

USSA BOARD OF DIRECTORS' MEETING MINUTES

2nd Floor, Borgen Swartz Education Resource Center
USSA Center of Excellence
1 Victory Lane, Park City, UT

Saturday, May 12, 2012
1:00 p.m. – 3:10 p.m.

Meeting chair: Dexter Paine

CHAIRMAN

Dexter Paine – Chair

FOUNDATION

John Bucksbaum, Treasurer - teleconference

John Cumming, Vice Chair

Andy Daly – absent

Jeanne Jackson

Kipp Nelson – excused absence

Hank Tauber

SPORT REPRESENTATIVES

Alpine Representative: Bob Dart

Snowboard Representative: Jon Casson

Freestyle Representative: Glenn Eddy

Cross Country Representative: Jon Engen

Jumping/Nordic Combined Representative: Joe Lamb for Joe Holland – excused absence

ATHLETES

Alpine Athlete: Scott Macartney

Snowboard Athlete: Danny Kass – absent

Freestyle Athlete: Landon Gardner

Cross Country Athlete: James Southam – excused absence

Jumping/Nordic Combined Athlete: Willy Graves

CEO

Bill Marolt

AT-LARGE

Greg Boester – absent

EX-OFFICIO/NON VOTING

USOC Athletes' Advisory Council Representative: Andrew Johnson

NSAA President/Chair: Michael Berry – absent

SIA President/Chair: David Ingemie – absent

FIS Representative: Bill Marolt

USOC Representative: Bill Marolt

COUNSEL

Alex Natt

STAFF

Luke Bodensteiner

Calum Clark

Walt Evans

Mike Jaquet

Tom Kelly

Mark Lampe

GUESTS

Gary Black
Dirk Gouwens
Peter Graves
David Knoop
Darryl Landstrom
Brewster McVicker
Chris Seemann

1. Chairman Convenes the USSA Board Meeting: Dexter Paine

Dexter Paine opened the meeting and asked for the roll call to be taken by Alex Natt. A moment of silence was requested in memory of those who had passed away since the last meeting: Warren Hellman, Vern Lamb, Jennifer Caldwell, Jill Kinmont Booth, Lloyd Severud, and Max Dercum.

2. Introduction of Board Members & Establishment of Quorum Alex Natt

Alex Natt took the roll call and confirmed the presence of a quorum. Paine stated that he would like the board members to take a moment and introduce themselves and their board affiliations.

3. USSA Agenda Approval: Dexter Paine

Paine asked for a motion to approve the USSA Board of Directors' agenda as submitted and asked that this be eliminated as a requirement in future.

Motion # 1: To approve the USSA Board of Directors' meeting agenda.

M/S/C – Bob Dart/Jeanne Jackson, approved by acclamation

4. USSA October 2011 Meeting Minutes' Approval: Dexter Paine

Natt asked for a motion to approve the October and December 2010 USSA teleconference meeting minutes.

Motion # 2: To approve the USSA Board of Directors' meeting minutes as presented.

M/S/C – Bill Marolt/Scott Macartney, approved by acclamation

5. Chairman's Report: Dexter Paine

Paine thanked the staff for tremendous meetings. This year was a terrific year and it only happened because we had incredible leadership within the organization. He noted the four people at the table, everyone in the room and building, and the coaches on the hill. He noted that USSA was the best organization in the world and we should be proud of what these guys had done. Leadership continued to push the organization in a way that would allow us to continue to have tremendous success as we moved forward.

A couple of highlights from last year he mentioned were the training center at Copper. It opened in November and the feedback was tremendous on the \$4.5 million capital project that had provided the best early-season snow and perhaps the best speed training facility in the world.

We had a new head of Sales and Marketing, Mike Jaquet.

Team Academy, which would be discussed later by Luke Bodensteiner, was in the process of being kicked off; and on the education front, 112 athletes were engaged in education services and 83 students enrolled in college programs. He said that represented astounding growth. It was very close to zero when he joined the board 12 years ago. He had attended the USSA Athletes' Council meeting in the morning and education was a huge part of what we could give back to the athletes.

Paine added that we were less than two years away from the CEO transition. We had a small working group consisting of Paul Raether, Chuck Ferries, Jim McCarthy, and himself. That group would expand in the fall, since after 20 years of Bill's leadership; this would be the most important thing that he would be involved with within the organization during his tenure. We would be coming back to this group to update the process. The success that we had and the interest in that position would give us great opportunity to hire the right replacement.

He noted that there was one retirement from the board, Andy Daly, stepping down from the USSA board and the USSTF board; he would become an emeritus trustee. Daly did an incredible number of things within the industry as well as on this board. The greatest piece for us was his leadership in the strategic planning process. That was not an easy process. He said that in the executive meeting in the morning, Jeanne Jackson referenced the strategic planning process and that was a testament to how important that had been in terms of where the organization was headed and the fact that we kept referencing back to it. Daly chaired that process and Paine wanted to thank him for his leadership and that he appreciated his service on the board. He then turned the meeting over to Bill Marolt.

6. Chief Executive Officer's Report: Bill Marolt

Marolt said that he would discuss the state of the company and then review the quadrennial goals. He said that for each quad he took time to reflect on specific areas of the company on which to focus. He would also discuss the USOC and the FIS.

In terms of the enterprise, this would be the 15th of 16 years of budget surplus, a testament to the management Team and staff and CFO. We had year-over-year growth this past year in Sales and Marketing in addition to the Foundation. We had good support from the USOC, who continued to be a big part of what we did. He noted that we had done a good job of managing the expense side.

He wished to also welcome Michael Jaquet to the staff – a great addition and fit with what we were doing. He said that we were ready to jump into the next three years.

In terms of Elite Teams, he noted that you'd heard a lot about the success of the Teams over the last few days. It was a best-in-the-world season. We had identified those athletes who were core for 2013/14/15 and our goal now was to make sure we provided world-class service and support to them; the best coaches, training and competitive opportunities, and met the individual needs of those competing at the top and going into next year, focus on the 2013 World Championships. This would be a good prelude to what we would look like in 2014.

Through the years there had been a lot of talk about development. We had a plan in mind and in place but we never seemed to get to the point where we staffed and funded it to do a really good job. One of his goals was to lead a well-organized, directed, funded and staffed development program. Luke and the athletic staff had done a great job of providing that and building it out. The plans were to bring the best age group athletes together to train and give them the opportunity to train and compete and drive performance. Those athletes would be

identified and provided with great training and competition opportunities with the goal of Olympic success. In the final analysis we were graded on how we did in the Olympic Games. When we brought athletes in it was so that parents, local coaches, everyone understood what we were doing.

We needed to build partnerships with our clubs and academies. We had to spend time with the local parents and volunteers on best practices and putting in place the philosophies of what we were trying to get done. We focused on skill development and talent identification and sport education. We've had good programs in sport education but what was coming on line would be even better.

We planned to renew focus on regional programs and improve staff and leadership and bring outstanding coaching and leadership and direction and the best athletes together as many times as we could at the regional level.

To further support the development program and we advised the board of this last year, we had great discussion on the development of our academy. We were prepared and would open in September. This would be a real addition to the development program and fill out the academic pipeline - laying over the athletic programs. It would provide youngsters coming in with a great experience athletically but at the same time add a degree when they finished and moving on from the Teams into their professional lives. We believe academics enhance athletic results. When the athletes were not on the road competing, they would be here in Park City attending school.

Another quad focus was infrastructure. In terms of facilities around the country to support our athletes, it started here with the Center of Excellence and our Olympic Legacy programs in Lake Placid, the Utah Olympic Park and Soldier Hollow – all enhanced what we do.

We've worked hard over the last few years to add early-season training opportunities. Dexter mentioned the Copper Mountain Project, which had been in our sight for the last six years and we've finally gotten it done. It's a fantastic place to train, world-class snow and safety – all the elements. It's been a great partnership developed with the Copper Mountain staff. There were already improvements being made so this would continue to get better. He said we also had great opportunities at Gold Peak in Vail; Loveland had invested more in snowmaking; and the Utah Olympic Park was tremendous for freestyle and snowboarding.

We talked about long-range opportunities to support our programs and built the Legacy Campaign. We completed that. We had the Borgen Swartz Endowment which was an educational fund and now we had to enhance our endowment in the education area and would build out plans for that in the coming months.

The USOC's leadership was doing a great job. Scott Blackmun, executive director, had become a great partner and we had terrific support from them. Staff-to-staff relationships were great. The key question would be the negotiation of the sales and marketing rights for the TV contract. That had been ongoing for the last three years. It now looked to be concluded by London and that would impact what the future of US Olympic bids would be. We hoped that the USOC would look at 2022 and find a candidate that could go into the pool for a 2022 bid. In terms of future dreams, we had 2013/14/15 great focus and, if by some good fortune a 2022 bid would happen in the US, it would be an incredible run for this organization. We saw what was possible in 2002 and we were now much better positioned to take advantage of those opportunities.

Another project of the USOC's was the concept of safe sport. There were questions of misconduct a few years ago in some NGBs so the USOC took an aggressive approach and formed a working group which came out with recommendations. They hired a director of safe sport, Malia Arrington, who was here earlier in the week making a club presentation. They put together a handbook to guide local, regional and national organizations on how to

develop strategies and they had a soft launch of the website to support the handbook and provide a best practices video, and a certification program.

For the FIS we would be going to the Congress in Korea. The big issue of the last year had been the redesign/changes to ski specifications. Those decisions were made and we were moving forward with this and the lesson learned here on the part of the Council is that we had to make sure we do business in a transparent way. We had to involve the stakeholders when we get into making decisions that affect the entire organization, and specifically the athletes. He would push for that in future Council meetings.

Vail/Beaver Creek 2015 – they announced the 'Dream It, Live It, Share It' theme and the organizing committees had great partnerships with the USSA and FIS so that it would be a really world-class championships in 2015.

7. Financial Report: Mark Lampe

Lampe stated that they had had a good meeting in Executive Committee and went into quite a bit of detail on the financials, looking at where we've come from and where we were headed. He said that he would touch on the highlights for this meeting. The budget vs. forecast was in the packet as well. We would finish with a surplus but what would be more interesting would be to review where we've been over the last three years.

FY 10 was the carry over year of the economic crisis and we were down significantly in that year but we had a very successful athletic year. As we rolled into FY 11, some of our key revenue streams were still soft, marketing dipped as it often did post-Olympics in the first year but to offset that was the Team Sochi program for the first year of the quad and that's always the high year so those tend to offset each other and help smooth the revenues.

As Bill indicated, total revenue was up year-over-year and you can see the impact on the elite programs which was what we focused on when we built the budgets, to increase what we spend in athletic programs and elite grew significantly over that two-year period. Domestic was also a large focus and the impact of that would come through in FY 13 and beyond.

He highlighted where we were positioned – we spent a lot of additional funds (\$2 million) over the last two years to ramp up marketing and had it ready to roll again after a lot of cuts in FY 09/10. Then, as we were selling new things in FY 12, that also included spending new money to support those sales. We added additional events; we went from eight to 11 hours in TV. We added the production costs to do that so our spending was up pretty significantly and the net revenue stayed flat at roughly \$5.7 million. We were positioned now to reap the benefit of that in FY 13 and the budget was set at \$7.5 million net. This would be a \$1.8 million net increase for next year. The additional sales would drop to the bottom line this year.

We currently had our best-ever committed opening balance right now. Typically we were in the \$4 million range of commitments at the beginning of each year. This year we had \$8 million committed for net sales. All the major sponsorships had all been renewed. We'd never been in that position. Peter Glass and Lisa Rasmussen kept the ball moving forward, the patches were sold; the alpine inventory was already committed from Europe. There was a lot in the hopper with Mike and his team to acquire the additional \$2 million in sales to reach budget. In years past, we kept a reserve in the budget before we let Athletics get too far into spending. This number had virtually no reserve against it.

He also wanted to highlight Foundation. This economic downturn had been the only one since he'd been with the Team for 18 years that impacted our donor programs and revenue dropped. It was starting to come back up. The team worked really hard in the last six months with Ruth Flanagan, Kate Klingsmith, Jessica Miller and Beth Tatlock – that whole

team stayed focused and made sure we got all the pledges in and encouraged all the donors to make gifts into the different programs and got us back over the \$5 million, which had only happened twice before. Next year, we were looking to grow that significantly. He had placed a reserve on this one; however, the Foundation team is ready to take on the challenge of the \$6 million. That target would take a lot work in the area of major gifts to achieve.

Finally, the USOC grant, Luke obtained an additional \$500,000 which arrived in December of last year, which was critical funding to help support the new Olympic sports that were added last summer. We also requested an additional \$400,000 for critical programs to support the athletes' preparation for Sochi. We would hear back on the level of support after London. As these revenue streams firmed up, the athletic initiatives for additional projects were designated and ready to be added to the programs. We would watch this monthly to help expand the athletic programs.

He indicated that elite programs were budgeted to grow from \$12.1 million to \$13.1 million. Half of that would be the new sports full year increase. Then we've gone through the core programs of the other sports to ensure we were adding key programs that would help maximize performance. It wasn't everything that we would like to do or the coaches would like, but we were getting multiple camps in Sochi on the venues to prep the Teams and added summer projects such as the Chile camp for moguls to help them ready for the podium pursuit in Sochi.

It had been mentioned that we needed to recharge development and there was a \$200,000 increase to get that going and as things improved, we would look to fill out what the coaches and programs needed. These would be difference makers for not only 2014, but 2018 and 2022.

8. Investment Committee Report: Mark Lampe for J Crandall

Lampe reported on the endowment balances at the end of March and that the April numbers would not be changing much.

Legacy Campaign Athletic Endowment	\$33,100,000
Borgen Swartz Athlete Education Endow.	\$ 2,253,000
USSF Investments	\$ 1,791,000
Other investments	<u>\$ 944,000</u>
Total	\$38,088,000

Our FY 12 results, and these were calendar year results, would be a small loss 1.8%. May through December of last year saw monthly losses as you noted the reaction to Europe and other factors.

The Investment Committee spent a significant amount of time this winter post-Vail meetings on updating the Investment Policy and resetting our allocation targets, which had not been reset since 2004. There had been a lot of changes in the economic environment and in our environment in that part of our endowment was collateralized against the tax-exempt bond that was carried on this building.

They reset the investment allocation range and the committee was pretty happy with the new targets. The goal was 5% real return after taking out 2.5% inflation.

The Committee also continued the 5% annual grant to the Athletic programs.

9. **U.S. Skiing Foundation Report: Mark Lampe for Bill Slattery**

Lampe reported that they had their annual meeting here. Their portfolio was co-invested with the Athletic endowment and so it tracked in a similar fashion. They did approve a 5% athletic support grant and they re-nominated three of their board members whose terms were up: Lee Todd, John Bucksbaum and J. Crandall and which required this board's approval.

Motion # 3: To ratify the USSF BOT re-nominations; Lee Todd, John Bucksbaum and J. Crandall as listed for an additional three-year term.

M/S/C – Jeanne Jackson/Bill Marolt, approved by acclamation.

10. **Audit Committee Report: Mark Lampe for Greg Boester**

The only activity for the Audit Committee is to ratify the selection of our auditors. The committee had been pleased with their performance. Their fees would remain the same this year at \$25,000. The firm was regional based out of Ogden and the committee would like the board to ratify their selection again for this year.

Motion # 4: To ratify the selection of auditors, Schmidt, Griffiths, Smith and Company.

M/S/C – Bob Dart/Dexter Paine, approved by acclamation.

11. **Athletics Report: Luke Bodensteiner**

Bodensteiner said that a lot had been reported on the performance of the Teams and programs this season so he would not dwell on that; this was a year that was influenced significantly by the addition of new sports to our program. We actively sought the addition of new sports to the Olympic program and into the Association and this spring and later in the summer we were rewarded with the addition of five new sports. We knew this would create significant athletic opportunity for us but also knew it would be disruptive to the system.

We now operated 13 distinct Olympic sports. We had geared up around those sports in various ways guided by the strategic plan that we put in place preemptively as we knew this would be a possibility. We had approximately 185 to 190 athletes in the elite Teams, about 50 of them from new sports. This was a game changer in terms of athletic performance but also athletic management. One of the things we needed to nail when we brought the sports in was to protect the performance of our existing programs. We knew there would be change across the board in all those to facilitate performance in the new sports.

We had a strong plan in place. We were well ahead of the curve in the decision-making process. The Teams did a nice job of facilitating new programs and making sure that the programs were well executed and well handled. You see that in the diversity of results from this year. Our results diversity was far greater than any other sport against which we benchmark ourselves. In Austria, they were great in alpine skiing and jumping and parallel snowboarding. Norway was great in nordic sports. We had great success in all of our sports.

In terms of projecting our performance in 2014, one of the benchmarks used is called podium potential athletes. These were athletes who were capable of getting onto the Olympic podium in Sochi. In contrast to leading into Vancouver where we had about 28 athletes who had that potential, this year, we had about 60 of those athletes. That was the goal of this year, being without a world championships or Olympics, to protect the performance levels of current athletes and build density in the Teams by developing more athletes who could hit that level.

Sochi would be a much different ball game than Vancouver. There might never again be an Olympics as easy in which to perform as it was in Vancouver where we had all the home field advantage but none of the home-field pressure, so we need that depth. The sport directors, coaches and athletes really succeeded on all those fronts.

In the last 21 months leading to Sochi, the focus would change to making sure that they could deliver on the day to win. This year we were really focused on peak performance. This would be the Olympic rehearsal year for the Teams. They would approach their world championships or other key events such as X-Games with peaking strategies in mind. We were deploying some new technologies through our sport science program to those Teams which helped them perform their best on any given day.

We'd formed a partnership with the Russian Ski Association. We put this in place two years ago. In exchange for providing their alpine Team with some training with our Team, we've gotten exclusive access with them onto their alpine slope in Sochi. We had our first camp there last year, which was a highly productive mid-season camp. We would be going back there another time this winter so it had been a success.

Our education program was one in which we put a strong emphasis. We've done it for short and long-term reasons. We believe a strong education program is a performance enhancer for our athletes, particularly as we get to our last up ramp before the Olympics.

A lot of times your last competition is your last Olympics and what we've seen is now that the athletes had a sense of what their lives would look like in spring of 2014, there was a lot more focus, a calmer, less stressful approach as you enter the Olympic competition. We encouraged the athletes to get into an academic program, primarily college programs and we've been able to facilitate that. We had our tuition reimbursement program, up 200% this year from previous years. 83 athletes were currently pursuing college degrees and add in the alumni and you got 112 who were being helped to get through school. We had half of our Teams actively pursuing a degree so we had half the job to go, but had made tremendous progress.

We began a mentor program a year ago in partnership with our board of trustees and this had been fruitful for our athletes. We'd gotten good response from athletes and board members, with 10 pretty effective pairings there. The focus was creating a good environment for the athletes to help them achieve longer careers. We want our athletes to compete as long as they can and for as long as they want.

New this year we would mandate that all Rookie athletes arrive at camp prepared to make an education game plan with us. Lauren Loberg, our director, would handle that. The real problems were at the high school level; as the athletic programs we had in place were extensive and get more so yearly, they become more of an impediment for the athletes to get through school. We were trying to prevent dropouts and GEDs and facilitate a good situation for those athletes.

The Team Academy was in place to address this issue. It came at a good time since we've put a lot of effort on the development side and deepened our pipelines. We'd also seen with the new sports that those athletes were younger than the Teams that we had established. In the past we've had maybe eight high-school age athletes in the elite Teams, in the next few years, we would run with about 50 high-school age athletes. That's a game changer for us. We were demanding a lot from those kids in terms of training, competition, so we've rolled out information on the program that is being offered to augment their athletic programs and would help to solve what had become an issue for them.

Conceptually we were taking our athletic pipeline that we'd worked on for 20 years and added the education component so when an athlete walked through the door, we did athletic planning with them and then education planning and facilitated both throughout their careers.

An athlete could spend 12 to 16 years with us and so we had time to facilitate education, career planning, mentoring, internships, and add job placement, etc.

When we look to 2018, we had some pretty key athlete retirements, post 2014 and 15. This is the time when we assess what we would look like in 2018 and the good thing is we have a better system in place to help with key athlete retention. After Vancouver, we retained 15 of 17 medalists. It may be a different picture post-Sochi so we had to prepare for that.

There was strong regeneration in many sports with their domestic systems so we had already established a system to regenerate those Teams at a pretty good rate. Under close watch is what is happening in alpine development. We had some great athletes who were highly productive at the international level but, at some point, they would need to be replaced and we had some challenges in the alpine development system that needed addressing.

We would make a few additions to the programs in the near future with the addition of Rookie Teams in freeskiing, mirroring what we've done in snowboarding. Those athletes were very young, potentially down to 12-13 years old. We would also install another level of development in alpine focused on U16/U18. Right now the development Team does not go down that deep in age. We would put in place a program that augments what the clubs were doing. We would provide earlier leadership and talent identification for those young athletes. All those programs, including the talent identification program in aerials, would be supported by TEAM Academy, which is built for national Team athletes. We might do some partnerships with some of the local clubs in town, but this hadn't been determined yet.

We've also done a lot of good work on foundational pieces with the athletic program – more of the baseline and grass roots pieces. We've continued to add competition series to our mix to give kids venues in which to compete and move up the pipeline. Most recently we added the Hole Shot Tour, aimed at Snowboardcross and Skicross. Abbi Nyberg had done a nice job of facilitating through the clubs Skicross training and competition so that's added opportunity for 250 competitors.

We were also running a number of Talent ID projects, aimed at kids below our elite Team structure, aimed at 450 athletes:

- Alpine U16 camp
- Cross country J2 camp
- Snowboarding/Freeskiing Project Gold and Junior Gold
- Moguls Young Guns
- Elite Aerial Development Program.

On the coach development side, Jon Nolting had done a tremendous job with this program. Member coaches were up this year, and of that number, the certified coaches had grown by 5%. He had set the foundation for more good programs to come from that. 80 coach courses were being offered (vs. 60 in 2011). Coach course participant numbers were up 10%. A ratio that we've begun to look at is the number of certified coaches per youth members in the Association and we've made some progress there with 8.9 certified coaches/100 members (vs. 8.4 in 2011). Long term that was an important number for us to watch, the number of quality coaches who were out there to take care of those kids.

Five years ago we put national training systems on the radar and we intended to provide guidance to clubs and to parents about what was important in the context of long-term athlete development. We've got these resources developed in all our sports now, with the exception of freeskiing and that was under development.

The athlete development matrix was influencing our coach education program and our club programs to drive the message of long-term development. It had influenced race scheduling through club structuring and coach education, etc. Jon had also done a good job in coaches'

development in the non-alpine sports. For years that program was focused on alpine and he added a list of non-alpine certification courses and those continued to develop:

New courses

- Fast Start
- Level 100 cross country
- Alpine National Coach Academy
- Level 100 moguls

In development

- Level 100 nordic combined/ski jumping
- Level 100 freeskiing
- Level 200 moguls
- Level 200 cross country
- Level 400 snowboarding
- Level 400 alpine

Bodensteiner said he wanted to point out the fast start course, which was deployed on May 1st. One of the issues to address was, in the past, to become a coach all you had to do was pay for a membership and sign a waiver - no guidance, no instruction, and what we wanted to do was provide a baseline education for all coaches who influence our athletes. With this course we would achieve a universal coach education base. When you sign up for your membership, if you were not certified, you had to take this course:

Done with sign-on, the cost is \$10, and when completed, the coach got an education credit; one hour for a veteran coach. The content was focused on education, not certification; sections included – coaching responsibilities, athlete safety, USSA Training Systems, teaching sport skills, coaching at competition, and communication.

We've now done a better job in making sure that our certified coaches stay current in their education. One of the issues we wanted to address was that you might be a certified coach but it may have been 15 or 20 years since you took a coaching course. Sport changes, philosophies change, and so we inactivated about 50% of our coach membership. It means they had to reactivate through continuing education modules. They need to stay current and active in education and continue to learn.

He stated that the COE videos had been highly successful with a lot of views. We've organized an on-line channel where we broadcast vignettes of what happens in training with sports science here and in the field. This is not for coaching credit, but helps in getting our message out to a broader population. It's open for anyone to view.

Another program he was excited about was a program called SkillsQuest. In the training systems we wanted to make sure that the athletes were being prepared for more than the race for the next weekend and to find a way to emphasize not only competition performance but also the development of fundamental skills and creating more well-rounded athletes. This program provided rewards for kids when they and their coaches were able to develop skills that they need to progress. This would make our athletes better in the long run. This would ramp up the kids' skills development. This would be deployed this year in alpine. Rewards would be badges and sends a message that it's not just about winning a weekend race. Performance matters, but it was more than just speed when they were that young.

Another program that had been under development for a year, under Walt Evans, was our club development program. Bill mentioned the education resource that Walt put together which would be distributed to clubs starting now. That was one element. There were three elements to the program; education, certification and recognition of excellence in our clubs. We've had a high level of interest and now we can engage with the clubs and deploy out to the clubs, provide them leadership and mentorship and also exchange best practices. That would help us grow our competitor base. Long-term what we conceptualized at the baseline

is good partnerships among NSAA, PSIA, NASTAR and SkillsQuest. These were the partners who brought kids to the hills, taught them how to ski and compete and work them into club programs.

Paine commented that it was really exciting to see all of the things that we had going on to improve development throughout the organization.

12. **Events Report: Calum Clark**

Clark said he wanted to provide an overview of the past season for the events department. As everyone knew this was a difficult and challenging season for ski resorts throughout the country with lack of natural snow, warm weather and freak weather. One of the key success factors was the absolute commitment from host sites in a challenging season with producing 22 event sites, 90 elite & sub-elite competitions running from World Cup, National Championships, and Continental Cup NorAms. For the entire season, there were only two cancelled competitions in season due to snow conditions. Considering the resources and the demand on our resorts, it was very difficult financially and organizationally; it was an amazing undertaking, speaking volumes about our partnerships with these tremendous resorts. He would be reaching out to the resort partners at the NSAA conference to say thank you.

In the face of that, we took on additional responsibilities for a rescheduled Alpine World Cup from Val d'Isère; and we took on three additional starts for men and women in Beaver Creek. Lindsey Vonn ended up winning a Super G at her home resort. This was a result of a tremendous partnership with Beaver Creek, the Vail Valley Foundation and our partners in Europe.

We achieved the full integration of Freeskiing into the Grand Prix Series and added Skicross to the Grand Prix. It was an enormous expansion of our programs with additional costs on our side. Our Grand Prix team shown through organizationally and culturally by bringing these groups into the fold.

In concert with the Freeskiing and Snowboarding director, Jeremy Forster, we were extremely aggressive in providing sanctioning opportunities for our Grand Prix to put on the best events and work with our partners at FIS to obtain the highest possible sanctioning for Freeskiing – FIS Freestyle World Cup & AFP Platinum and for Snowboarding – FIS Continental Cup & TTR 5 Star. The athletes then were able to get the points needed for the TTR world ranking and for World Cup points. This proved very successful and our goal was to put this strategy forward again next year.

We surpassed the 2010 Olympic Year in VIP attendance this year which indicated we were at attractive resorts with exciting event formats that our sponsors and partners were interested in attending.

Last year two new concepts were introduced for consumer-facing event properties, non-traditional programs for us since our department was focused on delivering value through elite events and these were consumer oriented. First Tracks with the alpine Team announcement at Vail – they were very excited about this event – a little tough weather-wise with the only snow for November and December, which caused a downturn in spectator attendance.

The second was the Championships. The goal here was to bring the US Alpine National Championships together with the NASTAR Championships at Winter Park to bring in a celebration of alpine skiing in the spring. This was a learning experience for us. We continue to talk with staff at Bonnier and NASTAR to see if this can grow interest in the sport and revenue.

Looking forward to next season, our goal was to support the revenue side by improving efficiencies in our competitions. Part of this was the full integration of halfpipe, slope and cross disciplines. We invested enormous amounts into those venues to provide the best athletic opportunities and commercial opportunities with TV shows and sponsorship sales.

We are preparing and testing this season for the Olympic qualification system to be implemented in 2013/14. This means going to our partner sites and testing so we were prepared for an enormous qualification season in 2013/14.

Finally, we were working very closely with the athletic department to drive exclusive training opportunities with our event properties. We bring them these properties and they build the best venues in the world so we enhanced that with exclusive opportunities for our athletes so they could dominate at home.

He then discussed the 2013 events season highlighting that a contract had been signed, under the leadership of Andy Wirth, to bring the U.S. Alpine Championships to Squaw Valley. The last two seasons we've run HP & Slopestyle at Mammoth and we would bring this to the Park City Mountain Resort this season. This came off the heels of a tremendous 2011 World Championships and we were excited to bring both skiing and snowboarding to the event.

Finally, Telluride's Snowboarding WC had been a tradition on the schedule and we were aiming to bring Skicross to that event also to leverage the incredible investment that Telluride was making to get snow into their cross course.

2013 Events Schedule

Alpine

November	U.S. Team announcement – Vail
Nov 24-25	Women's Alpine WC – Aspen
Nov 30-Dec 2	Men's Alpine WC – Beaver Creek
Mar 21-24	U.S. Alpine Championships – Squaw Valley

Snowboarding/Freeskiing

Dec 5-8	U.S. GP – Copper Mountain (HP)
Dec 12-15	Ski & Snowboardcross WC – Telluride
Feb 6-9	U.S. GP – Park City Mountain Resort (HP & Slope)
Feb 27- Mar 3	U.S. GP – Canyons Resort (Cross)

Freestyle

Jan 17-19	Freestyle WC – Lake Placid
Jan 31-Feb 2	Freestyle WC – Deer Valley

Looking beyond 2014, this summer, venue construction would begin for the women's speed course for the 2015 Alpine World Championships in Beaver Creek. We were also beginning our planning process and looking at supporting efforts for new Olympic/World Championship Events through USSA Events. We had tremendous success with Slopestyle this last quad and we'd like a repeat performance as we moved toward 2018.

Finally, there were a number of communities in the US; Denver, Tahoe/Reno/Sacramento, and Salt Lake City that were beginning to do some investigations into the Olympics. We were engaging them by providing feedback but also looking to leverage that interest to host the best possible events.

13. Communications Report: Tom Kelly

Paine complimented Kelly on the fine job as master of ceremonies for the USSA Awards dinner the previous night. Kelly replied that it was great to have a chairman who was so engaged in an event like that. He added that he worked w/Dexter's staff for the introductory slides for last night's opening and that was a great addition.

Kelly said that he would address four points relative to communications:

- Athlete media integration
- Evolution in stakeholder communications
- Service to athletes
- Sochi

We still continued to have great success in media placement with our athletes, even in a non-world championship season; there was great interest across the board in our athletes. We were very well placed nationally and internationally to get this good coverage for our athletes.

One of the other areas in which we've had success was, as we took on more commercial partners, getting our athletes directly engaged in telling that commercial story, a great benefit to our commercial partners and yet another platform to show our athletes in a different mode.

He said that we conceived an event in conjunction with the New York Ski and Snowboard ball where the athletes attending the ball go into a Paul Mitchell Salon – they look great for the ball and it provided a great platform for our partner Paul Mitchell.

We talked last year about the Team announcement program begun two years ago. This began initially to create another PR platform for us but what's happened is that it's turned into an actual property and Calum mentioned earlier the First Tracks Announcement at Vail had turned into a great property. We do this now across all of our sports. It gave each of the Teams an opportunity to really feel good about an announcement program specific to them and allowed us to tie in a partner, oftentimes a resort.

He then discussed the surveying that was done with the membership over the course of the season and the benefit of this was to see how the various forms of communication that we were using were evolving with the primary user groups. You could see a key differential in how our athletes were using social media, in this case, Facebook, as a primary means of communication.

USSA Athletes (20 and under)	
Email	83%
Facebook	80%
Text Messaging	56%
YouTube	51%
TV	25%
Mail	18%
Newspaper	17%
Twitter	13%

USSA Parents	
Email	98%
Text Messaging	54%
Facebook	42%
Mail	35%
TV	30%
Newspaper	28%
YouTube	26%
Twitter	8%

One other statistic that surfaced was regarding TV and the question asked was, which channel do you use regularly? For both parents and athletes, TV ranked fairly low. One that was starting to rank upward was YouTube. The direction for this is to take what we learned in the communications audit and start to evolve more aggressively. You'll see us evolve the stakeholder communication and provide the content in several different forms. We've done this with our internal athlete communications successfully. It gives us the opportunity to reach people the way that they want to be reached and creates an interactive channel for us.

We've made a marked change in the service we provide to athletes through sport-specific press officers. This would be a clear direction for us going forward; i.e. the assignment of staff or a contractor to work very specifically with individual Teams so they had essentially a person of their own. We've done this for some years in alpine and dramatically expanded this year into freeskiiing and snowboarding and enhanced what we'd done in freestyle and nordic. We would continue to do this moving forward; this would be vital as we move to Sochi.

Lastly, he wanted to address the advocacy program. This started out of the communications audit a few years ago. Many of you were aware of this. It's simply our athletes saying thank you to those involved in supporting them. This year we took a strategic direction relative to Sochi; we had two interests in creating positive advocacy with our stakeholders in Sochi. One was we wanted to enhance the opportunity for our sales in Team Sochi packages, our hospitality program with the Foundation; and two, on the athletic side, our partnership with the Russian Federation and the Sochi organizers is vital to our success in Sochi in two years.

When we went in for the first test events this year, we wanted to make sure that our athletes and Teams were positive advocates for Sochi, re: what the course were like, what the village was like, and so forth. We did this using a number of tactics. We held press conference with both our alpine men's and women's Teams. We provided talking points for our coaches and athletes and worked to create a positive message in the media and generate a positive buzz. No other Teams did this, so we left Sochi this year with a very positive feeling between us and the Russian Federation which would pay dividends with additional training camps and when we get to Sochi in 2014, that may open a few more doors for us.

14. Foundation Report: Kate Klingsmith

Some highlights for this year. She wished to review the Special Events, Gold Pass and Annual Fund as a whole. She stated that Foundation had had a very successful year financially and the staff was very proud of their accomplishments.

In looking at the Special Events, everyone knew we did balls and benefits and this year New York set an all-time record in net income which was very exciting. We also did new and cool

events on snow. This was our second year in Windham NY and we added a new event in Squaw Valley in the spring. These events provide donors an opportunity to ski with Olympians and our athletes and attend an Après Ski party. In addition, a portion of the funds raised is given back to the ski area. The on-snow events were successful thanks to the participation of the athletes and alumni. In looking at the Gold Pass this last year, of 400 passes, we sold 330 for new, past, lapsed donors, Team Sochi members and trustee Inner Circle members as well as sponsors. This year we generated the most revenue in the Gold Pass program.

The annual fund as a whole includes Special Events, the Gold Pass program, our major gifts program, but does not include Team Sochi and we successfully reached \$5 million. Our Inner Circle participation increased and this was the second most successful fundraising year in the history of Foundation. The support of the Board of Trustees was immense and we could not have reached this number without their support.

Finally, some key points on FY 13, we would maintain New York and grow the other events in San Francisco and the Bay area; we would grow one more on-snow event. For the Gold Pass we just returned from the NSAA national convention and we announced a new pass which would be direct to lift, with new technology, which had taken two and a half years to put in place. We finally had the five different technology companies come together to find a solution to make the pass direct to lift. We've been able to showcase the new pass with our industry partnerships and plan for donors to have this technology this season.

Next year's budget at over \$6 million was an aggressive and daunting number, but it was achievable. We had good momentum coming off this last year and there was no doubt we could reach this number and to do that we need to grow our Special Events, we need 70 additional Gold Pass donors, and 60 Inner Circle level donations and the staff was fired up to get it done.

Paine commented that all who used Gold Passes would be thanking Kate next year when they could go directly to the lift. She spent two years working with the NSAA to ensure that the passes would work, so in advance, thank you.

Paine added that it was nice to have Mike Jaquet on board and we looked forward to hearing about his commitments for 2013.

15. Sales & Marketing Report: Mike Jaquet

He stated that he was thrilled, honored and excited about this position. He added that it was full circle for him as he had grown up cross country ski racing in Sun Valley under Rick Kapala's leadership. It was a generation where he saw Luke at the start of a lot of races, never at the end; the others were names you would all recognize - Grover, Vordenberg, Farra, Caterinichio – this was our generation of racers. After that, he attended the University of Colorado where he raced for two years with Bill Marolt as the Athletic Director.

After two years, he hung up his skis and started a TV show and the rest was history. His roommates would later become two of the most famous free skiers in the world who influenced him greatly in the making of ski movies and then came the impetus to start *Freeze* magazine. It had a six-year run and it was athlete focused. He said that would be his theme in this role. He said he was a firm believer in putting athletes out there, marketing behind them and being partners with them. The U. S. Freeski Open that we launched at Vail was the first international ski slopestyle and halfpipe competition ever put on and grew into a big event, and that seeing those events go to Sochi made him very proud, and he was excited to now be influencing that.

Fast forward and back into TV, with a network and working seven years in New York slogging up and down Madison Avenue talking to every Fortune 500 advertiser and working with, among others, the Final Four, football and most recently, the Super Bowl. So, he came from very humble but great roots and paid his dues in New York City for the last seven years; so he was excited to get out here back west - closer to home and his people, everybody in this room. That was the quick history of his background.

He said he was walking in on the shoulders of an incredible year and great work done by his predecessor. He felt very fortunate to have this opportunity and for where the organization and his staff were right now. He'd met with every one of them and had good rapport there.

He said that he was all about athletes and wanted them to succeed and the more money that he could bring in going directly to the bottom line would be great for all. The investment was built – there was inventory and more things to sell, more TV inventory to push and more impressions and more opportunities so that investment over the last few years was something that he now got to amortize.

Something important to look at were out years on contracts and again, this allowed him to walk in with essentially \$8 million committed against a \$10 million goal to concentrate on all new stuff. Normally at this time of the year, we'd be slugging it out on renewals and we had a tremendous opportunity to go out and find new partners, new opportunities and new revenue streams. To see these contracts go out to 2018 in some instances, we had plenty of time to bring in other partners but to make sure that renewals start now. The way to do that was to deliver on great experiences for them and deliver everything promised and more so this is a great platform.

The new partnerships from this last year were shown and he promised that next year the new partnerships would look great as well.

- Columbia – 2014
- GoPro – 2015
- Maloof Sports & Entertainment – Renewal
- Sölden – 2014
- USANA – 2019
- Zeal Optics - 2014

Key accomplishments included:

- US Freeskiing: Incremental revenue growth last year and more to come.
- Extending Audi through 2018; a verbal commitment had been obtained and we would get that contract done very soon; and we had the Youth Auto category still available.
- Extended contracts of key partners beyond 2014 (FY 11/12 renewals: DJO Global, General Mills, Sprint, Visa) made a great situation.
- New Partners: Columbia, GoPro, Maloof Sports & Entertainment, Sölden, USANA, and Zeal Optics.

Key opportunities/open categories for partnerships:

- Electronics, Beverage/Energy Drink, Youth Auto, Insurance, Technology, Shipping, QSR/Restaurant
- Digital Partnership with Branded Video Content
- Coordination of athlete partnerships

Another key component of this was digital partnerships. There was a whole paradigm shift in media right now. If we could get the same number of impressions – people to engage in our events and do it on cable – do it on YouTube or do it on the internet and not pay time buy fees, we'd make out like bandits. It wouldn't be done overnight. We had a great intellectual property, great events. There were 60 million skiers out there and we had to close the gap between the size of our membership and the number of skiers to show they were fans.

We had tremendous opportunities to sell. We had open categories and open title sponsorships as well.

Marketing Objectives: The first 45 days would be getting up to speed and he'd work at getting other partners. He planned to meet with all of our partners before the Summit. Once we got through that phase we'd be rolling out a marketing plan for fall for FY 12/13.

Some of the things would include:

- Create a stronger connection between the USSA and the Recreational Skier—give skiers ways to express their “fandom.”
- Digital partnerships (Portals, Top 10 sport sites, YouTube partnership and video hubs); we had the beginning of a partnership with YouTube and we needed to get content into it; but there were other portals out there as well. We needed to get out there every day and show compelling content.
- Explore deeper connection with existing and potential new media partners. He needed to go to NBC and explore what more we can do. The Alpine World Cup being available to a limited number of homes is hurting us as a sport. We can't wait for Universal Sports to become fully distributed; we need some help to get our athletes in front of fans and we do have some leverage which is great.
- Aspirationally, can USSA become the “League” for Skiing? We weren't now, but there were some steps we could take and it was a good goal and there were partners out there who wanted to see us succeed.
- Stronger connection between the USSA and the endemic manufacturers, resorts, and endemic/associated media partners and events.
- Marketing USSA through partnerships with our sponsors – we need our athletes in national media and we want our partners to step up and he'd discuss that with them.
- Build a foundation for and experiment with Social Media activation with USSA and athletes. It's a whole new world of communication and we need to insert our athletes and brands into that communication. We just need to build more touch points.

16. USSA Athletes' Council/USOC AAC Report: Scott Macartney/Andrew Johnson

The USSA Athletes' Council meetings were productive. Luke joined us as well as Dexter and we don't have anything for the board to vote on, but we do have a couple of initiatives that we would be working through with Luke and Jon Nolting on athlete participation in coaching and trying to increase participation in that regard, removing some of the barriers and influencing more athletes to give back to the next generation through coaching. Other than that, we had good discussions and brought everyone up to speed.

Paine said that he and Andrew provided great leadership and that both had been active athletes and were now coaching and he thought it was great in terms of having really smart passionate people involved in coaching our kids now and this was one of the most important things in the development program.

Andrew Johnson stated that it had been generally quiet over the winter so he didn't have much to report over the last six or seven months. He said that there was an USOC AAC meeting taking place right now and that Jen Hudak was attending it in his place and there was a fair amount of activity that would take place over the summer. Probably the most important thing was finding the next USOC AAC athlete rep on the USOC board and that we would be sending out a call for nominations quite soon and then conduct interviews.

Then the other thing that would be dealt with over the summer is that his term would be ending in the fall and the election process was already underway with a call for nominations and elections to follow in the fall.

Paine asked if he was eligible to run again and Johnson replied that he was and had confirmed he would run again but he encouraged anyone who wanted to get involved to get their names in and increase participation.

Paine asked Johnson, for folks not as involved, to explain his position relative to the USOC. Johnson said that the USOC AAC was made up of one representative from every Olympic, Pan Am, and Paralympic sport and essentially acted as the athlete voice and they met approximately three times a year and worked on various activities and the individual representatives reported back to their National Governing Bodies.

17. Sport Committee Reports/Action Items:

Alpine: Bob Dart said that he wished to begin by thanking the numerous volunteers and staff who put these four and a half days together. One thing the alpine community wanted him to bring up for discussion was returning to the traditional meeting schedule which allowed them to do work all day Saturday and have the board meeting return to Sunday.

Paine said that he would raise that at the end of the meeting and he appreciated hearing his comment and would get the comments from others at that time.

Dart said that we were increasing head tax and that would take place this fall. The Alpine Sport Committee believes that a few groups might choose not to renew or sanction their events within USSA as a result; the collegiate group wanted you to be aware of that. They asked for an exception and we said no exceptions.

We worked on the refinements to the course matrix specifications for competition and training ratios throughout the alpine training system pipeline; the development committee did great work on that and got consensus. Next there was discussion of the helmet cams and prohibiting their use in training and competition.

We nominated three new inspectors to assist with inspection of USSA alpine homologated courses and this went in hand with the alpine development; the new inspectors had gone through a three-year program with Bruce Crane and people like Ted Sutton so we now had more inspectors to get the job done.

The next items may need ratification by the board. You all knew that when revised FIS equipment rules would go into effect we generally had followed that a year to two later in the process. We felt that the new equipment standard of U18 and older would need to conform to the FIS equipment specifications. It would be a financial issue for the kids but we felt it was important to stay in line with that for training and development and why delay for a year when it needed to be in place.

Dart said that this was his last year as chair of the Alpine Sports Committee, as he had served his eight years, which he enjoyed very much. Darryl Landstrom would be the new

chair of the ASC and Dart would remain the alpine sports representative to the USSA board over the next two years.

Paine said that Patrick felt pretty passionately that we needed to follow the recommendation of the ASC on the application of the FIS equipment rules.

Motion # 5: To require that USSA U18 and older athletes be in compliance with the new FIS equipment rules on the same schedule as FIS competition in season 2013-14 in USSA scored competition.

M/S/C – Bob Dart/Hank Tauber, approved by acclamation.

Cross Country: Jon Engen said that they had highly productive housekeeping work over the last couple of days. We had one item that we would ask for a motion and that was the 2014 OWG criteria ratification. The last part of the Team was filled from the National Ranking List or NRL points in the past and we wished to switch that to FIS points which were better a measure for a host of different reasons. This change was reviewed by everyone and was now ready for ratification of the board (Addendum A).

Bodensteiner said that, for clarification, the change was a very slight change from the 2010 OWG selection process that we put in place for 2014 - not a change that comes from the initial proposal and so Jon was proposing that that criteria be adopted as written by the group that put them together.

Also, for the board's information, we would now, in the next three meetings, have OWG selection criteria to adopt and they staged that way based on when the selection process or selection period began. We'd deal with cross country today and at the fall meeting we'd approve the alpine and snowboarding selections and all others would be one year from now, at the spring meeting.

Natt said that everyone had received the selection criteria in the packets distributed before the meeting. We needed to approve them at this meeting, and then they would move through the approval process with the USOC. So, he asked for a motion.

Motion # 6: To ratify the 2014 Olympic Winter Games Cross Country Sport Selection Criteria.

M/S/C – Bob Dart/Scott Macartney, approved by acclamation.

Engen stated that like alpine, we had some comments on the head tax and general dissatisfaction on what amounted to a 100% increase on cross country. The committee felt that would have an impact on the national ranking races and that participation would likely go down and there were complaints about how the increases were rolled out.

In the spirit of involving more females in the organization, Joey Caterinichio was recently hired as the nordic program manager, a position which had been vacant for some time. She would take care of all the nordic disciplines. In her place, Janice Sibelia was taking over the coaches' committee.

Engen commented that he was confirmed for the last time as chairman of the sport committee and board representative for cross country.

In closing, he wished to say that they had had a monumental breakthrough season in the sport of cross country and that we owed a big thank you from bottom to top and this organization for everything that made that possible in a decade's long process.

Paine congratulated the cross country sport and he confirmed that, driven by Alan Ashley and Luke Bodensteiner, we had invested in the cross country program many years ago and we wished it could have been more money but it was significantly more than what we had invested previously, and now we see the investment paying off today. The benefit of that was a program that was in great shape today. Add to that a personality and leader like Kikkan Randall, it created a Team that would do incredibly well in Sochi, so congratulations!

Freestyle/Freeskiing: Glenn Eddy stated the committee had great attendance this year and lots of productive meetings over the last few days. This was the first year under the revised operating procedures with the committee structured around discipline subcommittees and that worked out quite well. There was a lot of build out of rules for the new and traditional events as well. The process went smoothly with the new structure.

One of the major achievements, through the moguls subcommittee, was a lot of work done with the USSA staff in building out the coaches' education programs which should bear fruit this fall and the coming season.

Another item, Chris Seemann was reelected to the sport committee chairmanship for another two-year term and, finally, there was concern mentioned by the clubs on the primary insurance requirement for membership, especially as that would impact their coaching staffs and/or their ability to hire certified and/or USSA member coaching staff and some hoped that this could be looked into.

Paine said that we did leave the staff with that as an action item on which to follow up. He did not know if we could solve it but we would look into whether there was a solution.

Ski Jumping/Nordic Combined: Joe Lamb commented that nordic combined/ski jumping realized two very successful days of meetings and he began by stating that Joe Holland was the proud father as of yesterday morning of a baby boy, named Jacob, so Joe was right to have an acting chairman here in his place.

What was very positive for these two disciplines is we could see a positive connection working toward the future between women's and men's ski jumping. The women realized their best season ever by winning the overall title and Team title for the first year of the women's World Cup.

The nordic combined Team also had a fairly successful year and, once again, a young American, Bryan Fletcher won the King's Cup at the finale in Holmenkollen. Our future was to continue to grow at the club development and going back to basics in terms of developing athletes so that men's ski jumping could find the success that the women and nordic combined now enjoyed.

We had a number of housekeeping items bringing us up to date with FIS standards and age classes and equipment. There were still several equipment issues that would be decided at the FIS Congress in Korea that may have significant impact as we change those specifications. If you looked at the number of suits, there was one company that produced the material and that may cause some issues, but we would deal with them as the FIS makes its decisions.

The progress for next year would be very positive and we thank USSA for the support of the disciplines and we looked forward to positive cooperation within USSA as we build the level of performance and brought the athletes to Olympic excellence that this organization was pushing us toward.

Paine thanked Joe Lamb for sitting in for Joe Holland and congratulated Joe on the newest member of the USSA family and we looked forward to his participation in the 2034 Olympics, if not sooner.

Snowboarding: Jon Casson said that he also wanted to thank the staff, Jeremy Forster and Abbi Nyberg, at USSA for another outstanding season. From a club level they were just amazing to work with. As far as our committee meeting, we had one of the most efficient meetings in our history. We had very few action items to work out and we had some minor housekeeping, one of which was that he was reelected as the sport committee chairman for another two years and he would continue in his role with the board of directors and that he was looking forward to the next couple of years.

As Luke mentioned earlier, we were working on our selection criteria and would submit them to the board at the fall meeting and we'd start focusing on that in the next few weeks.

He said that they were also very excited about the addition of Slopestyle to the slate for Sochi and had integrated that into events for this year and next year we would be crowning a national champion in Slopestyle so that was a good addition to that program.

Finally, snowboarding had a little bit more of a unique model than some of the other disciplines where there was a separate organization, the USASA, that did most of the development and grass roots of competitive snowboarding and we would be creating a working group with USASA to look for areas of overlap and collaborative projects to engage more people in competitive snowboarding and keep that pipeline filled for the future.

Paine thanked Casson for his report.

18. Executive/Nomination Screening Committee Reports: Alex Natt

Natt said that we'd run through a host of names here and ratify them all in one motion.

The following were re-nominated as the USSTF Representatives to the USSA Board:

- John Bucksbaum, May, 2015
- Jeanne Jackson, May, 2014
- Kipp Nelson, May, 2014
- John Cumming, May, 2014
- Hank Tauber, May, 2015

The following was re-nominated as the At-large Representative to the USSA Board:

- Greg Boester, May 2014

The following were re-nominated as Sport Committee Representatives to the USSA Board:

- Alpine: Bob Dart, May, 2014
- Snowboarding: Jon Casson, May, 2014
- Cross Country: Jon Engen, May, 2014

The following were re-nominated as officers of the USSA Board:

- Dexter Paine, Chairman
- John Cumming, Vice Chairman
- John Bucksbaum, Treasurer

Motion # 7: To ratify the above-referenced individuals as members and/or officers of the USSA Board of Directors.

M/S/C – Scott Macartney/Bob Dart, approved by acclamation.

Moving on, we had several subsidiary corporations whose boards needed to be ratified, the USST, Inc. and USSA Enterprises. He requested a motion to ratify the composition of those boards' members.

Motion # 8: To ratify the composition of the USST, Inc and USSA Enterprises boards; President: Dexter Paine; Vice President: John Cumming; Secretary-Treasurer: John Bucksbaum; additional Board Member: Bill Marolt.

M/S/C – Hank Tauber/Bob Dart, approved by acclamation.

19. USSA Legal & Judicial Committee Reports: Alex Natt

Natt commented that there were no judicial issues to report.

On Legal, Bill Marolt and Luke Bodensteiner touched in their reports on the cooperative relationship we had had with the USOC on the safe sport issues and that we were grateful for their leadership and worked cooperatively in helping them as they got their program stepped up and their program would bear fruit for all sports, not least of which, ours. We would continue to work with them. We had conformed our safe sport guidelines to theirs and would use some of their resources to educate our membership so great work there on behalf of the USOC started chiefly by one of our alumna, Nina Kempfel.

After one year of having rolled out our concussion policy and protocol in the competitive arena we ended up with 80 children held out in sport last year until they were released and cleared by a medical professional. That policy had worked pretty well. We were raising awareness on the training side, pushing that message to our clubs, how to recognize concussion and what to do with athletes and how to best protect them from returning to sport too quickly. One of the presentations at our Excellence seminar was conducted by another alumna of this organization, Melinda Roalstad, who had been instrumental in putting together the concussion policy and protocol and we would continue to push these two messages as they were critical to our success moving forward.

The corporation is not the plaintiff or defendant in any current litigation, which is a great thing.

Paine thanked Natt for taking great care of the USSA.

20. USSA Old Business: Dexter Paine

Paine indicated that he had no old business.

21. USSA New Business: Dexter Paine

Paine asked Mark Lampe to discuss the Cafeteria Plan Amendment (Addendum B). Lampe stated that our benefits manager asked that we pass a resolution to conform our cafeteria plan to the new IRS regulations on the amount that can be put into the plan annually as a matter of housekeeping, so the board would need to approve that.

Motion # 9: To Motion to ratify the maximum contribution amendment to the USSA's cafeteria plan

M/S/C – Dexter Paine/John Cumming, approved by acclamation.

Paine mentioned that we, for the first time in many years, had a Saturday afternoon USSA board meeting. The reason was an attempt to get back for Mother's Day. He asked whether this schedule worked for them or not. We'd heard from the Alpine Sport Committee that the preference was Sunday. Did others have the same or other views?

Dart said that alpine had a complex set of meetings with a lot of people coming in and the real issue was that, when you saw what staff had to accomplish, between that period, if we're ok with a verbal and not written report that helped. What we missed out on today from the alpine side was having minutes done from the subcommittees to pass out at the final Alpine Sport Committee meeting. What we had instead was a set of motions. We wouldn't always be able to get that massive paperwork done.

Paine said that this year we also had the added issue of the FIS Congress being a bit earlier as well so we had some time issues. He said we would discuss this, take this under advisement, and he appreciated the comments.

Paine opened the floor for member comments. Engen reiterated that the Sunday board meeting was the preference of the nordic community as well.

22. Future USSA Board Meeting dates: Dexter Paine

USSA Fall Teleconference Meeting, October 10, 2012, 11 a.m. mountain time

USSA Congress 2013: May 14-18, 2013, Park City, UT
USSA BOD & Annual Meeting: May 18, 2013
(Mother's Day - May 12)

23. Chairman's Closing Comments and Adjournment: Dexter Paine

Paine said he could not thank everyone enough for the time and energy that they put into this meeting and into the USSA. We, like everyone at the dinner last night, were volunteers and ultimately you see the difference in what's happened to the organization over time. Everyone in this room deserved a lot of credit for that. He said that we had a great staff, great leadership, but we also had incredible volunteers. He thanked everyone again for their valuable effort. He wished everyone a good summer.

There being no further business, Natt requested a motion to adjourn.

Motion # 10: To adjourn.

M/S/C – Bob Dart/Scott Macartney, approved by acclamation

Minutes transcribed by Suzette 6/6/12; Legal review 6/8/12; Exec review. 6/15/12.

Addendum A

USSA Athlete Selection Procedures 2014 OWG - Cross Country Skiing

1. SELECTION SYSTEM

1.1. Minimum eligibility requirements for an athlete to be considered for nomination to the Team:

1.1.1. Nationality/Passport requirements:

Athlete must be a citizen of the United States at the time of nomination.

Athlete must hold a valid U.S. passport that will not expire for six months after the conclusion of the Games.

1.1.2. Minimum International Olympic Committee (IOC), and/or International Ski Federation (FIS) standards for participation:

Any competitor in the Olympic Games must be a national of the country of the National Olympic Committee (NOC) which is entering such competitor. For additional information regarding an athlete who is a national of two or more countries, has changed his or her nationality or acquired a new nationality, refer to the IOC Charter (Rule 42).

1.1.3. Minimum International Ski Federation (FIS) standards for participation:

Only competitors who hold a valid and active FIS license and who meet FIS minimum eligibility standards will be considered for selection. The FIS minimum standard is; competitors are eligible to participate in the distance and/or sprint events who have a maximum of 100 distance FIS points. Competitors who have a maximum of 120 sprint FIS points shall be allowed to participate in the sprint events and 10 km (ladies)/15 km (men) distance event if she/he has less than 300 FIS distance points.

1.1.4. Other requirements:

Only competitors who are USSA members in good standing will be considered for nomination.

1.2. Tryout Events:

1.2.1. Names, dates and locations of all competitions to be used as part of the selection process.

All FIS World Cup cross competition competitions held between October 1, 2013 and January 12, 2014 will be evaluated for Selection Criteria 1 (the schedule of competitions will be posted at www.fis-ski.com when approved).

All cross country competitions scored to the 4th publication of the FIS Distance and Sprint Points Lists, published in January 2014 will be evaluated for Selection Criteria 3 (the schedule of competitions will be posted at www.fis-ski.com when approved).

1.2.2. Qualification criteria for the 2013/2014 World Cup, the 2013 World Championships and the 2013 U23/Junior World Championships will be published at www.ussa.org.

1.3. Athletes shall be nominated to the Team based on the following process:

- 1) Selection Criteria 1: Athletes ranking in the top 50 in the Distance World Cup standings or the top 50 in the Sprint World Cup standings as of Jan. 12, 2014 shall be nominated to the Team, unless application of this criteria would result in a total of more than the maximum number of nominations allowed by the FIS, in which case USSA shall use the following tie-breaking mechanisms in order of priority:
 - a. Most World Cup points in a discipline (distance or sprint) earned between October 1, 2013 and January 12, 2014
 - b. Lowest current FIS points in a discipline (distance or sprint) earned between October 1, 2013 and January 12, 2014
 - c. Best single FIS point result earned between October 1, 2013 and January 12, 2014.

Please Note: A maximum of the best four athletes per gender, who rank in the top 50 of the Sprint World Cup standings on Jan. 12, 2014 may be nominated.

- 2) Selection Criteria 2: If Team positions remain open after application of criteria 1 above, the USSA Cross Country Head Coach may use discretion (see Section 2 below) to determine Team nominations.
- 3) Selection Criteria 3: If Team positions remain open after the application of criteria 1 and 2 listed above, then additional athletes may be nominated in order of ranking, based on the 4th publication of the FIS Sprint and Distance Points Lists valid in January 2014. The USSA Cross Country Head Coach will ensure that the number of athletes selected according to these criteria does not exceed the start rights for each event. If the application of these criteria would result in a total of more than the maximum number of nominations allowed by the FIS, USSA shall use the following tie-breaking mechanisms in order of priority:
 - a. Most World Cup points in a discipline (distance or sprint) earned between October 1, 2013 and January 12, 2014
 - b. Lowest current FIS points in a discipline (distance or sprint) earned between October 1, 2013 and January 12, 2014
 - c. Best single FIS point result earned between October 1, 2013 and January 12, 2014

USSA may enter up to four (4) athletes per event as determined by FIS, with a maximum of up to 12 male or 12 female athletes, and 20 athletes total.

2. DISCRETIONARY SELECTION

- 2.1. Athletes who have not met the objective criteria in Section 1.3.1 may be recommended by the USSA Cross Country Head Coach for selection to the Team via discretion if they have indicated the potential for Olympic success.
- 2.2. Athletes may be recommended by the USSA Cross Country Head Coach for selection to the Team via coaches' discretion if they satisfy any of the following, and have indicated a potential for Olympic success:

- Outstanding competition results from the 2012/2013 or 2013/2014 seasons.
- Recent positive direction or trend of competition results indicating a potential for Olympic success.
- Indication of medal potential in future Olympic or World Championship competition (such as international age group results and rankings) that would be materially enhanced by selection to the Team.

2.3. The following committee is responsible for making discretionary selections:

USSA President and CEO
 USSA Executive Vice President of Athletics
 USSA Cross Country Athlete Board Representative

2.3.1. Conflicts of interest may arise for Selection Committee Members during the Team selection process. Conflicts of interest exist when a Selection Committee member stands to benefit privately from a decision made by the Selection Committee. A conflict may arise, but is not limited to, when a Selection Committee Member is in a position to participate in discussion or a vote concerning an athlete whom he or she coaches or trains privately who is being considered for a position on the Team. In the interest of assuring a fair selection process, the following rules will be followed by the Selection Committee when a conflict of interest arises:

The material facts as to the Committee Member's relationship or interest as to a particular athlete shall be disclosed to the entire Committee. If necessary and practical, the conflict shall be referred to the USSA's Ethics Committee prior to a meeting of the Selection Committee. A Selection Committee Member shall not engage in any conduct meant to unduly influence the Committee regarding the athlete who gives rise to the Committee Member's conflict. In the case of any vote or final selection regarding athletes, a conflicted Committee Member shall not tabulate results independently. Any votes shall be tabulated in plain view of the entire Committee.

3. REMOVAL OF ATHLETES

3.1. Prior to acceptance of nominations by the USOC, the USSA has jurisdiction over potential nominees.

An athlete who is to be nominated to the Team by the USSA may be removed as a nominee for any of the following reasons, as determined by the USSA:

- 3.1.1. Voluntary withdrawal. Athlete must submit a written letter to the USSA CEO.
- 3.1.2. Injury or illness as certified by a physician (or medical staff) approved by the USSA. If an athlete refuses verification of his/her illness or injury by a physician (or medical staff) approved by the USSA, his/her injury will be assumed to be disabling and he/she may be removed.
- 3.1.3. Violation of the USSA's Code of Conduct (Attachment 1).

An athlete who is removed from the Team pursuant to this provision has the right to a hearing per the USSA's Bylaws (USSA Bylaws, Article IX Section B) and the USOC's Bylaws, Section 9.

3.2. Once an athlete nomination is accepted by the USOC, the USOC has jurisdiction over the Team, at which time, in addition to USSA's Code of Conduct, the USOC's Code of Conduct and Grievance Procedures apply. The USOC's Code of Conduct and

Grievance Procedures can be found at: <http://www.Teamusa.org/about-usoc/athlete-ombudsman/olympic-paralympic-and-pan-am-games-information>.

- 3.3. An athlete may be removed as a nominee to the Team or from the Team for an adjudicated violation of IOC, WADA, FIS, USADA and/or USOC anti-doping protocol, policies and procedures, as applicable.

4. REPLACEMENT OF ATHLETES

4.1. Process for determining replacement athlete(s) should a vacancy occur:

4.1.1. Prior to submission of Entries by Name to the Local Organizing Committee, including any applicable group or committee, replacement athletes will be identified using the same method of selection specified in sections I and II of this document.

4.1.2. After submission of Entries by Name to the Local Organizing Committee, including any applicable group or committee, replacement athletes will be identified using the same method of selection specified in sections I and II of this document.

5. SUPPORTING DOCUMENTS

USSA will retain the approved Selection Procedures and all supporting documents, including scouting or evaluation forms, etc., and data from the selection process for six months past the date of the Closing Ceremony of the Games.

6. REQUIRED DOCUMENTS

In addition to the USOC Code of Conduct, the following documents are required to be signed by an athlete as a condition of nomination to the Olympic Games and are included as attachments:

- USSA Code of Conduct (Attachment 1)

7. PUBLICITY/DISTRIBUTION OF PROCEDURES

The USOC approved Selection Procedures (complete and unaltered) will be posted/published by the USSA in the following locations:

7.1. These procedures will be posted to ussa.org as soon as possible, but not more than five business days following notice of approval by the USOC.

7.2. Other: N/A

8. DATE OF NOMINATION

The Nomination of Athletes form, including replacements, will be announced to all athletes and submitted to the USOC on or before January 22, 2014. *

**If, after the first allocation and nominations, the U.S. has not reached its maximum quotas, then additional athletes may be nominated to the Team following the reallocation of quotas by FIS on January 24, 2014.*

9. MANDATORY TRAINING AND/OR COMPETITION

Specify the location, schedule and duration of mandatory training and/or competition:

Following the nomination of the Team, mandatory training camps may be organized in preparation for the Olympic Winter Games. The dates, locations and organization of these training camps are unknown at this time. However athletes will be notified within 30 days in advance of the mandatory training camp. Final arrangements will be confirmed immediately prior to any camp based on weather conditions and availability for the best opportunity to train.

10. ANTI-DOPING REQUIREMENTS

Athletes must adhere to all IOC, WADA, FIS, USADA and USOC anti-doping protocols, policies and procedures, as applicable. This includes participation in Out-of-Competition Testing as required by the IOC, WADA, FIS, USADA and USOC Rules, as applicable.

11. DEVELOPMENT OF SELECTION PROCEDURES

The following committee/group was responsible for creating these Selection Procedures:

<i>Bill Marolt</i>	<i>President and CEO</i>
<i>Luke Bodensteiner</i>	<i>Executive Vice President, Athletics</i>
<i>Chris Grover</i>	<i>Cross Country Head Coach</i>
<i>Alex Natt</i>	<i>USSA Legal Counsel</i>
<i>James Southam</i>	<i>USSA Athlete Board Representative</i>

12. USSA BYLAWS AND GRIEVANCE PROCEDURES

The USSA Bylaws and Grievance Procedures can be found at: <http://ussa.org/ussa/u-s-ski-and-snowboard-association>

13. INTERNATIONAL DISCLAIMER

These procedures are based on IOC, as applicable, and/or FIS rules and regulations as presently known and understood. Any change in the selection procedures caused by a change in IOC, as applicable, and/or FIS rules and regulations will be distributed to the affected athletes immediately. The selection criteria are based on the latest information available to the USSA. However, the selections are always subject to unforeseen, intervening circumstances, and realistically may not have accounted for every possible contingency.

If any force of nature, or force majeure, should cause the alteration or cancellation of any of the selection events listed in this document, these selection procedures will be revised, pursuant to their resubmission to the USOC.

14. ATHLETE OMBUDSMAN

Athletes who have questions regarding their opportunity to compete that are not answered by the USSA may contact the USOC Athlete Ombudsman, John W. Ruger, by:

- Telephone at (719) 866-5000
- Toll-free telephone at (888) ATHLETE (1-888-284-5383)
- E-mail at john.ruger@usoc.org
- www.athleteombudsman.org

15. USSA SIGNATURES

I certify that I have read and understand the standards/criteria set by FIS and incorporated those standards/criteria into our Selection Procedures. I further certify that the information provided herein regarding Athlete Selection Procedures represents the method approved by the USSA.

Position	Print Name	Signature	Date
USSA President and CEO			
USSA Cross Country Head Coach			
USOC Athletes' Advisory Council Representative			

Attachment 1

USSA CODE OF CONDUCT

Membership in the United States Ski and Snowboard Association is a privilege, not a right. All USSA members (athletes, coaches, and officials) when participating in any USSA activity must agree to conduct themselves according to USSA's core values of Team, Loyalty, Integrity, Respect, Perseverance, and Accountability and abide by the spirit and dictates of this Code of Conduct. All members must agree to comport themselves in a sportsmanlike manner, and are responsible for their actions while attending or participating in all USSA activities (including but not limited to camps, competitions, and projects).

Sportsmanlike conduct is defined as, but is not limited to: respect for competition officials, resort employees, and the skiing and snowboarding public, respect for facilities, privileges and operating procedures, the use of courtesy and good manners, acting responsibly and maturely, refraining from the use of profane or abusive language, and abstinence from illegal or immoderate use of alcohol and use of illegal or banned drugs.

While participating in any USSA activity:

1. USSA members shall be subject to the jurisdiction of the International Ski Federation Statutes, the United States Olympic Committee Bylaws, the USSA Bylaws, and the USSA Code of Conduct.
2. USSA members shall conduct themselves at all times and in all places as befits worthy representatives of the United States of America, the United States Olympic Committee, USSA, their region, division, state or club and in accordance with the best traditions of national and international competition.
3. USSA members are responsible for knowledge of and adherence to competition rules and procedures. Members are also responsible for knowledge of and adherence to the rules and procedures of the USSA national Teams, camps or other projects when participating in such.

4. USSA members shall maintain high standards of moral and ethical conduct, which includes self-control and responsible behavior, consideration for the physical and emotional well-being of others, and courtesy and good manners.
5. USSA members shall abide by USSA rules and procedures while traveling to and from and participating in official USSA activities.
6. USSA members shall abstain from illegal and/or immoderate consumption of alcohol. Absolutely no consumption of alcohol is permitted for those individuals under the age of 21. Members under 21 years of age shall not participate in gatherings involving consumption of alcohol unless it is an official USSA or event organizer function.
7. No USSA member shall violate the customs, travel or currency regulations of a country while traveling with a USSA group or on a USSA ticket.
8. No USSA member shall commit a criminal act.
9. No USSA member shall engage in any conduct that could be perceived as harassment based upon gender, age, race, religion or disability.
10. USSA members will avoid profane or abusive language and disruptive behavior.
11. USSA members agree to abide by anti-doping rules and procedures established by WADA, USADA, and/or FIS.

Failure to comply with any of the above provisions may lead to disciplinary action by the appropriate Team or competition leader. Disciplinary action may include:

- Removal from the Team trip or training camp.
- Suspension from training and/or competition.
- Elimination of coaching, travel, and other benefits.
- Forfeiture of USSA membership.

USSA is committed to principles of fairness, due process and equal opportunity. Members are entitled to be treated fairly and in compliance with USSA's Bylaws, policies and procedures. Members are entitled to notice and an opportunity for a hearing before being prevented from participating in protected competition as that term is defined by the USOC Bylaws. Information on the processes for grievances, suspensions and appeals is available at www.ussa.org.

Nothing in this Code shall be deemed to restrict the individual freedom of a USSA member in matters not involving activities in which one could not be perceived as representing USSA. In choices of appearance, lifestyle, behavior and speech while not representing USSA, competitors shall have complete freedom, provided their statements and actions do not adversely affect the name and reputation of the USSA. However, in those events where one is representing or could be perceived as representing USSA, USSA demands that its members understand and agree to behave in a manner consistent with the best traditions of sportsmanship and USSA's core values.

Addendum B

USSA Cafeteria Plan Amendment to the Medical Maximum Limit

US SKI AND SNOWBOARD ASSOCIATION CAFETERIA PLAN

SUMMARY PLAN DESCRIPTION MATERIAL MODIFICATIONS

I - INTRODUCTION

US Ski and Snowboard Association has amended your Flexible Spending Account Plan as of May 1, 2012.

This is merely a summary of the most important changes to the Plan. It is presented to you as an addition to the Summary Plan Description. If you have any questions, contact the Administrator. A copy of the Plan, including this amendment, is available for your inspection. If there is any discrepancy between the terms of the Plan or the amendment itself and this summary of material modifications, the provisions of the Plan, as amended, will control.

II - GENERAL INFORMATION ABOUT THE PLAN

There is certain general information which you may need to know about Amendment Number TWO to the Plan. This information has been summarized for you in this Section.

1. General Plan Information

US Ski and Snowboard Association Cafeteria Plan is the name of the Plan.

The amended provisions of the Plan become effective on May 1, 2012, unless otherwise provided.

Your Employer has assigned Plan Number 501 to your Plan.

2. Employer Information

Your Employer's name, address and identification number are:

US Ski and Snowboard Association
1 Victory Lane (P. O. Box 100), Park City, Utah 84060
87-0480724

3. Administrator Information

The name, address and business telephone number of the Administrator are:

US Ski and Snowboard Association
1 Victory Lane (P. O. Box 100), Park City, Utah 84060
(435) 647-2003

The Administrator has the complete power, in its sole discretion to determine all questions arising in connection with the administration, interpretation, and application of the Plan (and any related documents and underlying policies). Any such determination by the Administrator is conclusive and binding upon all persons.

III - SUMMARY OF CHANGES

1. Health Flexible Spending Account

The Health Flexible Spending Account enables you to pay for expenses allowed under Sections 105 and 213(d) of the Internal Revenue Code which are not covered by our insured medical plan and save taxes at the same time. The Health Flexible Spending Account allows you to be reimbursed by the Employer for out-of-pocket medical, dental and/or vision expenses incurred by you and your dependents.

You may not, however, be reimbursed for the cost of other health care coverage maintained outside of the Plan, or for long-term care expenses. A list of covered expenses is available from the Administrator.

The most that you can contribute to your Health Flexible Spending Account each Plan Year is \$2,500. In order to be reimbursed for a health care expense, you must submit to the Administrator an itemized bill from the service provider. Amounts reimbursed from the Plan may not be claimed as a deduction on your personal income tax return. Reimbursement from the fund shall be paid at least once a month.

AMENDMENT NUMBER TWO TO US SKI AND SNOWBOARD ASSOCIATION CAFETERIA PLAN

BY THIS AGREEMENT, US Ski and Snowboard Association Cafeteria Plan (herein referred to as the "Plan") is hereby amended as follows, effective as of May 1, 2012:

1. The Section in the Health Care Reimbursement Plan or Health Flexible Spending Account entitled "Limitation on Allocations" is amended to read as follows:

Notwithstanding any provision contained in this Health Care Reimbursement Plan or Health Flexible Spending Account to the contrary, no more than \$2,500 may be allocated to the Health Care Reimbursement Fund or Health Flexible Spending Account by a Participant in or on account of any Plan Year.

IN WITNESS WHEREOF, this Amendment TWO has been executed this 11th day of May, 2012.

US Ski and Snowboard Association

By _____
Bill Marolt, President & CEO

CERTIFICATE OF CORPORATE RESOLUTION

The undersigned Secretary of US Ski and Snowboard Association (the Corporation) hereby certifies that the following resolutions were duly adopted by the board of directors of the Corporation on May 11, 2012 and that such resolutions have not been modified or rescinded as of the date hereof:

RESOLVED, that Amendment Number TWO to the Flexible Spending Account Plan effective May 1, 2012, presented to this meeting is hereby approved and adopted and that the proper officers of the Corporation are hereby authorized and directed to execute and deliver to the Administrator of the Plan one or more counterparts of the amendment.

RESOLVED, that the proper officers of the Corporation shall act as soon as possible to notify the employees of the Corporation of the adoption of this Amendment Number TWO to the Flexible Spending Account Plan by delivering to each employee a copy of the summary description of the changes to the Plan in the form of the Summary Plan Description - Material Modification presented to this meeting, which form is hereby approved.

The undersigned further certifies that attached hereto as Exhibits A and B respectively, are true copies of Amendment Number TWO to US Ski and Snowboard Association Cafeteria Plan and Summary Plan Description - Material Modifications approved and adopted in the foregoing resolutions.

Dexter Paine, Chairman

Date