association Leader Commitment Form ([Appendix B of this booklet](#)) (*This form should be completed by every member of the board and volunteer*)
- Leadership Code of Ethics ([Appendix C of this booklet](#)) (*This form should be completed by every member of the board and volunteer*)
- Association Manager and Board of Directors performance reviews
- Board protocol and reimbursement policy
- Auxiliary Members
- Association Self Assessment
- Transfer of association properties (*ops manual, bylaws, etc.*)
- Selecting Registered Volunteer Supervisor (*merged or non-merged youth association*)

4. Officers – Authority and Duties

The information in this chapter should include the following:

- Authority and Duties of Officers and Directors
 - President
 - Vice President(s)
 - Sergeant-at-Arms (*If applicable*)
 - Association Manager
 - Job description
 - Duties/Expectations



- ✗ Voice mail requirements
- ✗ Email responses and messages
- ✗ Office hours coverage
- ✗ Alternate contacts
- Compensation policy
- Vacation policy
- Other benefits
- Annual review procedures for hired employees

5. Meetings

The information in this chapter should include the following:

Types of Meetings:

- Annual Meetings *should include, at a minimum, meeting notice, month, time and location of meeting*
- Board Meetings *should include, at a minimum, meeting notice, frequency, time, location and purpose*
- Special Meetings
- Committee Meetings *should include same items as Board Meetings*
- Hearings

Miscellaneous:

- Recording the minutes (*Could be the Association Manager or a recording secretary elected by the membership*)
- Meeting set-up
- Agenda
- Youth Representatives duties and responsibilities at meetings (*for merged and Youth Associations.*)

6. Committees

(This chapter should define each committee's duties and responsibilities.)

The information in this chapter should include the following:

- Mandatory Committees
 - Nominating
 - Finance
 - Youth (mandatory for merged only)



- ❑ Optional Committees (at the discretion of the President, with Board approval)
 - Assessment Committee
 - Association Representative Program (*Visit the bowl.com website for a free download of this program*)
 - Audit
 - Education and Training (*Could include workshops for league officers and/or sending a board member to a USBC State or National workshop*)
 - Lane Inspection/Certification
 - Legislative
 - Operations Manual *responsible for keeping this manual up-to-date*
 - Publicity/Member Communications *newsletter or website maintenance*
 - Recognition
 - Recruitment and Retention
 - Scholarship
 - Special Events
 - Suspension and Reinstatement/Hearings
 - Tournament
 - Ways and Means (Non-dues revenue)

7. Delegates and Alternates – Youth Representatives

The information in this chapter should include the following:

- ❑ Delegates/Youth Representative Reimbursement requirements
 - USBC National and/or State Convention
- ❑ Delegates/Youth Representatives expenses
 - USBC National and/or State Convention

8. Association Tournaments

The information in this chapter should include the following:

- ❑ Tournament Manager (*duties and responsibilities*)
- ❑ Annual Championship Tournament(s) (*required*)
 - Shifts
 - Lane Monitors/Score keepers



- Fundraising/Sales
- Rules
- Tournament Contracts
 - Center (Bidding/Rotation) schedule
- Tournament Entry Application
 - Who develops them?
 - Who distributes them?
 - Where are they distributed?
 - How are they distributed?
- Additional tournaments
 - Mixed
 - Seniors
 - Adult/Youth
 - Scholarship
 - High-Five
 - No-Tap
 - Bakers
- Emergency Procedures
 - Weather related emergencies *this should include how notifications are sent and to whom/where, such as radio or TV. Possibly a call tree.*
 - Center related emergencies *this may include what arrangements will be made in case a center has to be closed during an event.*
 - Bowler related emergencies *this may include what actions to take in case of a medical emergency during an event.*

9. Awards and Recognition

The information in this chapter should include the following:

- Association Awards (*Suggestions/examples*)
 - Most Improved Average
 - High Series Scratch & handicap
 - High Game Scratch & handicap
 - Highest Average
 - Tournament Awards (*Suggestions/examples*)



- Three strikes in a row; averages of 130 or less
 - Four strikes in a row; averages of 131 and above
 - Five strikes in a row; averages of 140 and above
 - 50 pins over average (single game)
 - Clean game; no average requirement
 - Stair Step games; no average requirement (*ex. 150, 151, 152*)
 - Hall of Fame (*Suggested categories*)
 - Superior Performance
 - Meritorious Service
 - Pioneer
 - Proprietor
 - Youth
 - Honorary Members (*Not automatically members of the board*)
 - Life Members
 - Members Emeritae
 - Bowlers of the Year/Month/Week
 - Youth
 - Adult
- League Awards

10. Other Association Requirements

The information in this chapter should include the following:

- Logo/Branding
- Record Retention
- Registered Volunteer Program (*See RVP Local Association Operations Manual on bowl.com*)
- Scholarship/SMART
- Supply Distribution Policy
 - League Officers Workshop
 - Direct contact with league secretaries
- Association Rep Program
- Coaching
- Certifications and Lane Dressing



06/07 AR9012

- CLIP (*Training program*)
- National Programs

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Appendix A

USBC Mission Statement

The _____ USBC (BA, WBA or Youth) Association, representing the national governing body, ensures the integrity and protects the future of the sport, provides programs and services and enhances the bowling experience.”

USBC Vision Statement

“The vision of USBC is to grow the sport.”

- More people recognizing bowling as a sport.
- More people participating in bowling as a sport.



Appendix B

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 who is willing to meet these commitments.

Association Leader

Date



Appendix C

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 interest of all people served by this organization, and not favor special interest 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