

USSA BOARD OF DIRECTORS' MEETING MINUTES

September 25, 2014, 8:00 -10:30 a.m. mountain/9:00 – 11:30 a.m. central
11:30 a.m. – noon central (Executive Session)

Paine and Partners, 71 S. Wacker Drive, Suite 1875, Chicago, Illinois and
COE Entry Conference Room, USSA Center of Excellence, 1 Victory Lane, Park City, Utah

USSA Board of Directors

Chairman: Dexter Paine, New York, NY (FIS)
Vice Chairman: Greg Boester, Rye, NY (Foundation), absent
Treasurer: John Bucksbaum, Chicago, IL (Foundation), absent
Tricia Byrnes, Aspen, CO (Snowboarding Athlete)
Jon Casson, Salt Lake City, UT (Snowboarding)
Charles Christianson, Anchorage, AK (Alpine Athlete), absent
Emily Cook, Park City, UT (Freestyle Athlete), absent
Glenn Eddy, Carrabassett Valley, ME (Freestyle)
Bryan Fletcher, Steamboat Springs, CO (Jumping/Nordic Combined Athlete)
Cami Thompson Graves, East Thetford, VT (Cross Country)
Joe Holland, Hanover, NH (Jumping/Combined)
Jeanne Jackson, Portland, OR (Foundation)
Lisa Kosglow, Hood River, OR (At-Large)
Darryl Landstrom, Minneapolis, MN (Alpine)
Andy McLane, Weston, MA (Foundation), absent
Kipp Nelson, Ketchum, ID (Foundation)
Erik Resnick, Vail, CO (At-Large), absent
Tiger Shaw, Park City, UT (CEO)
James Southam, Anchorage, AK (Cross Country Athlete)
Hank Tauber, Park City, UT (Foundation)
Ex-Officio
Michael Berry, Lakewood, CO (National Ski Areas Association), absent
David Ingemie, McLean, VA (SnowSports Industries America), absent
Howard 'Chip' Knight, Hanover, NH (USOC Athletes' Advisory Council), absent
Bill Marolt, Paradise Valley, AZ (USOC), absent

Guests: Luke Bodensteiner, Calum Clark, Mike Jaquet, Tom Kelly, Mark Lampe, Trisha Worthington,
George Macomber, Alex Natt and Ron Prue.

1. Chairman Calls the USSA Board Meeting to Order: Dexter Paine

Dexter Paine called the meeting to order and welcomed everyone to the fall board meeting. Paine asked Alex Natt to take a roll call of the board members present.

2. Roll Call of USSA Board Members & Establishment of Quorum: Alex Natt

Alex Natt read the names of the members of the USSA Board of Directors and confirmed the presence of a quorum.

3. USSA May 2014 Meeting Minutes' Approval: Alex Natt

Alex Natt asked for the motion for approval of the May 2014 meeting minutes.

Motion # 1: To approve the USSA Board of Directors' meeting minutes as presented.

M/S/C – G Eddy / L Kosglow approved by acclamation

4. USSA Chairman's Report: Dexter Paine

Dexter Paine noted that the day's meeting would be structured a bit differently. We will go through all the presentations and then all of the USSA employees will leave other than Tiger Shaw. A couple of things we will cover with him, then we will ask him to leave and have an executive session where we can all discuss any issues that you might want to raise without management in the room.

Paine congratulated Tricia Byrnes who had just gotten married and Bryan Fletcher who was about to be married in the next few days. Lots of changes and changes were for the good. With that, he said we would get started. He noted there would be a number of structural changes that he wished to discuss all with an eye toward creating a better governance structure for the board and he wanted people to provide feedback. If there were structural things that we were not doing right or could be doing better, to please let him know.

He said he would love to have more interaction and participation in the meeting. He understood that it was difficult to raise questions on the phone but asked everyone to provide comments on what we were doing in terms of all the departments and not to hesitate to speak up. He mentioned that Tiger Shaw and he were also always available. He wanted to be sure that people were comfortable and he apologized that he kept missing James Southam but would find time over the next few days to catch up with him.

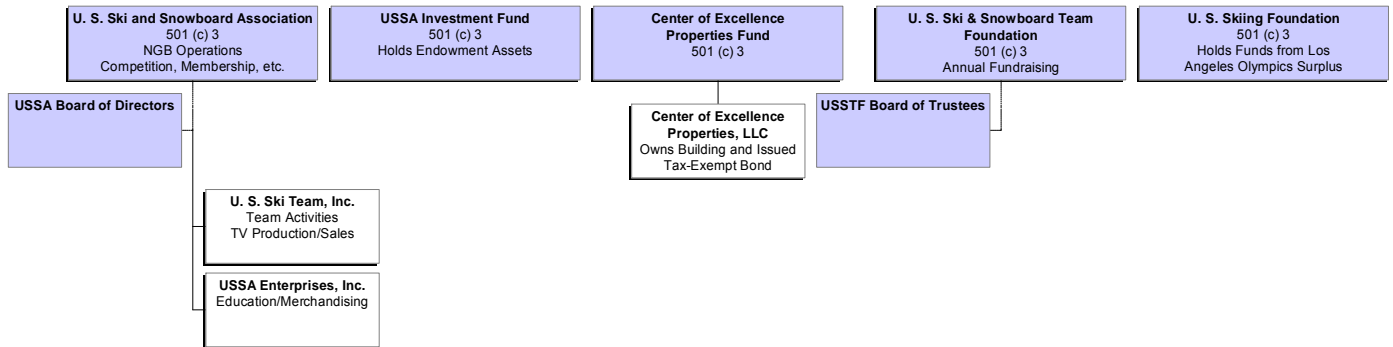
Paine said that he would discuss the 2014/15 priorities and that first and foremost we were an athletic organization. Our success was dependent upon the success of our elite athletes. We were coming off a great year in Sochi. We have Vail/Beaver Creek 2015 coming up this year. We've had a good summer of training. We need to keep moving forward to stay in the same position we are in. He said he kept hearing of others wanting to put together Center of Excellence training facilities; clearly, many of the things we have pursued have been noticed by other nations. Sports in which we were once dominant become more difficult as more countries focus on those. We need to continually improve our game and get better. And he added that successful athletes drive participation in the sport. We need to capture that success and drive support for USSA.

Five years ago, we put together a strategic planning committee to review the long-range for the organization. Andy Daly chaired that effort. Several of us were lucky to be part of that and since Tiger Shaw came on board we thought it was an opportune time to launch another planning process which Tiger will discuss. We will once again lay out the road map for the next five years. Tiger will look at this in greater depth of disciplines and the planning process within that. Clearly, this is an important item and we envision coming back to the board in the May meeting with a full plan that we will spend a significant amount of time in May discussing.

Balancing the budget, we continue to have a challenging environment for revenue and expenses as sports keep growing. Revenue does not grow quite as quickly and to be a viable long-term organization, we need to balance our budget. We need to be in compliance with our covenants. The culture of the organization is focused on that.

Finally, we have the FIS Alpine World Championships coming up in Vail/Beaver Creek and Calum will speak to that. It'll be a great event at a great venue. The Organizing Committee has done a terrific job. It'll provide an opportunity to showcase our athletes in the US and he encouraged everyone to attend if they had a chance.

The next item he discussed was the USSA family of companies; this was more educational in nature. We are the board of the organization, the U. S. Ski and Snowboard Association. He noted the other entities, the U. S. Ski and Snowboard Team Foundation with its foundation board of trustees, numbering approximately 72 that raises funds and provides grants to Athletics. The USSA Investment Fund is the endowment and the USSA Center of Excellence is the entity that holds the COE property. The U. S. Skiing Foundation is the small endowment relating to the money granted from the Los Angeles Olympic Games and provides an annual grant, funding Athletics. We are the national governing body of skiing and snowboarding.



He then turned to the role of the USSA board and he said that most everyone was aware of these, but that it was always helpful to go through these roles and provide opportunities for the board to be reminded of their duties and he provided the opportunity to ask questions and feedback. He reviewed the following:

- Provides oversight and leads USSA in pursuit of its Vision;
- Supports the CEO to deliver athletic results;
- Does not manage the USSA on a day-to-day basis;
- Ensures a clear strategic plan and direction; the board did strategic planning and provided direction and that was something that we were in process of doing.
- Hires an effective CEO and evaluates performance of same (he noted the effective transition from Bill Marolt to Tiger Shaw and complimented both as well as everyone who participated in the process of selection).
- Adopts and approves Corporate Policies and Procedures (he noted that counsel would ensure we remained on the cutting edge and a leader on all these fronts).
- Requires that the CEO operate in a fiscally-sound manner (he noted supporting the CFO in maintaining surpluses for the organization).
- Is responsible for governance of all USSA disciplines;
- Approves all dues and fees levied against USSA members.

He next discussed the revamping of the committee structure in a move toward better governance of the organization.

Currently he said that we have an Executive Committee that serves on occasion as a Compensation Committee as well. He wished to propose the establishment of separate Compensation, Nomination & Governance and Executive Committees.

Natt noted that the goal was to make the Nomination Screening Committee into a Nomination & Governance Committee which would require a bylaw amendment that could only be addressed in the May meeting. After this meeting, Natt would come back to the board with what such a committee should look like. He said he would likely mirror the structure of the one established

for the Foundation Board of Trustees. Currently the Nomination Screening Committee only helps the board in selecting more board members. It should be more of a standing Governance Committee as well. He noted that we would establish that in time for the May meeting.

Paine reported that he had challenged counsel as to what we should be thinking about from a governance and oversight framework. This is important particularly as we try to move the FIS toward better governance over time, to make sure we are governing ourselves in a manner in which to be proud.

He explained that the Executive Committee was composed of five voting members – Chair, Vice Chair, Sport Committee Rep, Foundation Rep, and an Athlete chosen by the USSA Athletes' Council and was empowered to act for the Board between meetings; he said that all decisions needed to be ratified at the next Board Meeting, which we had done historically.

The Executive Committee met once since the May meetings in its role as a compensation committee to approve Tiger's goals for the coming year which are tied to the payment of his bonus. He said that some of the goals were performance-related across all sports. They included governance relating to the affiliation agreements and implementing changes in how we will work with other sport bodies. There were also financial goals that require a surplus at the end of this fiscal year. Lastly, there are goals attached to membership strategies to build the membership over time. The bonus structure was 30, 30, 20, and 20 respective to the categories. If there were questions, he said to please give him a call.

The current Executive Committee was comprised of the following:

Dexter Paine, Chair

Greg Boester, Vice Chair

Darryl Landstrom, Discipline Committee Rep (Rotating)

John Bucksbaum, Foundation/Treasurer

James Southam, Athlete Rep

Ex Officio – Non Voting

Chip Knight, USOC AAC

Tiger Shaw, USSA CEO

Natt noted that the only difference on the Executive Committee was that Darryl Landstrom was replacing Bob Dart, who was term limited off the board this spring, and that this position would now rotate among the sports. Darryl Landstrom would serve until May 2015 and then we would begin the rotation through the quad. He asked the board to ratify the decision after the discussion concluded.

Paine said he had begun the rotation with alpine since Bob Dart and Darryl Landstrom had been working on the affiliation agreements and he wanted to maintain that consistency in terms of getting these done this year. The rotation will be balanced over time to have representation from all the different sports.

Paine said that he'd asked the question as to whether the current structure was the right way to think about the sports, i.e. alpine, cross country, freestyle, jumping, and nordic combined, etc. These were all things we needed to be thinking about for the future in terms of best representing our membership at the board level. He added that we have no leanings right now or come to any decision but it is a question we need to continually ask ourselves in terms of representative groups to make sure they feel represented on this board and that the board mirrors the makeup of our constituency.

Motion 2: To ratify the Executive Committee as presented.

M/S/C H. Tauber / L. Kosglow, by acclamation

Paine said that the USSA Nomination Screening Committee was the next one we would like to change into the Nomination & Governance Committee. Its job at this time is to nominate folks to the board and some of positions are mandated. This group would work with him when it was time for his transition to get the next chairman of this organization.

He wished at this time to nominate Eric Resnick as chair. The other members were James Southam, Athlete rep, Tiger Shaw, Lisa Kosglow and Cami Thompson.

The committee is comprised of five members chosen by the USSA Chair but containing at least one athlete representative. He reported that he thought this committee was the single most important committee of a non-profit organization. He commented that the quality of people that we bring onto this board makes the board relevant and impactful 10 years from now.

Currently the committee reviews each nominee to the Board to determine eligibility for election to the Board. Factors considered include;

- Does the Nominee have USSA's well being as principal focus?
- Does the Nominee have the requisite skill set and knowledge?
- Can the Nominee provide effective service to the Board?
- Recommends changes as needed so the BOD adheres to best practices.

Paine noted that there was an open slot and that it was important to figure out what was most important to add to this group. He noted the diversity challenges. This group needs to put together its priorities and we'd all like to see that slot filled by the next board meeting.

He added that there were also a number of transitions coming up in May and we needed to be very thoughtful about that and the skill sets represented. He illustrated with Hank Tauber who would be term limited and he would propose moving him to an At-large position because he provided a knowledge within the international community that was extremely important to us. These are all things we need to put in the specs and discuss at the board.

Motion 3: To ratify the Nomination Screening Committee as presented.

M/S/C D Landstrom / J Southam, by acclamation

USSA Compensation Committee

The role of the USSA Compensation Committee was to set appropriate and supportable pay programs that are in the USSA's best interests and aligned with its mission, business strategy and goals and to periodically review USSA employee compensation and CEO compensation.

He said that we needed to make sure that we were competitive. The cost of being in this business is going up. He noted that others paid more for their coaches and their athletic programs and this group would work with Tiger Shaw and his team to ensure we were competitive from a compensation perspective.

The committee was proposed to be composed of five members, including one eligible athlete. Paine said he only wanted to chair this for one year and then move it on to someone else.

Dexter Paine, chairman

Members

Jeanne Jackson

Greg Boester

Darryl Landstrom (rotating)

Emily Cook

Paine posited that we needed broad representation, especially from the industry where Boester and Jackson provide real guidance. He added that having Greg Boester in his capacity as president of the Foundation board was also important. He said he proposed rotating the sport committee member through this committee as well. He noted that since he had Darryl Landstrom on Executive and now on Compensation, he would also make another recommendation in spring to replace him on the Compensation Committee.

Natt asked if there were any discussion on what was presented and that the change in sport representation would be brought back to the board in the spring.

Motion 4: To ratify the USSA Compensation Committee creation and composition as presented.

M/S/C J. Jackson / L. Kosglow, by acclamation

He turned the meeting over to Tiger Shaw and requested the CEO's report.

5. USSA Chief Executive Officer's Report: Tiger Shaw

Tiger Shaw mentioned that he was happy with the way that the athletic preparation had been going this summer in Chile and Argentina from all the reports that he had heard; and many athletes were now headed to Europe in October and rolling into Colorado in November. He said he'd had an opportunity to meet with L. Vonn and M. Shiffrin over the past few days in the office. He discussed the return to snow for Vonn.

He wanted to make a couple of comments on the revenue challenges and reiterated that everyone knew that we needed to run a surplus this year. That and the challenge of keeping the funding for Athletics somewhere near where we were prior year required some creativity on the part of the teams. At the same time, we have challenges other than funding Athletics. In terms of infrastructure we were challenged with some antiquated systems and things that we needed to change and improve and some of these will take a year to have effect. We have been working on the communications systems and web sites and these are some of the challenges we face in balancing needs in light of our financial targets.

Shaw reported that much of the summer was spent in two- to five-year strategic planning and also on goal setting. That was a team effort started with him and Dexter and on down through the direct report team who would support him in accomplishing the goals of the organization.



We implemented a human performance system for measuring and recording this type of information and to support conducting reviews so we can track these elements and set ourselves up for success. He said that the reporting structure was self-explanatory and that the team was well aligned and everyone worked well together and that we were accomplishing a lot of our goals already.

He then discussed the USSA Strategic Plan that had been undertaken over the summer to lay out the two- to five-year plans for the organization. A lot of time had been spent on the goals and we changed the way we conducted that. He noted that anyone interested in receiving a copy of the plan to let him or his assistant, Tracy Meier, know and we'd provide them with it.

Concurrently with that, we convened the Strategic Planning Committee that was first convened in 2010. This is a quad-based effort to have an outside group provide us with methodology, metrics and measurements as well as systems and processes to understand and allocate the existing resources across all of USSA's sports. Having added so many new sports recently, has added extra stress on that process. That group was convened to look at what transpired in 2010 and basically validate and refine the process.

The Strategic Planning Committee has held one meeting. It was clear during that meeting that there were a couple of extra tasks that the group was interested in tackling which concerned funding and revenue. In 2010, the committee devised an alternative funding model which is something that we are now piloting with nordic combined with considerable effort to find ways to fund sports where we might not be able to allocate as much from central or unrestricted funding as we had in the past. It's a dual effort there. The committee is very interested in looking at those alternate funding mechanisms/models and at the same time looking at the overall revenue streams for the USSA which we will tackle down the road.

It's very easy from inside and outside the organization to look at the numbers and ask why revenue in marketing hasn't doubled in five years. It's easy to take a shot at that and Mike Jaquet will speak to that in detail. We have a Marketing Committee within the Foundation Board of Trustees that works with Mike and his team continuously looking at all the revenue streams to find all the ways in which to support the USSA and teams. There are many practical realities that he'll help us to understand, something he does with me and Mark Lampe daily.

In addition he assigned a number of task forces (Addendum 2) to be formed for the sport committees and he asked them to report to him and the classic sport governance committees of USSA; their purpose is to research and discuss within their sports the various factors within that sport; i.e. what is the model of sport entry, what are the numbers of participants, how many participants are members of USSA, of our members, who are members of other competition organizations; in the end, prepare an inclusive report on all the factual information about where the athletes come from, the number of participants in the sport, and the other organizations of which they are members.

There is an enormous pyramid structure underneath USSA in alpine skiing, but that is not necessarily true in the other sports. We need to understand the differences, the counts, the other organizations and their leaders. We need to understand the full pipeline and answer the question of how athletes make it to the national teams and the Olympic podium.

He noted that alpine had been split into two separate task forces; one to deal with membership, the other to deal with elite Athletics with the national training groups, academy, etc. An outcome within all of these task forces is to get an understanding of how we grow the membership and generate revenue that could be plowed back into the sports.

Ultimately this will help the USSA to understand how it can remain relevant, capturing the attention of all these people who are fans and to support marketing and communications, and really support on-line apps, updates to the web sites, etc. which helps to parlay commercial sponsorships and to leverage and activate our sponsorships. To do this, we need to know who

they are and how to reach them. This is fundamental to understanding how to grow. That was a wrap for him and he was available to anyone who wanted to call him and discuss anything that we were currently working on.

6. USSA Financial Report: Mark Lampe

Lampe presented the financial report stating that he would discuss more about the FY 15 budget and its challenges. He would also touch upon the long-range plan and what thoughts we were working on there.

On the FY 15 forecast, you may remember that there is a lot that we are trying to bite off right now. We did have to take some reductions in Athletics as you may recall from the May board meeting. The teams were able to accommodate that. Since then, it's important to note that about \$500,000 of Athletic activity has been put back into place. This is critical activity that Luke's team really felt were important to continue to support their short-term goals of this year's world championships but also our four-year goal of continuing to perform strongly in the Olympics.

What you can note is that it has put some stress on our budget.

FY 15 Forecast	FY13 Act	FY14 Act	FY15 Fcst
Sales and Marketing, net of costs	7,266	8,324	9,670
USSTF Fundraising, net of costs	4,444	5,261	4,942
Quad hospitality program	330	702	2,000
USOC grants	4,300	4,977	3,835
Subtotal	16,340	19,264	20,447
Member Dues and Fees	4,519	4,487	4,487
Endowment grant	1,667	1,714	1,720
Other revenue	3,572	2,608	1,199
Total Revenue	26,098	28,073	27,853
Elite programs	14,007	14,436	13,419
Olympic program costs		1,001	
Center of Excellence ops, depr, interest	1,236	1,242	2,077
Domestic development programs	3,288	3,682	3,857
Events	5,026	5,110	6,045
Gen'l & Admin. Expenses	2,474	2,889	2,775
Total Expense	26,031	28,360	28,173
Operating Surplus	67	(287)	(320)

Right now we are forecasting a \$300,000 deficit. The revenue sides of the company are working hard. There are still activities to firm up here. This forecast is in the middle of where it could end up as there are both upside and downside risks in both of those.

In Sales and Marketing it's still showing nice growth right now. The forecast is for about 16% growth and we've challenged ourselves to do even better than that. Right now we are sitting at this number net of all administrative and fulfillment costs.

What is still in that number is there is a \$2 million risk for contracts remaining to be formally closed. Virtually all of this is in process with Mike's team and a large portion has been agreed to verbally so it needs getting to contract and a few of these are in the negotiation process.

FY 15 Marketing Risks	<u>FY13 Act</u>	<u>FY14 Act</u>	<u>FY15 Fcst</u>
Sales and Marketing, net of costs	7,266	8,324	9,670

Challenge/Risks

- Approx \$2m still to formally close
- Control tv production, worlds, fulfillment expenses
- Risk/upside plus minus 500k

The other area that challenges the marketing side, particularly in a world championships year is TV production for all of our events which is an area that Mike is always looking to control and hopefully weather goes our way in a lot of this.

Worlds itself can provide challenging expenses. His team is working on that and fulfillment in all of these sponsorship contracts is a large part of what his staff deals with on a daily basis. We have risk of upside and downside of \$500,000. It's forecasted right now at a midpoint. Mike would like to beat this current forecast by \$500,000 to \$1 million so he is clearly not done.

As we move into Foundation, we will talk about those specific risks. Trisha in her presentation will discuss opportunities. In the annual fundraising, we set a record in FY 14. FY 15 is behind that pace and we had a big push to get the Gold Pass to 400 last year and a lot of trustees took a big effort in the last month to solicit additional gifts and get this done; they personally bought about 24 of the passes. We have not planned on their repurchasing those extra passes so that is why our Gold Pass forecast right now is at 380 or \$200,000 down in that category. Trisha and her major gifts team are aggressively pursuing this area to get it to the 400 and beyond. We have been provided with 50 extra passes from the NSAA now so that could be a great upside area of revenue for us.

We also find typically in the post-Olympic year that the various Inner Circle participants drop. Last year we had 91 Inner Circle, quite a bit more than our trustee base of 70, almost 75. Basically these were Team Sochi participants who also make an Inner Circle contribution. We do not have all of those renewed yet and some we know won't renew so we are sitting at a forecast of 75 and the Foundation team wants to get to at least 82.

FY 15 Foundation Risks	<u>FY13 Act</u>	<u>FY14 Act</u>	<u>FY15 Fcst</u>
USSTF Fundraising, net of costs	4,444	5,261	4,942
Quad hospitality program	330	702	2,000

Challenges/risks

- Forecast targets 21 more Olympic Hospitality pledges; bring year to 25 total (vs 34 for Sochi)
- 75 inner circles to date; target 82 (prior year 91);
- Approximately 80 more gold passes to reach forecast;
- Vail 2015 donor opportunities provide additional upside.

Downside - come up short of 21 more Olympic Hospitality packages

Upside - additional Vail 2015 (costs already accrued); more than 380 Gold Pass

The Quad hospitality program which is primarily Team PyeongChang and some substitute programs, right now we have four pledges into this fiscal year. Our target for FY 15 is 25 pledges which would get us to \$2 million. That's not easy but it is also realistic considering we had 34 pledges in the first year of the quad for Sochi. We start to see this build as we come out of the Vail meeting in December. That is when many begin their four-year giving program associated with the Olympic hospitality. There is a lot of risk in that number. That is our real

downside area. If we come up short of the 21 more, each is worth a net of \$80,000 to the fiscal year which is the pledge minus the cost of the hospitality program. The upside is Gold Pass and Inner Circles and also the Vail 2015 packages that our donors can get through us, provide us with some margin for our benefit. We've already estimated and accrued our costs so, as we get additional donors in that, it will help raise the net forecast.

There is significant opportunity for the two departments to continue to grow and raise our numbers back up. That will be a major focus over the next few months here.

Paine asked about some items on the expense side that were concerning. Lampe replied that the biggest one was probably the line of credit. We were much further into the line of credit than historically we have been. Usually we spend about \$100,000 on the line of credit and right now that is forecasted at \$180-200,000. A lot of the other areas are pretty firm. Events is where we have the weather risk; however, generally we are set up where we have alternative locations that minimize the size of the risk should we relocate for weather. We haven't been hurt in a long, long time – going back to 2000 when we lost the Snowbasin test events. He said he did not have further concerns on the expense side.

Long-term Planning – FY 16 and Beyond

We annually do a five-year plan and this year took on a new approach, more of a group brainstorming approach, identifying athletic needs for the upcoming quad with an Olympic success focus and determining what was most important to us. Then we determined what each of the departments needed to do to be successful. That planning process continues throughout the year with a major update in January to fine tune that. It's a constant process to look at how to be our most successful.

FY 16 and Beyond - Where We Want To Be

Some of the things that came out of those meetings and are in our plan; Best in the World in Olympic Skiing and Snowboarding remained at the top as our mantra. We are not competing to be second best.

Critical need right now is just to increase athletic funding to do the following and he noted this was just an abbreviated look at what needed to be done:

- Replace reductions from FY15 (camps, staffing, etc.); critical to put these activities back in place next year;
- Greater number of projects, volume, quality, services needed across all sports to have our best chance of success in 2018;
- Need additional resources/staffing in sports science/medicine to service each program; this has been a problem for a number of years -- just the sheer size of the programs and funding limitations always make that a challenge; if there is one PT assigned to a sport, obviously that person cannot cover different locations; Kyle does an excellent job of trying to support that with volunteers and rotational professionals, but optimally we need to get to the point of continuity of service with six to 10 additional interns at the COE in the summertime to help provide coverage and help with the load. We continue to see pressures in those areas.
- Reduce athlete travel self-fund levels by B, C, and D teams continues to be a hot button issue, having caught the attention of our boards and our donors so that is not being overlooked; we know we need to help our athletes. We may be paying \$200,000 to support a program and athletes may still need to kick in \$20-30,000 each. That remains a big number for athletes in our sports. We will keep working to bring that number back down.

- Increase development programs and athlete support levels; we can't lose sight of that as some of those athletes will surface in 2018. Just as we saw them pop up in Sochi. This is also planning for 2022 and beyond. We can't neglect those.

How much is it? It could be \$5 million plus to fill all these needs; he explained that over the years we've seen over \$5 million in initiatives requiring funding that Athletics would really like. It actually could be more and we can't get all of that right away but it remains high on our list as a staff that we want to tackle sooner rather than later. The sooner we get that funding in place the more service our athletes can receive and potentially improve their performances and results in 2018.

Infrastructure – Lampe said that we don't forget these items either. Many times these are really big dollar projects that can make a huge difference like the USST Speed Center at Copper for alpine and paving Soldier Hollow for our cross country and nordic combined athletes. We have a lot of these coming up; some you have heard about and others are surfacing now. He noted the following:

- The UOP aerial facility re-build, which is critical for training aerialists but also the other acrobatic sports in halfpipe and slopestyle and moguls; it was built in the early 90s and needs to be revamped to match the structure when they compete on snow.
- New Zealand infrastructure is to improve the training and snowmaking and lifts at one of our key areas.
- There is a technology fund that we've mentioned in the past which continues to have requests;
- Athlete housing – phase 1; phase 2; \$5m+ each phase;
- Summer training, academy housing, injury rehab, and training table;
- Athletic floor expansion at some point in the future; it was small from day one due to limitations from the city's planning and building department; we continue to work on that so at some point if we needed to we could expand that floor space.
- Early-season tech lanes; other early on-snow needs;
- Soldier Hollow.

How do we do all of this? Special donations are a big part of that; some of you have probably heard from Trisha and her team on some of these needs, matching highest need and opportunities, and revenue growth as some of these we tick off as part of athletic planning.

FY16 and Beyond – Getting There

Revenue growth in both Marketing and Foundation is critical. We did some projections knowing what we will need to be spending and annualizing what we are currently spending in all of our other departments, what it looks like in FY 16, 17 and 18:

- 10% growth in Marketing and Foundation puts Athletics at FY14 levels; typically Foundation grows around 10%; Marketing has more reaction to changes in the economy; there is more sensitivity there. Historically, 10% for both has been attainable; it will add back in the lost camps so it's critical that we have to hit that number.
- 20% adds \$3m+ in resources - challenge is get to 20% year-over-year; in this scenario we can start to make some differences. We backfill the need to have other revenue programs that you've heard about in the past three years as well as contributing significant funds for our projects in Athletics and for infrastructure. Two years of 20% growth would be enormous to our Athletics programs and their chance of success and allow for athletic floor expansion, early season tech lanes, other early on-snow needs, and work at Soldier Hollow.

Cash flow – This is an area that Tiger Shaw and he had been looking at for a while along with Dexter Paine. There are two things we have to tackle here:

- Strengthen cash position over time (reduce the \$5-6m draw on line of credit) which means planning for a larger surplus over several years; after the challenges in the economy in FY 08 and 09 and running so tight to the vest for the next four years of the quad, we need to look at bigger surpluses for several years to start to bring these down; we will need in the range of \$200-250,000 or more surpluses annually to bring that commitment to our line of credit down.
- The other item that can help is donor gift timing. Some of you will recall several years back that donor gift timing was brought up by the Foundation chairman -- that if it made really no tax or other difference to the donor, accelerating the gift into the beginning of our fiscal year, which would mean a summer gift, would be tremendously advantageous. Anything we can do to pull that forward takes a lot of pressure off the line of credit, particularly in the summertime when our revenue streams are the leanest. Most of the marketing revenue comes in the wintertime. I wanted to highlight that as we have slipped away from that since the last time the chairman of the Foundation pushed this.
 - Earlier in the fiscal year (summer) annually will also provide LOC relief
 - Interest savings falls straight into athletic availability. If we can drop \$1 million of line of credit usage, that's \$50,000 in expense savings that can go to Athletics.

Those were some of the thought processes that we've been working on in the longer-term planning that we thought would be interesting to highlight for you.

7. Foundation Report: Trisha Worthington

Trisha Worthington stated that she wanted to highlight where the USSA's fundraising priorities are for now until the year end; first, unrestricted gifts – always number one of our fundraising programs; these include the Gold Pass, Balls, Team PyeongChang, Vail 2015 and the Executive Excellence program.

We are forecasting 380 sales of gold passes but the staff has its eye on the 450 mark. To date we have 305 passes that have been pledged or paid and we are chasing 50 renewals so we still need to find an additional 90 new donors to the program. Our biggest challenge is getting the word out. Once donors learn about the gold pass program, they are thrilled with it. It is a relatively easy gift to get once donors know about it.

Historically this program has been managed by one person and now we are splitting those donors among all five major gift officers located across the country. The hope is that they build stronger relationships and communicate more consistently with this group of donors and ask them to help spread the word to their friends and colleagues. If you know anyone who would be interested in this program, please send them our way and we will gently introduce the program to them. The donation is \$10,000 and \$1,500 is non-deductible.

The ski and snowboard balls are moving forward well. The committees have been very engaged. We are about three weeks out from our first event in Boston. She spoke with Jessica Miller who manages the balls for us and Boston has almost hit its growth goal. We have New York with new leadership there with Rich Tutino helping Jim Benedict and they have already raised over \$600,000 more than a month out from that ball.

The Team PyeongChang program and Inner Circle, we did increase the level of giving for the Inner Circle to \$40,000 so all of the trustees are now giving at the \$40,000 level. It has been pretty well received and we are working through with those who had some objections. We will

look at the Inner Circle giving level at the end of every quad and determine whether that level needs to be increased then. We have seen some hesitation about Korea and people's interest in going to Korea. We will be going back to some of those donors in the next couple of weeks and find out if we could potentially replace that trip with one to St. Moritz during world championships the year before. That should help us bump up that level of gift.

Vail 2015 she said she had been very nervous about that program. A month ago, we had secured only two gifts for that hospitality program. Now we have 16 packages sold and a number of people who have expressed interest.

She wanted to mention the Executive Excellence program. We have traditionally made this available to the insiders and board members but have now expanded that program which is an opportunity to come into the Center of Excellence and have a fitness test just like the athletes' and then a program is created for the individual based on reaching fitness goals over the next year. We did a bit of pr on this program locally since there were so many fit athletes in Park City and we've had an incredible response. She stated that we had limited resources with this program and could only do about 20 a year because of the impact it had on our staff and on the Center. We have 12 of the 20 committed to the \$10,000 donation so there is still potential to do more with these types of programs where we leverage existing resources.

Restricted Gifts – Another area of focus since Tiger Shaw took on the CEO position, we are now working with donors who want to restrict their gifts. If a donor wants to contribute directly to snowboarding or freestyle, our major gift officers work with them to provide information on the next unfunded initiative for that program and pushing those programs to those donors. She noted as an example a mini capital campaign around the rebuild of the ramps at the Utah Olympic Park and that is taking some of our staff time. The great thing about this campaign is that it's a coalition among the Utah Olympic Park, the USOC and the USSA.

Paine asked if there was a lead gift on that. She replied that the UOP was stepping up with a significant gift. It looks as though the USOC will step up with a significant gift as well and we are talking to potential donors. It was a \$3 million campaign.

Trustee/Donor Communication and Engagement – This has been requested by several of the trustees and donors to obtain communication on what is happening in Park City and with the teams so we have refocused on how to do a better job communicating and also how to engage our trustees. She noted that this meant something different for everyone so we are listening to try to find out what that means.

Committee/Task Force/Working Group updates

One thing we will do is as issues come up in our meetings ... for example, the July meetings had a lot of discussion on direct funding to athletes and can we do that; is that legal? There were many questions surrounding this issue from our board members. We've created an Athlete Funding Task Force and Lynn Dorsey Bleil stepped up to lead this task force. She has done an incredible job researching what opportunities are out there for our athletes and researching the question; can donors contribute directly and get a tax deduction? The work that this group is doing will then be reported to the trustees at the December board meeting. Then, that task force will dissolve and we will create other task forces around topics of interest to our trustees. This is a great way to get our board members engaged and working with us and we hope to do more and more of that.

Question regarding which sports were receiving these focused donor gifts. Worthington replied that every program has been supported with significant gifts – not just alpine. She indicated that they had seen a lot of interest in the nordic area, partly because we have identified a donor who is excited about nordic and she made a gift to that program and is out rallying her friends to do so. If anything the cross country program is the largest recipient to date.

Question regarding money being taken from the general fund as a result of restricted gifts to specific sports. Worthington responded that all the unrestricted programs, such as the gold pass, the money raised will always fund the operating fund. If we have people who are part of these programs and want to make sport-specific gifts, they can do that on top of making the unrestricted gift. Most of the donors coming in and giving to programs are donors that we have never talked to, who may have never given to us, coming to us through coaches, team managers, so she saw this as an additive.

Worthington said she was a firm believer that if you gave donors the opportunity to support what they want to give to, overall, we ended up raising more money because we bring them into the fold, we educate them about USSA. We introduce them to the gold pass program and all our other programs. We've already seen this with a snowboarding donor who has given specifically to a camp and then learned about the gold pass program and bought a gold pass. She said this helps us raise more money overall.

Paine said it was a great question and something we needed to pay attention to; obviously an unrestricted gift provides us with the greatest flexibility to use it for everything. But if we can raise more money by allowing restricted gifts, then that is terrific. There were certain programs that no one would fund but were really important and we needed to maintain the flexibility to fund those.

8. Sales & Marketing Report: Mike Jaquet

Mike Jaquet noted that Tiger Shaw mentioned some revenue strategies that we have for the long and short terms. Our strategy in the department started 18 to 20 months ago where we had a short-term strategy and a high need for FY14. We were very successful in getting six major sponsors to join the fold and provide a little over \$3 million from that.

He said that his department and the Foundation would have revenue gains year over year in a non-Olympic year. He said that he had been around long enough to know that this is the first time in a long time, if ever, that we have seen that.

State of the Business – What we are seeing is the long-term strategy for the next quad of revenue growth. This allows Mark to project some things that he was unable to do before. Our strategy is for growing the business. The budget calls for over 25% growth year over year on NTA revenue, in the year after the Olympics. This was done in an environment where 12 major USSA deals were up for renewal representing over \$3 million of yearly revenue.

We had 12 partner deals up in April, and this was not unusual for a post-Olympic quad. We are happy to report 10 of 12 renewals have been agreed to and negotiated and we are working on the paperwork to close these. Revenue growth in this group of partners is nearly \$1 million.

We also had to take a look at renewing our television deal and still be out there trying to generate some new business.

Key new business growth is illustrated with the Sacramento Kings which was a great deal providing \$2m over four years, against the Grand Prix, which is contracted with FY 17 & FY 18 having \$200,000 more per year in the last two years.

We are focused on long-term growth not just one-year revenue deals. This year we've built on the momentum of our Intellectual Property.

He discussed the renewals and good movement with key clients in the technology/data, beverage, and training categories. The last of the contracts will take a few weeks to conclude. These were all good conversations. Everyone wanted to be back. It just takes a while to get through the contract phase.

Major Partner Renewals



He noted the one missing was Budweiser so the beer category is open and he met with Miller and Coors while in Chicago about securing a partner over the next quad. He noted that P&G was on the second year of a two-year deal and that was \$800,000/year and that was high on the radar for sure. The good news is they want to talk about renewing this winter. They just renewed with gymnastics and that was a good sign for us.

He said he wanted to point out the activity on the supplier side which was a good indicator of interest in alpine ski racing. We have new opportunities on the alpine side and this year we've taken the opportunity to get these to be long-term deals. On the overall revenue sheet, these don't account for the amounts as the previous list but it's good to report on our efforts there and on the television side and with the world championships coming into Vail/Beaver Creek for alpine.

New Suppliers



In continuing on the state of the business, he covered the past year's television numbers;

2013-14 Alpine World Cup Events

- Beaver Creek
 - Nature Valley Raptor/ Audi Birds of Prey
 - Downhill, Super G, Giant Slalom
- Total Hours Produced = 7 NBC/NBCSN (5 Live)
- Total Domestic Viewership = 5,865,360*
- Total International Viewership = 112,780,000*
- Highest Rating = 12/8/13 @ 2pm EST - Rating .65

*Cumulative ratings for all 7 races

2013-14 Freestyle World Cup Events

- USANA Freestyle Cup

- Moguls, Aerials
- Visa Freestyle International
 - Moguls, Aerials, Dual Moguls
- Total Hours Produced = 6 hours NBC/NBCSN
- Total Domestic Viewership = 4,572,120*
- Total International Viewership= 36,048,306*
- Highest Rating = 1/25/14 @ 3:00pm EST – Rating 1.01

*Cumulative ratings for all 6 races

2013-14 Grand Prix Series/Grand Prix Events

- Sprint U.S. Grand Prix, Copper Mountain, CO
- Sprint U.S. Grand Prix, Breckenridge, CO
- Visa U.S. Freeskiing Grand Prix, Park City Mountain Resort, UT
- Sprint U.S. Grand Prix, Mammoth Mountain, CA
- Total Hours Produced = 16 NBC/ NBCSN (4 live)
- Total Domestic Viewership = 7,006,200*
- Highest Rating = 1/18/14 @ 2:30pm EST – Rating .67
- Total International Viewership (Copper World Cup) = 8,772,064*

He indicated that he fully expected to see these numbers rise as the number of hours of coverage had increased by 20% with the new contract. He said that was something we had not seen in forever, an increase in viewership.

He said that he wanted to remind everyone of the popularity of our events. Over 112,000,000 viewers worldwide with most of this from central Europe. He said he reminded all our sponsors that they were buying worldwide viewers, not just domestic viewers. These numbers help to fuel our intellectual property.

From Sochi, nine USSA Athletes were featured in 12 different 30-second spot creatives; this was great for us, our athletes and for our sports. Notably P&G, VISA and Kellogg's were the three stars of this program. This is important for us moving forward to have people activate against us. We don't have marketing budgets to spend so we rely on our partners for promotion. We will keep our eye on this as we lead up to the next Games.

Audi will be shooting their first 30 second spot creative with Bode Miller after the Sölden races. The beautiful part of the Olympics is that we have 17 new superstars who were created. We weren't marketing Kaitlyn Farrington heavily last year, but now, everybody knows who she is. Our results in Sochi are not just about those 18 days but about the next four years. Specifically, the two years after the Olympics. We need to be amortizing our results there. So we will see the return of Sage and Joss to the Grand Prix in Park City and David Wise at Copper Mountain. These increase the value of our events.

He returned to discussion of television. For the past 15 years we've paid for production and also paid for the time buys at a cost of \$2.1 million. It's taken a long time to negotiate a new agreement after visiting with others in the marketplace. The deal we've struck is for five years with NBC and includes the elimination of the time buy.

USSA TV Deal Announcement with NBCU

- USSA putting time buys behind it with new NBC agreement – SBJ

- World Championships, Grand Prix Headline Expanded TV Coverage
- Expanded TV Coverage set for 2014-2015; Events will be more expensive due to worlds' coverage but this is a wonderful opportunity to raise the profile of our sports and sponsors in our television programming. We used a lot of the negotiation on the value of 2015 to get to a five-year deal. We will be able to better amortize this deal.

NBC Media Renewal by the numbers

- Eighteen (18) hours on NBC, up from 12
- Over 35 hours on NBCSN, up from 22 hours last year; again, those were Olympic hours; this is great news to deliver back to our sponsors and to the board.
- New ground-breaking barter partnership in place with 50-50 inventory split.
- Over 25 hours of live coverage from the alpine regular season and World Championships with the NBC Olympic Production Team; consistent time coverage at mid-day. We are expecting a record viewership in Europe. This raises the profile of the organization. Look at Vail in '99 and our talent now and chances of medals now vs. then, it's a great story. We've our best foot forward on this. This should be a significant moment for USSA on the alpine side.
- Financial flexibility to invest and grow the USSA Event Calendar over the next five years...and if you are a Nielson home, please tune in and TiVo everything. He said the worlds taking place two days after the Super Bowl, is a wonderful opportunity to shine a spotlight on our programs and athletes. USSA owning the media rights shows the great leadership role from USSA to the rest of the community.

9. **Athletics Report: Luke Bodensteiner**

Team Status: Training

The written report to the board focused predominantly on domestic and club initiatives so what I'll discuss relates mainly to the elite teams. The summer preparation phase has been good but he would qualify that by saying that in this preparation phase we've eliminated a number of summer on-snow opportunities for the teams. The net aggregate of that is we've dropped the number of on-snow days by 15-25% in many cases. We've also explored alternative venues this year which give up a bit of quality but also help us to contain costs.

A number of athletes have gone out and sought their own on-snow opportunities but those have been generally unsupported by coaches. It's put a premium on the Center of Excellence this year which has seen very high quality training. Unlike post Vancouver, when we saw a pretty substantial dip in the number of athletes here at the Center, we have not witnessed that this time. That is also a function of a lot of pretty young athletes on our teams and as we've developed the number of our developmental athletes – half the team wasn't in Sochi. They are all systems go.

Team Status: Coaching

Since our last meeting, we've had one fairly substantial shift in our elite team coaching staff within the moguls' team where we essentially had a new group of coaches come in and take leadership of that program. Garth Hager is now the head coach and we are excited about the leadership, consistency and technical aspects that he brings to the program. We've added three new coaches who came out of our domestic club system. It's allowed us to reform our approach with that team bringing in some aerial-specific coaching which we know had been lacking in the last quad. The way this group has been restructured allows us to focus quite a bit more on the development level.

As you may have noted in *Ski Racing*, we also have restructured within the alpine domestic program. He noted that Michelle Demschar was elevated to alpine domestic program development director. The whole development staff will be under her. Lester Keller will be leading the west and it's helped to streamline Patrick Riml's focus and organize who is responsible in the regional programs and who they go to people are.

Team Status: Medical & Technology

On the medical side, we have at least one high-profile return to snow with Lindsay Vonn. Her return is pretty imminent here. She is taking a more conservative approach than she did last year. We have roughly 24 athletes who will be doing their return to snow between now and January 1. The Olympic season was relatively tough on our teams in terms of injuries. We saw that from a performance perspective at the Games. We will be hitting this season with a relatively injury-free team.

Also we are making some moves with our Medical Committee to improve our medical review system to evaluate the health and safety aspects of some of the new training modalities that we bring on with the athletes, which can be perceived from time to time as a bit risky. In the same vein as good governance, this is good operational procedure to leverage the expertise of the Medical Committee to determine what is appropriate to be doing with our athletes and what doesn't have the risk benefit ratio that we would expect.

We have also taken on a health and safety program for all of our air sports that have a landing component using some technology that is available to us now to better understand the impact of the landings on our athletes during competition and also to understand the effect of the accumulated training loads over time. This project will help us improve a number of things long term, from jump design to training program design. We are looking at some of the FIS proposals for the ski jumping suits to help them and us get a better understanding of the effects of changes in flight paths and landing impacts, etc. Long term this will be a productive project being better able to project where we have exposure to athlete injury and put better preventative strategies and measures in place.

Training Venues

We've also put a strong focus on a couple of training facility capital projects that have presented themselves. The first one is the ramp facility at the Utah Olympic Park. This is an imminent project. It's a facility that's been in operation for 22 years and has now outlived its usefulness. The Utah Olympic Legacy annually has had to spend significant monies to do maintenance on that facility as well as utilized a lot of manpower from our staff to patch the pieces together each year, leveling some of the jumps so they are safe to train on. That facility is at an end.

The scheduled demolition of that facility is October 6 when the current ramps are slated to be bulldozed. It's given our team the opportunity to re-envision what we can do at that facility. We have a ton of elite and development athletes who use that facility daily. Everyone has been pitching in and excited to re-imagine what we can do there.

What we have designed is a state-of-the-art facility. There are safety enhancements for the athletes in terms of bringing the jumps down closer to the water, which more closely mimics the competition environment for the athletes and also provides a better safety environment for them. It's also given us a chance to expand what we can do there.

The original facility was built for aerial skiing and that will be replaced but also added to. We will add another singles jump up there to provide additional training capacity for athletes at the club level. We will add a moguls-specific jump which we have not had in the past. All of that will be a great enhancement to the training that we can do here in Park City. We'll also build a slopestyle jump essentially, which will be unique worldwide and intended to open up that facility to a broader range of athletes. It's a \$3 million project.

We have good indications from the Utah Olympic Legacy that they can contribute a third of that cost. We will present a naming rights opportunity for the Olympic Legacy Center up there which will also include other enhancements to gain that second million. We had a very positive conversation last week with the USOC who is highly-motivated to be a part of this project and has committed to a substantial sum, which probably gets us halfway to that last million.

Then there is Foundation's campaign committee to close the gap on that last half million. The great part of this is that we can tackle the demolition and grading of the area this fall, do the construction in Salt Lake this winter as it is a prefabricated steel construction and the installation will begin next June, so no interruption to the training of our athletes next year is anticipated.

The other project that is high priority is the ability to work with a ski area in New Zealand to do a training expansion down there. It's an area where we trained last year and had some very productive training this year with the men's tech team and our NTG; it's a high-quality very small ski area and we have really good relationships established with the owners there. We are trying to figure out how to work jointly with them but essentially what they intend is to expand their snowmaking and add a lift which would provide additional GS training down there.

The net effect of that is not only that we have full control over the training that goes on in New Zealand in the summer but expansion of the available space will bring the price point down on the training lanes in a number of the other ski areas which has been an issue at the club level where they have been priced out of training. This would have a lot of positive net benefits.

Olympics Sports/Quotas

On the Olympics front, we have been doing our part to assist the FIS and the IOC in envisioning and creating the most exciting Olympic competition schedule that they can possibly come up with. At the FIS Congress we proposed Big Air Snowboarding and Team Snowboardcross. The reception has been highly favorable with the IOC. They also have their eyes on Big Air Skiing being added into that mix. The word that we are getting is those are the sports that the IOC really wants and are highly motivated to add these to the program.

In FIS' estimation, Team Alpine will be added and Team Boardercross may be less clear at this point but positive indications are there. Those are primarily the sports that we feel are tracking well to be included. Dexter Paine met with the USOC's head of international relations yesterday and he has done an immense job leveraging his position as a FIS vice president to make the international connections into the IOC in the areas where we need support. We are highly organized on this and tracking to the solution that we want.

A note on dual moguls, we have a more challenging angle working with the Koreans to get them behind this. That's been more challenging than we probably anticipated in terms of their organization and the people they do or don't have working in that Organizing Committee.

We anticipate the IOC to make timely decisions on this which gives us the time to get organized around these sports. At their sport program commission meeting at the end of October we'll get a look at what they are proposing and we anticipate them making some conclusions at the beginning of December.

On that front, as Glenn Eddy and Emily Cook are very familiar with, we have been lobbying hard to get the freestyle/freeskiing Olympic quota situation expanded. There will be no really substantial progress on that until the IOC 2020 process is concluded in December but we have made very good strides with the FIS in terms of their understanding of what we are trying to accomplish with this and how it fits into the big picture; we are tracking in that area as well as we could possibly track.

10. USSA Old/New Business

Paine apologized that the presentations took longer than anticipated but he felt it was important for this board to be up to speed as to what is going on and there is, as you could tell, a lot going on. With that, he turned the agenda over to Alex Natt.

Affiliation Agreement Process Update: Landstrom/Natt

Natt asked Darryl Landstrom to update the board on the affiliation agreement progress. Landstrom said that as of this morning, of the 18 affiliates, we have received signed agreements from 11 and four that have approved the agreements with signatures and process and three that are pending approval. He did not anticipate any major road blocks although there could be one or two that might require an extension based on pending board meetings.

Paine said that as people were probably aware, this began two years ago in the summer when dissension in the ranks had been noted and Luke, Darryl, and Bob Dart with the Alpine Sport Committee worked first with McKinsey and then on their own and all have done a great job. Where we are today no one could have thought would have been possible two years ago. Every day we are making progress and the organization is in much better shape. We will have better development because the structure is in alignment with what we want to do and Luke, Darryl, Bob and Lynn Dorsey Bleil put in a great effort to take something that was a real challenge a few years ago and create something this good; he complimented Tiger Shaw's leadership for this as well. He gave a special thanks to Darryl Landstrom also for his hard work.

Athlete Housing/Travel Best Practices Recommendations: Natt/Macomber

Natt noted that back at the May board meeting the Executive Committee tasked Macomber and himself to draft a set of athlete housing and travel best practices (Addendum 4). What we did was largely draw on what the USOC has put together for SafeSport practices. He, Bodensteiner and Macomber worked through this and what they would propose to the board is to adopt the document that has been disseminated that USSA will use to govern how we treat and place children (U18) when they travel on our projects and also recommend to the clubs that they adopt those as best practices also.

They are guidelines to be adopted by the clubs. Some may involve financial impact that clubs, depending on their size, choose not to adopt but we are going to put these forward to drive the SafeSport practices within the nation in the direction in which they need to go to try to make sure that the children who are within our programs are treated in a manner to avoid potential issues with abuse or molestation. He asked Macomber to address this.

Macomber said the primary source was the USOC and also Lester Keller provided his input and Macomber drew on the best practices from the Association of Boarding Schools. The next step is to train the coaches and adults who are traveling with the athletes on what they can and can't do and what they should do.

Natt added that this was critical to everything that we do as an NGB. Our job is to train kids and we need to provide them with an environment that is safe from abuse and molestation as much as we can.

Paine asked if these needed to be adopted by the board. Natt replied that it was appropriate for the board to adopt these and we can use this to help leverage the clubs.

Natt asked if there were any questions. He stated that if we have kids in our custody and control, we need to make sure that they are in their beds and not out after curfew unless they have an emergent reason for doing so. There needs to be a strict line that says this is a professional sports organization and what you are doing is a privilege and we need to ensure that you are where you are expected to be; otherwise we and they are at risk. I want there to be no debate on what happens when athletes are under our custody and control. And we need to raise the level of awareness amongst our coaches.

Motion # 5: To ratify the athlete housing and travel best practices recommendations as proposed.

M/S/C D. Paine/ J. Casson, by acclamation

USOC SafeSport: Alex Natt

Regarding the USOC, the board has challenged/tasked its staff with creating an independent investigative agency that would investigate the highest level of abuse and molestation claims among the NGBs. Participation in that entity is mandatory for NGBs and the larger NGBs will be required to pay \$50,000 annually for participating in this mandatory process. Conceptually it is a great idea.

What we are trying to do is make sure that whatever this effort is/does dovetails with our insurance because what we want to avoid is an independent investigative agency creating a record and doing an investigation at the same time as the USSA's insurer is doing an investigation. We wanted to avoid the conflict of our retained defense counsel telling us that we cannot cooperate with this entity because we are jeopardizing our defense position. We need to be involved with this or our insurer will potentially give us trouble insuring a claim.

Natt indicated that he had asked the insurance folks of the USOC to come back with a plan on how to harmonize the insurance coverage so we never have to face that possibility. We are fully supportive of this effort. There are some hiccups that could be worked through. At the end of the day, there was no question that this would happen and was to be desired but needed to be done properly.

Shaw reiterated that we needed to make sure this worked in the right way for all involved.

Natt confirmed that the largest volume of complaints will likely be around bullying and complaints that athletes/parents don't agree with the way that the coaches motivate/yell at the kids. Those will remain the lion's share of what we have to deal with in the NGB. The USOC entity will pick the more egregious claims.

USSA Congress Re-location Recommendation: Alex Natt

Natt voiced that Shaw had tasked the staff at the last Congress in May to poll our members to ask whether they thought that moving the Congress around the country was a good idea. We had 50 people participate in the survey and more than 2/3rds said to keep it in Park City. When we asked a further question about whether or not increasing costs to them would change their minds, more people said to keep it in Park City.

At this time, we feel there are better ways to move USSA staffers around the country to provide the educational resources and organizational focus that our regions desire, rather than uprooting the Congress and moving it around the country. He noted the significant incremental costs to move the Congress out of Park City and therefore to the membership. He noted that when we went to Killington in 2000 we didn't see increased participation. It would be our recommendation at this time to keep the Congress in Park City and to keep evaluating the need to move it around.

Paine said his only comment was that he thought it was important to share with the membership that we went through this process since we do get grumbling from the east that this is a west-centric organization now although Paine did not believe that was true.

Natt stated that we can't be reticent coming out of this meeting in communicating to our constituents about the decisions that this board has taken. A remarkable number of the respondents were from the east and did not feel it was worth moving it and that was noteworthy.

Paine reiterated that this was not a random decision and we needed to be thoughtful in communicating this to the membership. He emphasized that any money we save goes right into Athletics and that needed to be appreciated.

Paine stated that he also appreciated that this meeting fell on Rosh Hashanah and he confirmed that he tried to build this meeting around the USOC meeting in Chicago so they were equally as insensitive. He said that he would love feedback on a second meeting and that he also wanted to set something up in December for a January board call. That would be more abbreviated with just a quick update and he would like feedback on how often board members want us to communicate as a board. Please email or call me, Tiger or Alex about your thoughts on keeping everyone informed with what we are doing and what means should be applied.

FIS Strategy/Issues for Zurich: Shaw/Paine

Paine said that regarding FIS strategy he would speak to the FIS meetings in Barcelona in June which had been incredibly successful from our perspective. We were awarded the Alpine World Cup Final in 2017, though there are challenges that we need to overcome with Aspen and the lift and the venue before that is finalized. There is a lot of work that Calum and Tiger are focused on right now. We also have the Freestyle, Snowboarding and Freeskiing World Championships in Park City in 2019. In terms of the profile of the sports and our ability to host major world events, it is great for the sports that we have these coming up.

We also need to be a catalyst in terms of TTR, FIS and AFP. Lots of people are working on trying to get these organizations to communicate and coordinate and make sure that in a world that has limited resources they are used effectively and that we are providing kids with great events regardless of the event that they attend. We should ensure that we don't make their lives more difficult and we are working diligently on that.

Shaw noted that the fall meetings would take place in a week in Zurich and the USSA would be sending a full contingent. There were a number of items on the agenda which were mostly tactical in terms of planning. He said this would be his first time attending the FIS fall meetings. He noted that we continue to integrate and work very closely with the FIS and have utilized the leadership from Hank Tauber to make sure we are good partners with the FIS. We will focus on getting to know the committee members and spending time with the other decision makers and leaders from other countries. We expect to grow more influential internationally, certainly on the TV side and there are a number of areas in which we play a central role.

Jaquet added that the FIS was open to looking at some of their equipment and advertising guidelines that relate to the sports other than alpine. They were not likely to budge on alpine but were open to looking at some of the things that were effective for the other sports, which could be a good window for us to provide value to our athletes.

USSA Membership Fees & Dues Structure: Tiger Shaw

Shaw said that tied back to what he had discussed earlier about the task forces and coming back to us with what it is we and others have to offer...What are the benefits and how can we offer the membership slate that will draw more members into the USSA is one of the questions that have been assigned to the task forces. That will be part of the strategic process taking place over this winter. Simultaneously with that, we are reviewing our membership systems so

they can do all these things next spring when we want to launch the new memberships. Also we are keeping in mind that a fan should be a member and we are studying other similar membership organizations and looking at the marketing and donation aspects as well as the communications and athletic aspects. We hope to wrap this up next spring and come up with a program that will allow us to grow memberships significantly in FY 16.

11. 2015 FIS Alpine World Championships: Calum Clark

Clark said he would be brief and noted that from an Organizing Committee perspective, the FIS completed their final technical inspection and the final Coordination Committee meeting alongside the Organizing Committee meeting. The outcome of that was that Sarah Lewis and others from the FIS were extremely happy with the level of detailed planning. FIS is very comfortable with the state of the Organizing Committee and commented that compared to prior World Championships, the Vail/Beaver Creek group is well ahead of other championship sites. Right now grandstands and the International Broadcast Center are being loaded and we will use the IBC as a test as part of the Birds of Prey World Cup along with NBC. This will be the final test of camera positions and operations and personnel.

From an Athletic perspective, the goal is to deliver home field advantage. We have had tremendous success on this hill over the years, particularly on the men's side. He and Patrick Riml were in final discussions with Beaver Creek to produce a speed training camp following the Birds of Prey. This will put our speed team on that hill providing a bit more home field advantage. The speed team will delay going to Europe to train. We've used the training time after the Birds of Prey World Cup annually for development and NTG camps. In this case, we are very focused on the elite side.

He noted that Mike Jaquet had discussed the live television broadcasts and extensive coverage which were a huge push for the USSA.

Finally, as an outreach, if you are speaking with anyone and they are on the edge about attending, he urged everyone to participate as this was a very large event with a \$55 million total operating budget and a very impressive level of infrastructure that the towns of Avon, Vail and Beaver Creek had activated.

The USST House will be based at the Red Lion, a classic restaurant and bar in the middle of Vail. He wanted to give a shout out to the Foundation's hospitality program as an exceptional program. It blended the uniqueness of being close to the team with providing the inside track and very hard to come by hospitality passes into the VIP programs. If you know of anyone, please have them get in touch with the Foundation staff.

Paine added that off the slopes Vail would do a great job with a series of bands performing to create a lot of fun off the mountain as well. They've spent a lot of time thinking about making it a festival atmosphere and we really encourage people to attend. It's not often that we have world championships here and Vail does a great job relative to every other venue in the world.

12. Next USSA Board Meeting

USSA Congress 2015: May 13-17, 2015 in Park City, UT at the Yarrow Hotel and Conference Center; the USSA BOD & Annual Meeting will take place on Sunday, May 17, 2015, at the USSA Center of Excellence.

13. Chairman's Closing Comments & Motion to Adjourn the Board Meeting: Dexter Paine

In closing, Paine reminded the group that lunch was being served in the adjoining room and that there would be a conversation on Aspen over lunchtime. Paine then asked that the staff from

Park City and those in Chicago remove themselves from the call and the premises, respectively; and the recording was stopped so the Board of Directors could move into Executive session.

Minutes transcribed by Suzette 10/10/14;
 Legal review 10/22/14;

ADDENDUM I: USSA BOARD OF DIRECTORS' TELECONFERENCE AGENDA

Meeting chair: Dexter Paine

- | | | |
|-----|--|--------------------|
| 1. | Chairman Calls the USSA Board Meeting to Order | Dexter Paine |
| 2. | Roll Call of Board Members & Establishment of Quorum | Alex Natt |
| 3. | USSA May 2014 Meeting Minutes' Approval | Alex Natt |
| | – Motion to approve the meeting minutes as presented. | |
| 4. | Chairman's Comments | Dexter Paine |
| | – 2014-2015 Priorities | |
| | – USSA Board Evolution | |
| | – USSA Committees | |
| 5. | Chief Executive Officer's Report | Tiger Shaw |
| | – CEO Reporting Structure | |
| | – USSA Strategic Plan update | |
| | – Strategic Planning Committee | |
| 6. | Financial Report | Mark Lampe |
| | – FY 2015 Forecast | |
| | – Long-term Planning – FY 16 and Beyond | |
| | – FY 16 and Beyond – Where We Want To Be | |
| | – FY16 and Beyond – Getting There | |
| 7. | Foundation Report | Trisha Worthington |
| 8. | Sales & Marketing Report | Mike Jaquet |
| | – State of the Business | |
| | – Partnerships | |
| | – TV; Ratings, NBC Renewal, Schedule et al | |
| 9. | Athletics Report | Luke Bodensteiner |
| | – Team Status; Training, Coaching, Medical, and Technology | |
| | – Training Venues | |
| | – Olympic Sports/Quotas | |
| 10. | Old/New Business | |
| | – Affiliation Agreement Process Update | Landstrom/Natt |
| | – Athlete Housing/Travel Best Practices | Natt/Macomber |
| | – USOC SafeSport | Alex Natt |
| | – USSA Congress Re-location Recommendation | Alex Natt |
| | – FIS Strategy/Issues for Zurich | Shaw/Paine |
| | – USSA Membership Fees & Dues Structure | Tiger Shaw |
| 11. | 2015 FIS Alpine World Championships, Vail/Beaver Creek | Calum Clark |
| 12. | Next USSA Board Meeting | Dexter Paine |
| | – USSA Congress 2015: May 13 - 17, 2015, Park City, UT | |
| | – USSA BOD & Annual Meeting: Sunday, May 17, 2015, USSA Center of Excellence | |
| 13. | Closing Comments & Motion to Adjourn the Board Meeting | Dexter Paine |
| | – Motion to adjourn the USSA Board of Directors' Meeting. | |

Executive Session

ADDENDUM 2: USSA STRATEGIC PLANNING COMMITTEE AND TASK FORCES

USSA STRATEGIC PLANNING COMMITTEE

Co-Chairs: Charlotte Moats & Eric Resnick

Kevin Arquit
Alan Ashley
Michael Berry
Lynn Bleil
Luke Bodensteiner
Greg Boester
Claire Abbe Brown
David Currier
Ryan Heckman
Joe Holland
Jeanne Jackson
Mike Jaquet
Mark Lampe
Jim McCarthy
Edith Thys Morgan
Alex Natt
Kipp Nelson
Dexter Paine
Ross Powers
Nick Sargent
Tiger Shaw
Trace Worthington
Trisha Worthington

As of 9/25/14

USSA TASK FORCES

For FY2015, the USSA will commission several Task Force Committees.

Charlotte Moats Committees Manager

The Task Forces will be asked to meet regularly every couple of weeks and will follow an agenda that is comprised of:

- Information collection, tasking resources as necessary
- Stating the current situation
- Identifying trends in the area of study and within our segment of the sport
- Identifying goals of the USSA teams and sports
- Developing strategy to reach those goals
- Presenting strategy, recommendations and initiatives to the USSA Executive Management Team for eventual distribution to the USSA BOD and the USSTF BOT

USSA Alpine Development

Purpose: Develop the optimal pipeline and partner (clubs, academies and schools) management model and process.

Members:

Patrick Riml	USST Representative (Chair)
Jory Macomber	USST Representative (Chair)
Todd Kelly	Western Academy/Club Representative
Aldo Radamus	Rocky/Central Academy/Club Representative
Todd Brickson	Intermountain Academy/Club Representative
Kirk Dwyer	Eastern Academy/Club Representative
Eric Resnick	USSA BOD Representative
Lynn Bleil	USSTF BOT Representative
Dan Leever	Parent, facilities and elite team supporter
Ben Drummond	Industry Ski Equipment Representative
TBD	Resort Representative
Jess Kelley	Athlete Representative
Chip Knight	College Representative - East
Andy Leroy	College Representative - West
Jesse Hunt	IMD, East Academy, former USST rep
Lester Keller	Comp Services Western Regional Director
Luke Bodensteiner	EVP Athletics

USSA Alpine Membership

Purpose and tasks

Report on the current state of participation, competition and participation in the sport

Numbers (determine measures and current numbers):

- Participating in general, recreating or competing, broken down by age groups
- Competing in the sport, broken down by age groups
- Membership, broken down by USSA and other membership orgs, by age groups
- Equipment and apparel industry – size/significance, strength, growth/decline factors
- Resorts and facilities – size/significance, strength, growth/decline factors

Trending

- Indication of increasing or decreasing trends of above, reasons and factors
- Costs of participating and competing
- Descriptions of club role in sport entry, participation and competition
- Descriptions of parental roles in sport entry, participation and competition
- Other participation influencers

Elite pipeline contribution

- Description of current pathway to the elite pipeline, club factor(s)

Recommendations for attrition control, growth and long term strategy

- Sport entry
- Competition entry and retention
- Membership entities, membership benefits and retention and growth

Fan participation

- How do fans follow the sport?
- How can this be grown and improved?

Members:

Sheryl Barnes	Co-Chair
Brian Krill	Co-Chair
Lester Keller	USSA Representative
Bill Gunesch	Western Region Representative
John Schiemer	Mt. Bachelor Sports Education Foundation
Walt Evans	Rocky/Central Region Representative
Dan Marshall	Eastern Region Representative (NHARA) & High School Community
Darryl Landstrom	USSA BOD Representative (also USCSA and collegiate communities)
Alice Ruth	USSTF BOT Representative
Brad Williams	Industry Ski Equipment Representative - President World Cup Supply
Thor Verdonk	Industry Ski Equipment Representative - Rossignol
Schone Malliet	National Winter Sports Education Foundation
Dave Rathbun	Resort Representative – Mt. Bachelor, OR
Earl Saline	NSAA Director of Education Programming
Jeff Dekko	Central Region Representative (Buck Hill)
TBD	PSI Representative

US Snowboarding

Purpose and tasks

Report on the current state of participation, competition and participation in the sport

Numbers (determine measures and current numbers):

- Participating in general, recreating or competing, broken down by age groups
- Competing in the sport, broken down by age groups
- Membership, broken down by USSA and other membership orgs, by age groups
- Equipment and apparel industry – size/significance, strength, growth/decline factors
- Resorts and facilities – size/significance, strength, growth/decline factors

Trending

- Indication of increasing or decreasing trends of above, reasons and factors
- Costs of participating and competing
- Descriptions of club role in sport entry, participation and competition
- Descriptions of parental roles in sport entry, participation and competition
- Other participation influencers

Elite pipeline contribution

- Description of current pathway to the elite pipeline, club factor(s)

Recommendations for attrition control, growth and long term strategy

- Sport entry
- Competition entry and retention
- Membership entities, membership benefits and retention and growth

Fan participation

- How do fans follow the sport?
- How can this be grown and improved?

Members:

Abbi Nyberg	USSA Representative / Co-Chair
Peter Davis	USASA Executive Director / Co-Chair
Jon Casson	USSA Snowboard Committee Chair
Jeremy Forster	USSA Representative
Brandon Hunt	Parent Representative
Dylan Omlin	Western Region/Club Representative
Ross Hindman	Rocky Region/SBX Sub-Committee Chair
Ross Powers	Eastern Region/Academy Representative
Tricia Byrnes	USSA BOD/Athlete Representative
TBD	USSTF BOT Representative
Jeff Boliba	Industry Snowboard Equipment Rep (Burton VP Global Resorts)
John Rice	Resort Representative (General Manager Sierra-at-Tahoe Resort)

US Freeskiing

Purpose and tasks

Report on the current state of participation, competition and participation in the sport

Numbers (determine measures and current numbers):

- Participating in general, recreating or competing, broken down by age groups
- Competing in the sport, broken down by age groups
- Membership, broken down by USSA and other membership orgs, by age groups
- Equipment and apparel industry – size/significance, strength, growth/decline factors
- Resorts and facilities – size/significance, strength, growth/decline factors

Trending

- Indication of increasing or decreasing trends of above, reasons and factors
- Costs of participating and competing
- Descriptions of club role in sport entry, participation and competition
- Descriptions of parental roles in sport entry, participation and competition
- Other participation influencers

Elite pipeline contribution

- Description of current pathway to the elite pipeline, club factor(s)

Recommendations for attrition control, growth and long term strategy

- Sport entry
- Competition entry and retention
- Membership entities, membership benefits and retention and growth

Fan participation

- How do fans follow the sport?
- How can this be grown and improved?

Members:

Abbi Nyberg	USSA Representative / Co-Chair
Eric Zerrenner	AFP Representative / Co-Chair
Peter Davis	USASA Executive Director
Tom Yaps	Halfpipe/Slopestyle/Big Air Sub-Committee Chair
Jeremy Forster	USSA Representative
Zach Christ	Skicross Sub-Committee Chair
John Kimble	Eastern Region/Academy Representative
Chris Haslock	Rocky Region/Club Representative
DJ Montigny	USSA National Development Representative
Grete Eliassen	Athlete Representative
TBD	USSA BOD Representative
TBD	USSTF BOT Representative
David Currier	Industry Ski Equipment/Parent Representative
Jesse Tru	Resort Representative (Copper Mountain VP Sales & Marketing)

USSA Cross Country

Purpose and tasks

Report on the current state of participation, competition and participation in the sport

Numbers (determine measures and current numbers):

Participating in general, recreating or competing, broken down by age groups

Competing in the sport, broken down by age groups

Membership, broken down by USSA and other membership orgs, by age groups

Equipment and apparel industry – size/significance, strength, growth/decline factors

Resorts and facilities – size/significance, strength, growth/decline factors

Trending

Indication of increasing or decreasing trends of above, reasons and factors

Costs of participating and competing

Descriptions of club role in sport entry, participation and competition

Descriptions of parental roles in sport entry, participation and competition

Other participation influencers

Elite pipeline contribution

Description of current pathway to the elite pipeline, club factor(s)

Recommendations for attrition control, growth and long term strategy

Sport entry

Competition entry and retention

Membership entities, membership benefits and retention and growth

Fan participation

How do fans follow the sport?

How can this be grown and improved?

Members:

Joey Caterinichio	Chair
Chris Grover	USST Representative
David Knoop	NNF Executive Director
Rick Kapala	Western Region Representative
Jim McCarthy	Rocky Representative
Mike Elliott	Rocky Representative
Yuriv Gusev	Central Representative
Sverre Caldwell	Eastern Region Representative
Greg Boester	USSA BOD Representative
Walter McCormick	USSTF BOT Representative
Chris Hall/Peter Ashley	Industry Ski Equipment Representative
Andy Gerlock	Industry
Kristina von Trapp-Frame	Resort Representative
Andy Shepard	MWSC Resort Representative
John Munger	Loppet Nordic Foundation
Judy Geer	Craftsbury/Industry
John Estle	Alaskan Representative
TBD	Athlete Representative
Cami Thompson	College Representative
Bryan Fish	USSA Development Coach

USSA Ski Jumping

Purpose and tasks

Report on the current state of participation, competition and participation in the sport

Numbers (determine measures and current numbers):

Participating in general, recreating or competing, broken down by age groups

Competing in the sport, broken down by age groups

Membership, broken down by USSA and other membership orgs, by age groups

Equipment and apparel industry – size/significance, strength, growth/decline factors

Resorts and facilities – size/significance, strength, growth/decline factors

Trending

Indication of increasing or decreasing trends of above, reasons and factors

Costs of participating and competing

Descriptions of club role in sport entry, participation and competition

Descriptions of parental roles in sport entry, participation and competition

Other participation influencers

Elite pipeline contribution

Description of current pathway to the elite pipeline, club factor(s)

Recommendations for attrition control, growth and long term strategy

Sport entry

Competition entry and retention

Membership entities, membership benefits and retention and growth

Fan participation

How do fans follow the sport?

How can this be grown and improved?

Members:

Joey Caterinichio	USSA Nordic Program Manager
Signe Jordet	USASJ
Rex Bell	USASJ
Alan Johnson	Western Region Representative
Dan Mattoon	Rocky/Central Region Representative
Jim Holland	Eastern Region Representative
Alan Alborn	Women's Ski Jumping
Rebecca Dayton	ORDA Representative
Jeff Hastings	USASJ Youth
Dave Jarrett	Nordic Combined
Todd Wilson	Steamboat Winter Sports Club
Peter Graves	Media
Billy Demong	Athlete Representative
Reed Zeuhlke	FIS/USSA Sport Committee Chair
TBD	USSA BOD Representative
TBD	USSTF BOT Representative
TBD	Industry Ski Equipment Representative

USSA Freestyle

Purpose and tasks

Report on the current state of participation, competition and participation in the sport

Numbers (determine measures and current numbers):

- Participating in general, recreating or competing, broken down by age groups
- Competing in the sport, broken down by age groups
- Membership, broken down by USSA and other membership orgs, by age groups
- Equipment and apparel industry – size/significance, strength, growth/decline factors
- Resorts and facilities – size/significance, strength, growth/decline factors

Trending

- Indication of increasing or decreasing trends of above, reasons and factors
- Costs of participating and competing
- Descriptions of club role in sport entry, participation and competition
- Descriptions of parental roles in sport entry, participation and competition
- Other participation influencers

Elite pipeline contribution

- Description of current pathway to the elite pipeline, club factor(s)

Recommendations for attrition control, growth and long term strategy

- Sport entry
- Competition entry and retention
- Membership entities, membership benefits and retention and growth

Fan participation

- How do fans follow the sport?
- How can this be grown and improved?

Members:

Todd Schirman	USSA Representative/Chair
Matt Gnoza	USFST Moguls
Joe Davies	USFT Aerials
Dave Lawson	Rocky Mountain Representative
Gaylynn Mooney	Intermountain Representative
Deb Newson	Eastern Region Representative
Mike Papke	Northern/PNSA/Far West Representative
TBD	Central Representative
Chris Seemann	FSC Freestyle Chairman
Emily Cook	USSA BOD Athlete Representative
Glenn Eddy	BOD Representative
Jim Benedict	USSTF BOT Representative
Betsy Knights	Industry Ski Equipment Representative
Bob Wheaton	Resort Representative

As of 9/25/14

ADDENDUM 3: USSA TV SCHEDULE



2014-15 TV SCHEDULE

EVENT	EVENT DATE(S)	LOCATION	AIRDATE	NETWORK	TIME (est)
Nature Valley Aspen Winternational	November 29	Aspen, CO	11/29/14	NBCSN	4:30PM
Nature Valley Aspen Winternational	November 30	Aspen, CO	11/30/13	NBC	3:00PM
Audi Birds of Prey	December 5	Beaver Creek, CO	12/5/14	NBCSN	10:30PM
Audi Birds of Prey	December 6	Beaver Creek, CO	12/6/14	NBC	5:00PM
Audi Birds of Prey	December 7	Beaver Creek, CO	12/7/14	NBC	5:00PM
Sprint U.S. Snowboarding/Freeskiing Grand Prix #1	December 5-6	Copper Mountain, CO	TBD	NBC	TBD
Sprint U.S. Snowboarding/Freeskiing Grand Prix #1	December 5-6	Copper Mountain, CO	TBD	NBCSN	TBD
Sprint U.S. Snowboarding/Freeskiing Grand Prix #1	December 5-6	Copper Mountain, CO	TBD	NBCSN	TBD
Deer Valley Visa Freestyle International	January 8-10	Deer Valley, UT	1/10 or 1/11	NBC	TBD
Deer Valley Visa Freestyle International	January 8-10	Deer Valley, UT	1/11/15	NBCSN	2:30PM
Lake Placid Freestyle Cup	January 28-31	Lake Placid, NY	1/31/15	NBCSN	3:30PM
Lake Placid Freestyle Cup	January 28-31	Lake Placid, NY	2/1/15	NBCSN	4:30PM
Lake Placid Freestyle Cup	January 28-31	Lake Placid, NY	2/8/15	NBC	3:00PM
FIS Alpine World Champs: Women's Super G	February 3-15	Vail/Beaver Creek, CO	2/3/15	NBCSN	1:00PM
FIS Alpine World Champs: Men's Super G	February 3-15	Vail/Beaver Creek, CO	2/4/15	NBCSN	1:00PM
FIS Alpine World Champs: Women's Downhill	February 3-15	Vail/Beaver Creek, CO	2/6/15	NBCSN	1:00PM
FIS Alpine World Champs: Men's Downhill	February 3-15	Vail/Beaver Creek, CO	2/7/15	NBC	2:30PM
FIS Alpine World Champs: Women's Super Combined	February 3-15	Vail/Beaver Creek, CO	2/8/15	NBC	4:30PM
FIS Alpine World Champs: Men's Super Combined	February 3-15	Vail/Beaver Creek, CO	2/9/15	NBCSN	4:00PM
FIS Alpine World Champs: Team Event	February 3-15	Vail/Beaver Creek, CO	2/9/15	Universal Sports	4:00PM
FIS Alpine World Champs: Women's Giant Slalom	February 3-15	Vail/Beaver Creek, CO	2/12/15	NBCSN	4:00PM
FIS Alpine World Champs: Men's Giant Slalom	February 3-15	Vail/Beaver Creek, CO	2/13/15	NBCSN	4:00PM
FIS Alpine World Champs: Women's Slalom	February 3-15	Vail/Beaver Creek, CO	2/14/15	NBC	4:30PM
FIS Alpine World Champs: Men's Slalom	February 3-15	Vail/Beaver Creek, CO	2/15/15	NBC	4:30PM
Best of World Champs	February 3-15	Vail/Beaver Creek, CO	2/15/15	NBCSN	10:30PM
Sprint U.S. Snowboarding/Freeskiing Grand Prix #2	February 6-8	Mammoth, CA	2/8/15	NBC	4:00PM
Sprint U.S. Snowboarding/Freeskiing Grand Prix #3	February 26-March 1	Park City, UT	2/27/15	NBCSN	10:30PM
Sprint U.S. Snowboarding/Freeskiing Grand Prix #3	February 26-March 1	Park City, UT	2/28/15	NBCSN	2:30PM
Sprint U.S. Snowboarding/Freeskiing Grand Prix #3	February 26-March 1	Park City, UT	3/1/15	NBCSN	1:00PM
Sprint U.S. Snowboarding/Freeskiing Grand Prix #3	February 26-March 1	Park City, UT	3/1/15	NBC	12:30PM
World Cup Snowboardcross/Ski Cross	March 7-8	Squaw Valley, CA	3/7/15	NBCSN	2:00PM
World Cup Snowboardcross/Ski Cross	March 7-8	Squaw Valley, CA	3/8/15	NBCSN	1:00PM
World Cup Snowboardcross/Ski Cross	March 7-8	Squaw Valley, CA	3/14/15	NBC	2:00PM
U.S. Alpine Championships: Super G	March 27-29	Sugarloaf, ME	3/22/15	NBC	12:30PM
U.S. Freestyle Championships	March 27-29	Steamboat, CO	3/29/15	NBCSN	1:30PM



ADDENDUM 4: ATHLETE HOUSING AND TRAVEL BEST PRACTICES GUIDELINES FOR U18 ATHLETES

1. All USSA club practices, projects should be open to observation by parents.
2. All coaches supervising USSA athletes must be members of USSA and criminally background screened.
3. One coach member and at least one other adult should be present at all practices and other club activities where at least one athlete is present. Clubs and coaches should evaluate their seasonal plans and decide in advance how to accomplish this goal.
4. An open and observable environment should be maintained for all interactions between adults and athletes. Private, or one-on-one sessions should be avoided unless they are observable, e.g. in a conference room with glass walls or a room with the door open.
5. Coaches should not invite or have athletes to their home without the permission of the parent or guardian and in the instances that permission is given, #3 should be observed.
6. Schedule overnight travel as far in advance as practical and share itinerary and contact information of lodging, coaches and athletes with athletes and parents.
7. During team travel, when doing room checks, attending team meetings or other activities, #3 and #4 should be maintained.
8. Athletes should not ride in a coach's vehicle unless another athlete or coach is present. If that cannot be accomplished, parental consent must be obtained.
9. Coaches must ensure their vehicles are properly insured.
10. During overnight team travel, if athletes are paired with other athletes, those athletes shall be of the same gender and of similar age. Where athletes are age 13 or older, chaperones shall stay in nearby rooms. Where athletes are 12 or under, chaperones may stay in the same accommodations as the athletes as long as parental permission is obtained. In that circumstance, #3 shall also be observed.
11. Adults shall respect the privacy of athletes in situations such as changing clothes/ showering, etc.
12. The use of electronic devices such as cell phones, MP3 players and other recording devices in locker rooms/changing areas is prohibited.
13. If the team is composed of athletes of both sexes, each sex shall be accorded a separate changing area or given serial use of the one available changing area.
14. Coaches should not initiate contact, or accept supervisory responsibility for athletes outside club programs and activities.
15. During overnight team travel, there shall be a curfew imposed and monitored by USSA member coaches.
16. Violation of the curfew for anything other than a demonstrable emergency shall be grounds for immediate removal from the project.
17. Coaches should be the first to arrive at a project and the last to leave.

*These guidelines, while specific to U-18 (minor) athletes, can be adapted for use by those projects involving athletes over 18 in the discretion of the project leader.