



## 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 delegates at the USBC Annual Meeting, define the association, and the policy manual provides the rules and guidelines to follow to “run” the association.

Every USBC association must develop the plans, guidelines, and structure to complete the day-to-day operations of their own association, within the guidelines provided by USBC. 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 as well as how to operate them. These guidelines are under the control of and approved by the board and are compiled in the Association Operations Manual. Remember, the Association Operations Manual is a living document and can/should be updated as needed.

The 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 is relevant to the association and “add the details” to the chapters to tailor it to their needs. The *USBC Association Policy Manual* should be used to reference requirements and assist in the planning of the association’s manual, but not duplicate them.

If your association would like assistance, feel free to contact your Regional Manager. Their territories and contact information can be found on BOWL.com by hovering over “Associations” at the top of the home page, clicking on “Associations Home” and then click on the “[Information and Regional Managers](#)” icon on the left side of the association home page. You may also contact the Association Services Team at USBC Headquarters at (817) 385-8297 or by email at [associationservices@bowl.com](mailto:associationservices@bowl.com).

To see an example of a current Association Operations Manual, go to the [Manuals page on the ARC](#).

Remember, the Association Operations Manual is used to document specifically how the association is supposed to run. Someone with no knowledge of your board should be able to pick it up and know how to run the day to day operations of your association. It should be considered a “step by step” guide to running your association.



## 1. Association Structure

The information in this chapter may include any of the following:

- ★ Charter
  - ✓ Charter Date
- ★ Incorporation papers and information
- ★ Jurisdictional Boundaries
- ★ Bylaws (Include copy of approved bylaws & attach as Appendix item)
- ★ 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 (if applicable)
  - ✓ Americans with Disability Act (ADA) Requirements
    - List specific steps to be taken to meet ADA requirements
    - Tournament to be accessible to all members
    - For more information on the ADA visit [www.usdoj.gov/crt/ada/adahom1.htm](http://www.usdoj.gov/crt/ada/adahom1.htm)
    - Gaming Activities
- ★ Strategic Planning (current plan that is being acted on now and any significant previous plans)
  - ✓ See "[Wheel of Life](#)" and "[SMART Goals](#)" under Board & Committees on the ARC
- ★ Risk Management
  - ✓ Emergency Procedures (set procedures for handling earthquakes, hurricanes, tornados, or other natural disasters) should include:  
Emergency contact phone numbers: office staff, police, fire, hospital, etc.
  - ✓ Procedure for handling bank accounts and financial records
  - ✓ Back-up WinLABS database
    - Keep current back-up stored separately
  - ✓ Contingency plan for sudden loss of Association Manager and/or President



## 2. Membership Processing

The information in this chapter may include any of the following:

- ★ Dues
  - ✓ Honorary (Permanent and Lifetime Memberships)
  - ✓ Optional
    - Senior
    - Military
  - ✓ State Dues
- ★ WinLABS
- ★ Multiple association Memberships and Reciprocal Agreements
- ★ Process for collecting league applications and membership applications 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?
  - ✓ How do we find out about new leagues?
- ★ 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?
- ★ Collecting league rosters during the season to verify all bowlers have current membership

## 3. Board of Directors

The information in this chapter may include any of the following:

- ★ Application for board position
- ★ Recruitment process
- ★ Authority and duties of the board of directors (in addition to what is found in the *USBC Association Policy Manual – Chapter Five*)
- ★ Additional qualifications (*To be used by the board to fulfill the needs of the association in any given situation. Example: Accountant, Lawyer, Public Relations, etc. Not the same as eligibility requirements in the bylaws*)
- ★ Association Manager and Board of Directors performance reviews
- ★ Board protocol and reimbursement policy
- ★ Auxiliary Members



- ★ Association Self-Assessment
  - ✓ See [Wheel of Life](#) under the Strategic Planning section of the Board & Committees page on the ARC
  - ✓ See [Board & Director Evaluations](#) under the Development & Planning section of the Board & Committees page on the ARC
- ★ Transfer of association property (*ops manual, bylaws, etc.*)
- ★ Code of Ethics ([Appendix A](#)) (*This form should be completed by every member of the board*)
- ★ Commitment to Serve the Association ([Appendix B](#)) (*This form should be completed by every member of the board and volunteers*)
- ★ Confidentiality Policy and Agreement ([Appendix C](#)) (*This form should be completed by every member of the board*)
- ★ Conflict of Interest Policy and Agreement ([Appendix D](#)) (*This form should be completed by every member of the board*)
  - ✓ *The previous four board assurance documents are meant as templates which can be used as is or may be adjusted to your own board's needs. Please consult with your Regional Manager with your changes/additions to assure compliance with USBC rules*

## 4. Officers Authority and Duties

The information in this chapter may include any of the following:

- ★ Authority and Duties of Officers and Directors (aside from what is in Chapter Six of the *USBC Association Policy Manual*)
  - ✓ President
  - ✓ Vice President(s)
  - ✓ Sergeant-at-Arms (*if applicable*)
  - ✓ Association Manager
    - Job Description (aside from what is in Chapter Seven, Section A of the *USBC Association Policy Manual*)
    - Duties/Expectations
      - Voice mail requirements
      - Email responses and messages
      - Office hours coverage
      - Alternate contact(s)
    - Compensation policy
    - Vacation policy
    - Other benefits
    - Annual review procedures for hired employees



## 5. Meetings

The information in this chapter may include any of the following:

Types of Meetings:

- ★ Annual Meetings
  - Should include, at a minimum, meeting notice, month, time, and location of meeting
  - May include specific details regarding room setup, food needs, audio/visual requirements, etc.
- ★ Board Meetings
  - Should include, at a minimum, meeting notice, frequency, time, location, and purpose
  - May include specific details regarding room setup, food needs, etc.
- ★ Special Meetings
- ★ Committee Meetings (should include same items as Board Meetings)
- ★ Hearings (when requested by USBC HQ – please see USBC Association Policy Manual, Chapter Sixteen)

Miscellaneous:

- ★ Recording the minutes (*Could be the Association Manager or a recording secretary selected by the board*)
- ★ Meeting preparation
  - Who prepares/provides copies of minutes, financials, etc., and how they are delivered (email, print, etc.)
- ★ Agenda / Consent Agenda
- ★ Youth Representative duties and responsibilities at meetings
- ★ Procedures for handling minutes of board and committee meetings

## 6. Committees

The information in this chapter may include any of the following:

- ★ Mandatory Committees
  - ✓ Finance
  - ✓ Youth
- ★ Optional Committees (at the discretion of the President, with Board Approval)
  - ✓ Nominating (strongly recommended)
  - ✓ Assessment Committee
  - ✓ Association Representative Program (*visit [BOWL.com](http://BOWL.com) for a free download of this program*)



- ✓ Audit
- ✓ Education and Training (*Could include workshops for league officers and/or sending board member to a USBC State or National Convention*)
- ✓ Legislative
- ✓ Operations Manual (*responsible for keeping this manual up to date*)
- ✓ Publicity/Member Communications (*newsletter, social media, and/or website maintenance*)
- ✓ Recognition
- ✓ Recruitment and Retention
  - Scholarship
  - Special Events
- ✓ Tournament
- ✓ Fundraising

## 7. Delegates/Alternates & Youth Representatives

The information in this chapter may include any of the following:

- ★ Delegates/Youth Representative reimbursement requirements
  - ✓ USBC National and/or State Convention
- ★ Delegates/Youth Representative expenses
  - ✓ USBC National and/or State Convention

## 8. Association Tournaments

The information in this chapter may include any of the following:

- ★ Tournament Manager (*duties and responsibilities*)
- ★ Annual Championship Tournament(s) (*required*)
  - ✓ Dates/Squad times
  - ✓ Lane Monitors/Score Keepers
  - ✓ Fundraising/Sales
  - ✓ Rules
  - ✓ Participant recognition/gift
- ★ Tournament Contracts
  - ✓ Center (Bidding/Rotation) schedule
- ★ Tournament Entry Form
  - ✓ Who develops them?
  - ✓ Who distributed them?
  - ✓ Where are they distributed?



- ✓ How are they distributed?
- ★ Additional Tournaments
  - ✓ Mixed
  - ✓ Seniors
  - ✓ Adult/Youth
  - ✓ Scholarship
  - ✓ High-Five
  - ✓ No-Tap
  - ✓ Baker
- ★ 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 must 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 may include any of the following:

- ★ Association Awards (*Suggestions/examples*)
  - ✓ Most Improved Average
  - ✓ High Series - Scratch & Handicap
  - ✓ High Game - Scratch & Handicap
  - ✓ High 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



- ✓ Honorary Members (*Not automatically members of the board*)
  - Life Members
  - Members Emeritae
- ✓ Bowlers of the Year/Month/Week
  - Youth
  - Adult
- ★ League Awards
  - ✓ What kind of awards program will we have?
    - Tangible awards (pins, patches, coffee mugs, pens, etc.)
    - Non-tangible awards (coupons from local businesses for products – example, “free bagel” from the bagel shop)

## 10. Other Association Requirements

The information in this chapter should include the following:

- ★ Logo/Branding
  - ✓ Do we have our current approved logo from USBC? (If not, contact your Regional Manager)
- ★ Record Retention
  - ✓ More specific than what is listed in the Record Retention guide on the ARC.
  - ✓ Where do we keep the records, how are they kept, who is responsible?
- ★ Registered Volunteer Program (*See Chapter Five, Section M of the USBC Association Policy Manual*)
  - ✓ Do we keep a record of all board member’s RVP expiration dates?
  - ✓ Do we require all board members to turn in a copy of their SafeSport Certificates?
- ★ Bylaws updates (Who is responsible to update the local bylaws each year using the new template provided by USBC?)
- ★ Scholarship/SMART
- ★ Supply Distribution Policy
  - ✓ League Officers Workshop
  - ✓ Direct contact with league Secretaries
- ★ Association Representative Program
- ★ Coaching
- ★ Certificates and Lane Dressing
  - National Lane Inspection Program
    - Local Lane Inspections – service to the proprietor
    - Local Lane Dressing Inspection – service to the proprietor





## 11. Critical Information

The information in this chapter consists of information that is critical to the organizations needs to continue business during an unplanned event/crisis and may include any of the following:

- ★ About the Business
  - ✓ Primary Business Location (including address, phone number and email address)
  - ✓ Primary Point of Contact (Emergency contact person, phone number and email address)
  - ✓ Alternate Point of Contact (including phone number and email address)
  - ✓ Other Emergency Contact Information
    - Insurance Provider(s)
    - IT Support
    - Banking contact(s)
      - Bank name, address, phone, email
      - Who has access to accounts/account numbers (never keep account numbers in the Operations Manual)
    - Assistant Association Manager (if applicable)
- ★ Board of Directors Notification
  - ✓ How board members will be notified of emergencies and by who
  - ✓ Current Board of Directors listing with contact information should be kept as an appendix item
- ★ Data Backup
  - ✓ Do you have a system of backups for your computer data?
  - ✓ How/where is it stored?
  - ✓ How is it accessed in an emergency?
- ★ Disaster/Evacuation Plan(s)
  - ✓ Board meetings
  - ✓ Tournaments
  - ✓ Other events



**Appendix A** - [Code of Ethics](#)

**Appendix B** - [Commitment to Serve the Association](#)

**Appendix C** - [Confidentiality Policy and Agreement](#)

**Appendix D** - [Conflict of Interest Policy and Agreement](#)