



USBC Association Business Model

After a thorough review of the USBC Bylaws and the USBC Association Policy Manual, the USBC Board of Directors 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. (*USBC Association Policy Manual, Chapter Seven, Section B*)
3. Examination of financial documents/procedures. (*USBC Association Policy Manual, Chapter Seven, Section A*)
 - a. Deposits: within appropriate time frame
 - b. Disbursements: checks, credit cards, transfer of funds
 - c. Tax forms filed to the appropriate agency and on time
 - d. Dual signatures for withdrawals
 - e. President verified all accounts monthly (If statements are issued quarterly, the President must verify quarterly)
 - f. Have annual audit performed by an outside group or committee
 - g. Provide needed recommendations
4. Transmit memberships, tournament scores (if applicable), awards and association board data to USBC Headquarters via WinLABS as required by USBC Headquarters. (*USBC Association Policy Manual, Chapter Seven, Section A*)
 - a. Transmit memberships and dues, including state dues, to USBC Headquarters within 20 days of receipt. (Locals)
 - b. Apply for all USBC National Awards within seven days of receipt
 - c. Transmit all board member information by August 15th of each year. Any changes to the board and/or Association Manager position must be updated within 2 business days.
5. Provide full financial disclosure to membership annually (Income, disbursement, salaries, assets, reserves, etc.) (*USBC Association Policy Manual, Chapter Eight, Section A*)
6. Maintain industry standard recommended reserves of 6 – 9 months, not to exceed 2 years of fixed costs. (*USBC Association Policy Manual, Chapter Two, Section B*)
 - a. Reserves are listed on Line 21 of the Form 990-EZ.
 - b. Tournament lineage, Prize funds, state and national dues are not calculated in this dollar amount as they are flow through amounts.
 - c. 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 USBC Business Template in USBC Association Policy Manual, Chapter Two*)
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 annual meeting minutes as required by state law.
9. Follow all local, state and federal laws.



Recommended:

1. Support and implement programs and services developed by USBC Headquarters
2. Develop an Association Operations manual
 - a. Provides guidelines for day-to-day operations of the association
3. Prepare and operate under an annual budget
4. Develop and maintain a membership retention and development plan.
 - a. This plan should include developing a program to increase proprietor, association and membership relations
 - b. Retaining members, increasing membership and improving proprietor relations ensures not only the association's stability, but the future of our sport.
5. Assist centers with membership promotions and membership marketing plans. (In School programs, After School programs, High School bowling, Bowling Camps, etc.)
6. Develop and implement a communication plan
 - a. This should include methods of communicating information to and from USBC headquarters, your respective board members, the proprietors and members who they serve.
 - b. This should also include a method for the members to provide feedback. Examples are newsletters, website, e-mail blasts, social media pages, posters, association representative programs, etc.
7. Develop an Association leadership/training program for board members to include, at a minimum:
 - a. Duties of a board member
 - b. Bylaws
 - c. Policies and Operations manuals
 - d. Committees and responsibilities
8. Develop a Business/Action plan that the association can use as a guide to meet its purpose.
9. Perform evaluations for all paid employees on an annual basis.