

USSA BOARD OF DIRECTORS' MEETING MINUTES

Saturday, May 13, 2017, 7:30 a.m. – 11:50 a.m.
Summit Meeting Rooms, DoubleTree Hotel
1800 Park Avenue, Park City, UT

Meeting chair: Dexter Paine

USSA Board of Directors

Chairman: Dexter Paine, New York, NY
Vice Chairman: Greg Boester, Rye, NY (Foundation)
Liz Arky, Washington, DC (Foundation) - teleconference
Rosie Brennan, Anchorage, AK (Cross Country Athlete)
Tricia Byrnes, Aspen, CO (Snowboarding Athlete)
Bryan Fletcher, Steamboat Springs, CO (Jumping/Nordic Combined Athlete)
Cami Thompson Graves, East Thetford, VT (Cross Country)
Lisa Kosglow, Hood River, OR (At-Large)
Darryl Landstrom, Minneapolis, MN (Alpine)
Dan Leever, Palm Beach, FL (Foundation) - teleconference
Martina Lussi, Lake Placid, NY (Jumping/Combined)
Andy McLane, Weston, MA (Foundation)
Heather McPhie Watanabe, Salt Lake City, UT (Freestyle Athlete)
Kipp Nelson, Ketchum, ID (Foundation)
Warner Nickerson, Tilton, NH (Alpine Athlete)
Dylan Omlin, Truckee, CA (Snowboarding)
Eric Resnick, Vail, CO (Foundation)
Chris Seemann, Winter Park, CO (Freestyle)
Tiger Shaw, Park City, UT (CEO)
Tom Wallisch, Park City, UT (Freeskiing Athlete)
Andy Wirth, Squaw Valley, CA (At-Large)
Tom Yaps, New York, NY (Freeskiing)

Ex-Officio

Michael Berry, Lakewood, CO (National Ski Areas Association) - absent
Holly Brooks, Anchorage, AK (USOC Athletes' Advisory Council)
Bill Marolt, Paradise Valley, AZ (USOC) - absent
Nick Sargent, McLean, VA (SnowSports Industries America) - teleconference
Bill Shiebler, Park City, UT (Audit Chair) - teleconference
Hank Tauber, Park City, UT (FIS)

Also in attendance: Alex Natt, Brooke McAfee, Rich Tutino (teleconference), Luke Bodensteiner, Trisha Worthington, Calum Clark, Tom Kelly, Brook Bingham, Julie Glusker, Chip Knight, Patrick Riml, Robert Lazzaroni, Caitlin Furin, Cindy Berlack, Laura Astle, Steve Berlack, Michael Silitch.

1. Chairman Calls the Meeting to Order & Moment of Silence: Dexter Paine

The chairman called the meeting to order and asked the board members to introduce themselves.

2. Moment of Silence: Dexter Paine

Paine stated that we'd lost a number of important members of our community this past year (Gary Black, John Bloomberg, Randy MacDonald, Hank McKee, Greg Needell, and Sven Wiik) and requested a moment of silence for these individuals.

3. Roll Call & Establishment of Quorum: Alex Natt

Based on the introductions and those who were teleconferencing, Alex Natt confirmed a quorum was present.

4. U.S. Ski & Snowboard March 2017 Meeting Minutes' Approval: Alex Natt

Paine asked for approval of the March meeting minutes, if there were no changes.

- Motion 1: To ratify the meeting minutes as presented.

M/S/C Andy Wirth/Tom Wallisch

5. U.S. Ski & Snowboard Chairman's Report: Dexter Paine

Paine thanked everyone for their work during the week. He appreciated the time people put into their committees and all the discussions, which made U.S. Ski & Snowboard a better organization and allowed us to be best in the world. He wanted to remind everyone that we were all fiduciaries of U.S. Ski & Snowboard and our athletes. We were not for any small constituency group and we all needed to remember to step back and decide what was best for the organization and that at times required very difficult decisions and that was the challenge of being on the board. The rewarding part of being on the board was seeing the athletes perform and seeing the program continue to prosper.

He provided a general assessment from his perspective of how we did this year. Athletically he said it was a B, B- year. We didn't hit our objectives at the elite level. We have a tremendous amount of work to do to get to our medals in Korea next year. Financially, it was an ok year. The organization did a remarkable job managing the expense side and still providing for full athletic budgets but we were \$2 M short on the sponsorship side and this was our third year of being short and that lead to a change in our chief marketing officer. We conducted a four month search and have hired a new chief commercial officer.

In terms of priority projects for this year, he discussed the Project 26 program with a focus on reinvigorating the alpine development program to see a full pipeline of athletes from the age of 16 through standing on the podium at a World Cup.

Fundraising has a \$50 M endowment that is in process, the Marolt Athletic Endowment, which will be a game changer to go with our existing endowment. As a national governing body, he said we would be in front of any other NGB in this country in terms of being endowed and having a constant source of funds regardless of the economic environment.

Chair transition was a focus as he had chaired this organization for 11 years and that we were in the process led by Lisa Kosglow and Eric Resnick to provide leadership to the board going forward. Paine said he would remain very involved at the FIS level and in other activities.

Events – It was an unbelievable year for events with 30 World Cups calendared in this country. We had never done that before and we also held the Jr. Nordic World Championships at Soldier Hollow and the Utah Olympic Park which we had not done in a very long time. Calum and his group put on high-quality professional events. Athletes enjoyed the opportunity to compete in the US.

He noted that Shaw's team worked exceptionally well this year.

He mentioned that, after ten years on the board, John Bucksbaum had term limited out and he thanked him for his commitment to the organization, the Foundation Board of Trustees and his support for athletes.

6. U.S. Ski & Snowboard Chief Executive Officer's Report: Tiger Shaw

Shaw discussed the challenges with this year's financial situation. He noted the hiring of a chief commercial officer, Dan Barnett, who was the current CCO for the America's Cup and previously with the UEFA and a lawyer by training. He was excited about the hiring. Barnett was involved in America's Cup enhancing its television and changed the value by remaking the viewing and metrics with technology that explained what was going on and they created greater value to their partners. We are confident that we will develop more things that will enhance the marketing side of U.S. Ski & Snowboard. He described the parameters of the search.

The U.S. Ski & Snowboard Congress went exceptionally well this week and he'd received great feedback about the mood, the alignment and the way things were going. It was enjoyable for him to see the hundreds of people who make our sports work so well in this country.

He discussed the One Team branding and effort to consolidate our look and create a new way of explaining ourselves moving forward as having gone extremely well. He thanked his team and the task force led by Jeanne Jackson that had been an initiative two years ago and resulted in where we were today. We've achieved a common look, and a common mark that unifies everyone. The concept was everyone pursuing the sports that they love in the mountains on snow as common to all. He said it had resonated with everyone. The launch will be the week of the Partner Summit.

Shaw also discussed the Project 26 effort that is a deep dive due diligence on the alpine side and which could also be applied to other sports. It's studying other countries and how they operate their teams, including the grass roots programs to cull better ways in which we might operate and determine the best ways in which to move forward with the goal that we are here to win medals. There is a lot of strategy behind that and we can never lose sight of that – to remain best in the world. The goal is not to make the Team. The goal is to compete and conquer internationally – to win medals.

Shaw then shared with the board his current operating structure. He was critically evaluating how this could work best in future and would change once the CCO was on board and we evolved the organization moving forward, especially on the marketing front.

He added that the FIS was also looking at itself strategically for the future with Dexter Paine leading that charge, which would be discussed later.

Shaw spent time in commenting on the anti-doping front. He mentioned the McLaren report and the follow up aspects to that and more importantly what we were doing to ensure this did not happen in future. The complex interactions among the anti-doping agencies throughout the world included work done behind the scenes to affect change for the future. He outlined the charge led by Kikkan Randall of the athletes to the IOC demanding change. He noted that an IOC representative came to the nordic world championships and held a meeting with the athletes. Our athletes had been educated prior to this and asked probing questions. Generally, the international athletes were focused on current infractions and incipient penalties instead of on the future.

There is an opportunity now to help the athletes organize and educate them so that they may keep the anti-doping agenda high on the priority list of all of us. We will have multiple opportunities to help the athletes get organized and make their voices heard and use the upcoming Olympics as a platform to affect change in the various anti-doping agencies and the way they are empowered and funded and in where the enforcement and control comes from. All of this needs to be re-engineered. He said the film Icarus helped to explain what happened in Sochi and he was interested to see the reaction from the public when it is released on Netflix this fall.

Paine said that relative to Shaw's annual goals, one of the things discussed was that, after three years, we need him to become more involved at the USOC level and, ultimately, a goal would be to head the NGB Council. He has shown leadership in the doping area but not all of the NGBs are as vocal about the doping issues and he wants the USOC more engaged in this conversation. Paine

said that our athletes who are clean are disadvantaged. We need to make sure that we get to a level playing field. It was important in what we are doing internationally. We could not let people get comfortable with the status quo.

7. FY17 Year End & FY18 Operating Budget: Brooke McAfee

McAfee said she was excited to present the operating budget. She reminded the group of the operating goals: Achieve athletic excellence / Grow the visibility of our sports / Engage, lead and grow our communities / Cultivate organizational excellence / Achieve financially sustainable growth.

In the FY18 operating budget total revenue is \$35.5 M, less expenses of \$35.2 M, leaving a \$250 K operating income. We are also targeting an additional \$500 K in debt reduction gifts, so total net income will be \$750 K. She explained that a lot of growth in the FY18 budget was related to the Olympics and discussed the budget components i.e. Foundation / Membership & Comp Fees / NASTAR / USOC and Endowment Grants as well as Other Revenue.

Bodensteiner discussed the annual grant that U.S. Ski & Snowboard received from the USOC which supported the high-performance program and our Athletic programs in general. The USOC were invested in us as a substantial partner. He explained that we had been negotiating for a \$6 M annual grant and noted that the funding would be determined in June. It was a challenge as they had never funded an NGB at that level, summer or winter. The partnership has been very strong and their fortunes in the Winter Olympics are very much tied to ours. The objectives were the same to be the best team in the world in PyeongChang and then Beijing. The USOC helped to provide a substantial financial base for U.S. Ski & Snowboard. Beyond that grant we provided additional opportunities for them to continue to do more and those results will be known in a few weeks.

McAfee discussed the expense budget of \$35.2 M. The elite team budget is 45% and the domestic program is 11.8% of the total budget. The Events department is 15% of total. Foundation and Marketing costs of generating revenue are \$3.7M. Communications is 2.3%, G&A is 7.3%, NASTAR is 2.6%, Depreciation 3.8%, and Interest is 1.3% of the budget. 80% is invested in Athletic programs, 10% is invested in fundraising and sponsorship activities and 10% is invested in administrative activities.

Arky asked what it would have taken to make this year a great year financially. McAfee responded that we had a good year except for missing our mark on the marketing side. We continue to reduce the line of credit debt, which at year end will be below \$4 M. Two years ago that was \$6.4M. Increasing the marketing revenue will move the needle on our Athletic investment. On the Foundation side, the endowment campaign will shore up baseline revenue to our operating budget.

Paine explained that we needed to hit our budgets. If we didn't, it means not going to camps, not hiring coaches, athletes having to fund themselves; \$ 2 M short on sponsorship revenue last year; imagine if we had hit the target and had that additional money to spend on athletics. It's enormous what could have been done.

Boester said that the reality over a longer period of time is that we brought on a lot of interesting, exciting sports and along with that our athlete count increased by over 30% but our top-line revenue number we've had to do more with the same. The team has been able to optimize and prioritize the revenue that has been generated but it's exciting to think about the CCO growing the top line much more aggressively and significantly in the future to reach our aspirational goals to fund our teams to the level that we want and being cutting edge on all the supporting initiatives.

There was a comment that we've lowered the budget expectation for marketing for next year. Shaw explained that with the transition occurring we looked for what we felt was realistic to achieve for the coming season with Brook Bingham and Brooke McAfee and what could be secured in terms of new business. There were not a lot of renewals right now and our pipeline was reasonably good. We don't want to set an unreasonable target. If we exceed the number set out then we can fund a number of the prioritized initiatives that Luke carefully set out. Long-term is critical.

There was further discussion re cost per day of training and the increased number of athletes, currency swings, the teams' culture of accountability to their budgets, reduced inventory for events, etc. Alex Natt said he would entertain a motion to approve the FY18 operating budget.

- Motion 2: To approve the FY18 Operating Budget

M/S/C Eric Resnick/Andy Wirth

8. USSA Investment Committee Report: Rich Tutino

Tutino provided an update on the work of the Investment Committee. Through April the portfolio value is \$38.961 M pre distribution. It's up 4.71% year to date. When we get this portfolio to + \$50 M the covenants that we contend with will be diluted and we can move to an endowment model and lock up money for a longer term. We've taken steps over the last few years to loosen the covenants and we are moving in the right direction. The distribution was made on May 1 of \$1.53 M. The committee was active in making some tactical and strategic moves over the last year.

Our current priority, Greg Boester, Brian Leach and I are working to find two or three alternate managers. We've cleaned up the hedge fund managers over the last few years but alternatives we've been interviewing managers and these are people we want in place from four to seven years. In terms of the restructuring, we've lowered fees dramatically and the portfolio has been simplified and with that we've had returns over the last two years within the realm of our peer groups with our covenants. He thanked Greg Boester and Brian Leach as they speak once a week reviewing and interviewing managers and the portfolio and held conversations with the entire roster of managers given that, at the end of the day, we have ownership and want to ensure that we have the right people in place, which has taken a lot of time, but has been worth the effort. We have a very solid base to build from. The portfolio is in good shape. That concluded his report. (Addendum 1)

Paine thanked Tutino who had done a tremendous job as a member of the Foundation board and put an enormous amount of effort into restructuring the endowment and we are in much better shape than we were three years ago, when he took it over.

Paine added that Heather McPhie Watanabe had been asked to join the Investment Committee.

9. U.S. Skiing Foundation Report: Brooke McAfee for Bill Slattery

McAfee noted that entity holds proceeds granted from the USOC generated by the 1984 LA Olympic Games. The USSF Investment balance is about \$1.7 M. Investments are held at TWP and managed by the Investment Committee. FY18 draw is 4.75% of the three-year average historic value for a total of about \$83 K.

Alex Natt said that, at their meeting here, the USSF board re-nominated the following and asked for a motion to ratify.

- Motion 3: To ratify the USSF BOT re-nominations for three-year terms: Bill Slattery, Dexter Paine and Nikki Stone

Paine asked why Tutino was not on this in his place. Natt replied this would be taken into consideration in future.

M/S/C Tiger Shaw/Cami T Graves (For the record, one opposition, Dexter Paine.)

10. Audit Committee Report: Bill Shiebler/Brooke McAfee

Bill Shiebler reported that Brooke McAfee and her team continued to improve on all aspects of the audit process and the overall financial management. He could not say enough good things about what she has done and continued to do. Our audit timelines are much condensed from where they were and we want to continue to use Eide Bailly. They are a good local and regional firm and we

are happy with their work. They will start, if approved, on June 12 and the final reports will be available at the end of July. That was all he had to report.

Natt commended Bill Shiebler for his guidance on the audit committee and this board and asked for a motion to ratify the selection of auditors; Eide Bailly.

- Motion 4: To ratify the selection of auditors; Eide Bailly.

Darryl Landstrom/Greg Boester

11. USSA Nomination & Governance Committee Report: E. Resnick/L. Kosglow

Kosglow reported that a process was underway to select the next chairman. The committee includes Eric as co-chair, but he recused himself as had Dexter but the rest of the committee, (Warner Nickerson, Cami Graves, Tiger Shaw and Bill Shiebler, a great addition to the group) met a number of times. She thanked them for their willingness to make the calls to talk to the people involved; everyone was really engaged. The committee has been open to feedback and we've worked to be flexible as things come up. We have five nominations received for the position. We have decided to consider our nominees in light of the committee structure and that's where we are on the chairman's process.

We are also taking a closer look at our committee structure and see who sits on them, how active they are, are we utilizing our board members and possibly our Foundation board of trustee members to make sure we have the best people on those committees to help support the chairman's position. We are also looking at defining the chairman's role. She noted that Dexter Paine had done an amazing job for the organization but to find someone who had the time to do all he had done was a challenge so we were looking at ways to utilize other members of the board to flesh out a finance committee, where traditionally Paine had done a lot of this work. We are also looking at the ethics and judicial committees, etc.

The committee also recently received the USOC's diversity and inclusion report. We do a C, maybe, with gender diversity, based on our sports being 50-50 male and female. On ethnic diversity we are failing so we are looking at ways to cultivate future leaders of this organization and to work with the sports committees to cultivate the next athletes coming up, and cultivate on Foundation board, women and other backgrounds to help guide our decision making and to make the organization a more inclusive one. The fact that there are eight women on this board now is an improvement over years past but there is a lot more work to do and we need to actively cultivate diversity in all our communities.

Resnick noted that 18 of 23 slots were chosen by others, either spot committee or athlete reps or foundation reps. It's telling that the athlete reps are 50-50 men-women which match our athlete base. Our problem is not there. The sport committees and the foundation which are choosing the others are predominantly male. To have impact on gender and ethnic diversity we need to work at the sport committee and foundation board levels.

- Motion 5: To ratify the re-nomination of Andy McLane to the board and to move Liz Arky from the At-Large spot to the Foundation vacancy from the Bucksbaum retirement.

Dexter Paine/Cami Graves

12. New Member Board Orientation – Liz Arky

Arky commented that she was on the board of the Center for Board Excellence which provides corporate governance services so we got some coaching from their CEO and we put together development governance documents for the organization which all of us should understand. Alex Natt put together an executive summary of all of our roles and responsibilities, which was referenced at the start of the meeting by Dexter Paine, reminding us of our fiduciary responsibility.

All these documents are really dry, frankly; the bylaws, the IRS form 990, the policies surrounding code of conduct and ethics so it's still a work in progress with Alex to create a document that makes it all digestible. We've also worked hard to better understand the finances of the organization and had an excellent session yesterday for eight of us and recommended everyone spend more time with Brooke to understand the finances of the organization. In the small group it was easier to ask questions. We will continue education on duties and ethics. Finally, we would offer the opportunity to have mentors from the board to help new directors understand their roles and responsibilities.

Wirth said he would only add onboarding for himself and Liz and new directors. We have this one vision we are trying to support and Liz and I are trying to energize the onboarding experience, focusing on understanding the financials, it's not that complex, but nuanced and we look forward to energizing the process. We have an opportunity to improve this and thus all our performance.

Resnick said we all have different expertise in different sports and we should figure out a way in the continuing board education to utilize the expertise on the board for those who don't know as much about freeskiing or snowboarding or other sports to become more knowledgeable and do it in a fun way. To create 10 minutes out of a session where the sport and athlete reps would do a presentation on what is going on in the sport they are representing for all of our engagement. We don't always start from a very high knowledge base so that education would be helpful. He thanked Andy and Liz for helping to fix our onboarding process. He said that he would like Tom Wallisch to be the first person to orient the board on his sport.

13. U.S. Ski & Snowboard Safety & Security Report

Natt said that he had been asked to update the board on actions that have been taken. In the fall we instituted a policy for snow safety which requires staff upon arrival to consult with local snow safety experts. The consultation is designed to allow coaches to determine appropriate ways for training and which areas are inappropriate for training, and may only be accessed by our coaches and their athletes if they hire a local guide. Things like location of crevasses, local weather, particularly in Europe, are risks that only local knowledge can highlight.

He made some comments on BRASS Foundation and their provision of Know Before You Go instructions for staff and elite and club athletes in Copper and that effort will be continued. Jon Casson will coordinate with the BRASS Foundation a Know Before You Go film that will be targeted to our audiences, clubs, athletes, via a sport education learning module that will be provided free for their consumption and education.

Bodensteiner will be identifying a team leader on each team responsible for safety and security. We are in process of reviewing and revising our emergency action plans which are robust. He was happy to share that with the board as they set forth local medical providers, and who does what when something happens, etc.

We've rolled out Global Rescue's grid app which allows staff and athletes to gain access to their security experts 24/7 and encouraged staff to err on the side of caution. He encouraged everyone to use the check in function when they arrived at their locales and he explained that function.

Natt confirmed that we were looking at a number of aspects of athlete safety and security and he invited all of their input. It has our full attention and we will continue to improve.

Natt commented at the Athletic Summit he shared with the staff the changing landscape of the SafeSport area. He attended the sport committee meeting this week and apprised them also. He described the controversy around USA Gymnastics which resulted in the USOC being called before the Senate Committee on Commerce, which governs the Amateur Sports Act.

The US Center for SafeSport as of April 1 is operating and exclusively responsible for investigation and adjudication of any claims of sexual abuse and molestation. Every leader, coach, athlete,

board member, we are all mandatory reporters under the law. If you have a suspicion, you are required to report that to the US Center for SafeSport. Report and let them determine if there is fire around the smoke that you suspect. It is a best practice to report to the US Center for SafeSport. If involving a minor, you must also report to the police or local child protection authorities immediately without investigating. This board adopted the SafeSport code at the last board meeting. He discussed legislation that would be added in the Amateur Sports Act to advance child protection in this country. If anyone had any questions, he was always free to advise.

Paine said we needed to constantly work to ensure our environment is one where all athletes are comfortable; to focus on our athletes having environments where they can excel, this remains a priority.

Natt said that NGBs were not responsible for sexualized conduct but remained responsible for claims involving hazing and bullying, those conducts must be report to U.S. Ski & Snowboard.

There was further discussion re local programs and BRASS being tasked with pulling those resources together in a centralized fashion and the expertise on that Foundation to deliver the messages/materials age-appropriately.

14. Athletics Report: Luke Bodensteiner

Bodensteiner communicated that the athletes had won 21 medals this season. He was encouraged that with a B- performance we could match Norway as the best team in the world. Our assessment is we can rely on our team to pull together. We've had areas that were exceptional in performance such as the Nordic World Championships with Rosie and her team and the aerials team winning two gold medals was a tremendous performance. Freeskiing and snowboarding had some excellent performances in many areas – but not all of those sports. Women's alpine was strong, but on the flip side, we had some areas of underperformance, such as men's alpine and women's moguls, where we didn't deliver medals this year.

There is a lot of opportunity and the teams have done exceptional planning this spring looking to drive Olympic performance this season. The Norwegians are having similar meetings where they are probably reporting their performance as B-. They are also a team with more capability. We will have to get better and we have identified the areas of opportunity.

On the development side, across the board, we continue to have good performances down into the pipeline. We won 19 medals at the Jr. World Championships. That is probably our best performance in that sector ever. This is partially due to the expansion of sports at the Jr. World level. The professionalization and capabilities in our clubs continue to push athletes to higher levels of achievement; along with those programs, we interface with those athletes and deliver them to the elite programs.

We do see that we have an ongoing challenge in alpine development. It's an area that is getting appropriate focus thanks to the work of Dan Leever. Performance is going in the right direction. *Jr. World Championships results in alpine we set a target of being in the top five in the Hodler Cup which the team achieved which could not have been achieved a few years ago. The work that has been done in the development sector is making a difference and that will be ongoing.

We continue to refine our selection processes and bring a more analytical approach to those, particularly to the younger ages where talent detection is more challenging. In alpine and cross country and sports that are easier to quantify we've applied that to our selection process and we continue to get better there, but the evolution of our team has expanded with the number of events and we now carry nearly 200 athletes in our elite teams, which is a lot. Juxtapose that with Norway, which selects 30% fewer athletes. We have room for improvement there. We really looked at freeskiing and snowboarding as an area where data analytics are more challenging. This is an area where we can make big improvements in narrowing our focus on the athletes and doing a

better selection process. Half of our team size is represented in those two sports. That's an area of focus for concentration of resources and manpower to focus on the right athletes.

This season was about stability and good retention on the athlete side and looking at the tasks in front of us. In March after the Olympic season, the focus will shift to a longer timeline and that will influence how we look to select our teams, particularly at the younger ages. We'll also take a fresh look at the staff structures in some of our teams. We've pulled some of our development staff into supporting the elite teams at the top end for the short-term objectives of the four or five additional medals that we need to win this winter. We will adjust those areas at the end of the season and look into other areas to help build out development capacity.

The national training systems continue to be built and refined re how training is done at the club level and how that interfaces into the national team levels. The levels and volumes at which the athletes need to train and plan around can still make a lot of progress. We've begun to survey our clubs to understand how they plan their training at the club level and how they execute against those plans. Sometimes those are two different things. There are a lot of factors to that at the development level, but we have an opportunity to continue to educate our clubs and make a realistic assessment of the training being done before athletes come into our elite teams and make sure our own teams are being supported at appropriate levels.

We've begun better linkage with our coaches' education system and our national training systems. Historically in our coaches' development system we've been focused on coaches who can coach at a very high FIS level and we've overlooked that we need to provide coaching expertise down deeper into the system. Now we are looking to broaden that. One of the challenges as we deal with real data and making decisions around that is, in many of our sports, we don't have a culture where training is truly tracked and catalogued and able to be analyzed moving forward.

We introduced a couple of programs this year that will provide support into our development systems. These are the high-performance centers and development sites. He said more sites were coming in so we were building a series of development training sites at the regional level. Predominantly, that training will be used by alpine and that is the emphasis at the regional level but many of the sites were interested in multi-sports training. He discussed the high-performance site club program with robust high-performance capability with conditioning coaching and facilities with a sport science-oriented lead and some medical network capability. Squaw Valley just joined this program and he thanked Andy for getting that program rolling. This will create centers that collaborate with each other and we have brought in a staff member to interact with the high-performance centers to drive common training philosophies to bring the principles used at the COE down to the club level and also to provide us with better knowledge of the type of training at the U14 and U16 level. There will be great exchange in these programs.

He then discussed the Barton Health Care program in So Lake Tahoe where they had funding to build a Center of Excellence at their medical campus and wanted a partnership on how to deploy this high-performance and medical support to the ski and snowboard athlete base in Tahoe. That program is underway. The staff member mentioned above was paid by this program and will spend time at that Center once it is built; they are operating out of a temporary facility at this time. He said we had athletes who were training and rehabbing there. Some of their personnel attended camp with us in Mammoth to get trained and understand our systems. We will also have their staff in the COE. The goal is to expand to other regions what we do here in the COE. This is a pilot program but with success could be a model for other regions of the country.

He discussed the Project Jump at the Utah Olympic Park supported by the USOC and donors from Foundation and the Utah Olympic Legacy Foundation. The facility will be completed mid to late June which is great timing for our athletes. This will help a number of our sports. There are several other nations who will be building this type of facility but we have a lot to gain in training this year.

He disclosed that we were in a pilot program with the USOC called the Olympic Genome. It is in its infancy but has a lot of potential for us. They are building a big data project to understand how to

refine our investment approach behind coaching, facilities, deploying resources at training camps and so on and linking that to outcomes and medals at the Olympics.

As we get into our long-term budget planning, you are aware of our resource allocation framework, we commit to reviewing it every four years – not the framework itself but to ensure that we note changes in sports in terms of relevance and viability and potential of each of the sports. We will go through that process this summer and that will influence our long-term budgeting process as we build out our three to five year plans. This is a dynamic process.

On the international relations, we continue to do a fantastic job as an organization and we have a few major objectives in mind here. We are hosting the 2019 World Championships in Park City and that gives us a lot of leverage to continue to discuss with the FIS and IOC about some of the sports we would like to develop into the Olympic program. We are hopeful of adding some of these to the 2019 program and the 2022 Olympics.

We are also focused on strengthening our relationship with the Chinese Ski Association and Andy Wirth has been a tremendous help to us in forging that partnership. We've come a long way. We do have things to support them. Their team has done training at the UOP and we provided them with good support and we are in discussions with them as the organizers for 2021 of the Freestyle Freeski Snowboard World Championships as well as the Winter Games in 2022 to sync up with them on new sports as well as gaining access to training for our athletes. Wirth discussed the sponsorship potential and interest in skiing and their government support.

Shaw discussed further the partnerships that had been developed with clubs across the country and the outcome was the regional centers were high-quality places to bring together regional projects at affordable subsidized prices. Those clubs and resorts have stepped up with those partnerships to considerably reduce costs which have created amazing development opportunities for our athletes. The high-performance part is decentralizing what we've learned at the Center of Excellence so the systems and processes can be deployed across the country.

Cross Country OWG Selection Criteria (Addendum 2): Bodensteiner said there was one action item for the final selection criteria for PyeongChang. These were distributed and received a lot of buy in from the community. They had been included in the board packet. There were minor changes after testing these out for the World Championship selections. Natt requested a motion for approval.

- Motion 6: To ratify the Olympic Criteria as presented.

M/S/C Darryl Landstrom/Cami T. Graves

Boester requested more detail on the various initiatives be presented to the board after PyeongChang to understand the long-range impact of things like the regional centers. The more we can apply a generalized road map on resource allocation and priorities will be strongly unifying. Perhaps a year from now we could take time and review these in a more comprehensive fashion.

15. Athlete Career and Education Report: Julie Glusker

Athlete career and education remain a priority for the organization. Glusker said they were thrilled with the branding concept of one team which was certainly lived on a day-to-day basis in working with our athletes. We are in the business of cross pollinating with athletes, athletics, high performance, the foundation, communications, and marketing groups to figure out what athlete career and education funding and career services and toolkits are most relevant to the athletes. We have a priority in terms of the Marolt Athlete Endowment. We are excited about being two of the four pillars of that fundraising campaign. Our main objective remains the development of the whole athlete. The priority for athletes remained funding. If we take of funding concerns and help with education on how best to serve that need that provides a valuable service to the athletes.

She discussed the athlete grants through the Marolt Athlete Endowment, which was needs-based to cover travel and camps. 44 athletes qualified from 61 who applied. The average grant was \$2,200. She then discussed the T2 Foundation collaboration of Grant/Scholarship support and the Athlete Funding Workshop, a day-long workshop to develop fundraising skills with the toolkit to put together the fundraising plan.

We are focused primarily on college; of the 196 athletes on the team, 71 are enrolled in a college-level course. Westminster remains our strongest partner; 32 athletes used all the credits; and there currently are 13 colleges represented across all teams so athletes are prioritizing college coursework. Westminster could double the number of credits they provide and we would still have higher demand.

Another valuable program is the tuition reimbursement; we were able to raise the award to \$6 K this year as we want to keep pace with the rising costs of tuition.

- Borgen-Swartz (all schools) 2016 = \$128K, 28 athletes
- Davis (Westminster) 2016 = \$60K, 18 athletes
- Eccles (Utah) 2016 = \$25K, 13 athletes

She noted a significant turnover to the U of U as their on-line offerings have become more robust. They have a greater range of courses offered on a more flexible schedule. With our USOC partnership, we are able to benefit from in-state tuition from the U of U so that has become more feasible. In-state tuition would also be available in the fall for Colorado.

She discussed the various programs for career which were personalized to the athletes depending on where they were in the spectrum of their sport career. We do mentoring, internships, resume preparation, financial education and use a variety of partnerships to provide these.

The USOC is one of the greatest partners for transition and how to make that less of a concern and to turn the cultural tide to understanding that skills development should start from the day they enter the team. The USOC also provides education grants.

Finally we employ a career plan to help athletes think about what those other activities might be. We support the elite development program academically in Lake Placid and have 13 athletes there and a very successful program on the athletic side. 85% of those athletes have landed on the national team and a couple of those became national champions.

We also provide team orientations on an annual basis. This helps athletes feel a part of that one team and to understand what resources are available to them. There is also proctoring, advising and tutoring.

16. Sales/Marketing Report: Tiger Shaw, Brook Bingham

Shaw had Brook Bingham discuss the five new partners brought on this fiscal year. He focused on the deals and what they brought and the number of athletes that signed with these new partners. Funding is important to revenue but we are also encouraging the partners to spend on the athletes as well. The six deals secured just over \$10 M over the next three years. Sixteen athletes had been signed to date to help build the sponsors brand. He noted that there was only one corporate partner to be renewed for this year. He discussed the titles for Birds of Prey and Killington being available. Both are tied to a potential new asset.

17. Events Report: Calum Clark

Clark said it was a big year for events. Looking overall at why we take these on is the return on investment; key is to achieve athletic excellence with home field advantage and investment in infrastructure. It meets the goal of growing the visibility of our sports, enabling us to showcase our sport to the US market and inspire young athletes. Financially sustainable growth; Commercial inventory is sold and events provide an opportunity to host and engage donors and sponsors.

Looking at the world of Freestyle, Freeskiing & Snowboarding, it was dwarfed by the success in alpine but it was a watershed season, a new title sponsor launched in Copper. We moved to Solitude who will host in 2019 so we held our test event, which was well delivered and we received about 4' of snow through the course of the week which was successful and the international community was excited. Mammoth we kicked off the Olympic qualification process. It was an intense season in the Sierras. The commitment from Mammoth to the sports was extraordinary. He discussed 40% of total available podiums were won by U.S. athletes and achieved 6.4m cumulative TV audience. We were hit hard by not hitting the NBC windows at Mammoth but Deer Valley ended up with an extra two and a half hours as it was on the same weekend. He reiterated that Deer Valley/Lake Placid were tremendous partners. Lake Placid as a training site for aerials and Deer Valley is the stalwart of the tour attracting media attention and great spectator turnout.

Nickerson reiterated what a great job was done in Mammoth by everyone putting the safety of the athletes first, understanding that you will lose TV windows by cancellations or postponements.

Clark said of his team that when we put the goals on the wall about achieving athletic excellence we are extremely serious about this and to meet our fiduciary responsibilities but not at the expense of our athletes and the integrity of our events. We deliver excellent fields of play and we will run excellent events.

Clark discussed the alpine World Cup. There had been lengthy discussions about the challenges of the alpine World Cup finals and the uncertainty of the international community about Killington. Squaw also was deemed risky. He said he was incredibly proud of the partnerships with these resorts and their outcomes. Prioritizing our athlete opportunities, Shiffrin spent time so she would be comfortable on the hill which contributed to her success. He discussed the metrics provided by Killington.

Squaw Valley was a great story of partnership. The quality of that race hill when seen by the international coaches is phenomenal. When there was an open weekend and FIS asked to go to Colorado our response was to bring a World Cup to an enormous market in the Bay area and west coast. They responded with an incredible event and great turnout and athletic performance. Andy offered training so in the spring prior athletes could be familiar with the incredibly aggressive hill. That familiarity contributed to the success. One weekend of activity equaled half a season of media impressions on a national basis.

Aspen – the complexity of running two genders on one venue with the pressures of a final was significant. A lot of the infrastructure is like a world championships on a world cup budget which is quite challenging. A massive amount of work was done on the infrastructure to mitigate those risks. The venue was spectacular. The quality of competitions was excellent. Handing the overall to Shiffrin was the capping of an incredibly successful season in the alpine world cup. This is a nation of passionate alpine ski racers and the business of ski racing is alive and healthy and we have resorts coast to coast that have the skills and infrastructure to run elite alpine events as good as anywhere else in the world.

Paine said a discussion had been held the prior day on events and we spend almost \$5 M on events so after our Athletic budget, it's the next highest expense budget and we don't have it right. It's our biggest issue; there is work started on being better partners with our resorts and they all say they lose money and we lose money and that is not a structure that can continue, whether moguls at Lake Placid or the finals at Aspen, we have the same problems. We actually do a better job on the snowboard and Freeski side in terms of running events that are at minimum breakeven but provide great venues for our athletes. We will be focused on this and asking a number of board members to help us look at that. Having the events is incredibly important to what we do.

Clark shared that they'd bounced back from a tough first season with the NASTAR program. We had technical and weather issues in a large segment. It was currently in a healthy place but was not moving the needle and we needed to focus on telling our story to new participants as well as

reinvigorating the brand with host resorts. This is a great way to engage in our sports in a recreational way and if they move into our sports that will be fantastic but if they just love our sports for the rest of their lives, there is also a benefit. Liberty Mutual Insurance became the title sponsor and we made investments in our new website. We are looking forward to announcing a new host site for the national championships.

Next year will be about Olympic qualification. The Grand Prix will be front and center of our calendar and we will run 17 competitions in freeskiing and snowboarding in a short period of time with the team announcement in Mammoth. We will also partner with the USOC to have an Olympic Trials in ski jumping and nordic combined at the UOP around New Year.

Paine said that we had not discussed 2019 and we have the Freestyle, Freeskiing & Snowboarding World Championships here. We will try to do an in-person board meeting around those events. He noted the successful Jr. Nordic World Championships this year which were all part of a strategy to bring the Olympics back to Salt Lake City at some point and we have the ability to use the venues established in 2002 to show people that we have the best venues in the world. In terms of 10 years from now what truly impacts snow sports in the US is getting the Winter Olympics back in the US.

Nickerson asked if you see the dollars back enough in marketing and being excited about giving money to the ski team as a result of hosting events; how can we justify having all these events? Paine replied we ask ourselves this all the time. The tradeoff is do you spend \$500K or \$250K or do you put it into alpine. It's a complicated question. What is it worth to be on home soil? Birds of Prey, what is that worth? The Foundation board meeting is there in the fall where we raise a lot of money. We aren't good at quantifying that yet. It's one of the things we will try to do around the events analysis. It's very complicated and you can join the task force to help answer the questions.

Boester disclosed that the trustees are highly motivated by wins of the team and access; that's at all the sports' events and they enjoy engagement with the athletes at those events. We have to figure out how to quantify that, but it does come back to us in spades. Paine affirmed we raise \$9-10 M from our trustees.

Paine expressed that we'd love to hold the alpine world championships again but we just don't have the place to do it. Vail has questions about running a two-week event in the middle of the winter and Aspen is not a viable alternative because of the chairlift.

McAfee added that we all look at events over a five-year plan and make sure we have the events we need from an athletic perspective and we balance that with what is needed from a marketing standpoint to sell the \$12 M in sponsorship and media. The team works closely to identify those core events that we want to continue to do in the future and the forum for athletes to compete on foreign vs. home soil balanced with the hospitality for the foundation. We will meet in June with Andy Wirth to review the alpine event at Squaw from a resort standpoint and our standpoint to strategize on how we can do this more effectively in future.

Paine added that we get a distribution from FIS and that is a complicated formula but it revolves around elite athletes and events. The more events we have, the more money we get from FIS.

Worthington shared that when we were in the middle of a campaign those events have a significant impact on our fundraising efforts. We could probably tie \$1 M + to events in a campaign.

Bingham said that the formula is there; it's a question of identifying and maximizing it. We have great partnerships in the corporate world but we need a better job of maximizing the ones we have and utilizing the assets in the inventory because we have a limited number on course so it's identifying new streams of revenue and maximizing the ones we have. We need to continue to work for a solution.

18. Communications Report: Tom Kelly

Kelly said he wanted to echo Shaw's comments on the positive feedback that he felt this week. I've been with the organization a long time and seen its ups and downs and he said he'd never felt prouder than he has this week in looking at the positive culture from the grass roots up to his professional colleagues in this organization. He looked at the athlete engagement we had in governance and it's better than it's ever been before. We've made a great evolution over the past three years and he is proud to be a part of that.

He asserted that we'd gone through a great evolution in communications in the past decade and as a career communications professional one of the biggest challenges is just keeping pace with the changes in your field. We've done that very well as an organization.

He wished to give everyone a sense of what we have been doing in telling our story and in terms of scope, particularly this year in the Olympics. Reaching the public is dramatically different from ten years ago. It is a multi-channel approach and he wanted to mention the three biggest ways in which we reach the public; one is through our broadcast and the number we reached through our domestic broadcast is 28 M, digital are our channels 85 M, media is third party sometimes called earned media, the traditional means in public relations of reaching people 500 M, from articles in newspapers and other digital media. Digital increased 50% this year over last year due to strategic initiatives and 200% increase over the last three years. The reach through our athletes has been discussed but we don't have a program in that area, but as we get a new CCO we have a great opportunity to explore and exploit that along with benefitting the athlete at the same time.

Three years ago when we went through the transition of losing all my staff post-Olympics, one of the areas I wanted to explore was to get someone on staff who could focus on being more strategic in the digital area and get our press officers to engage more with our athletes to make that happen. He spoke to the growth of digital from a place that was comparable to broadcast to now being two and a half times broadcast. That should go up quite a bit more entering this season.

He disclosed that Liz Arky had challenged communications to put a person on site in Lahti and see what that did -- to do nothing but digital on our channels and we took our reach from 800 K to 3.7 M and through nothing more than good continuing strategic posts. In Aspen we took over Facebook's own sports channel on the day of the ladies slalom on Saturday and brought in 8 M impressions.

For 2018: the goal is 30 M broadcast, 125 M digital, 250 M NBC and third-party media 1.5 B. Sochi had 248 M NBC. We don't have the resources to hire agencies and do a lot of exotic PR but we have a great partnership with NBC Sports that allows us to generate a significant number of stories into their networks as well as utilizing their PR agency, Bullseye Communications, to generate athlete lifestyle media. At no cost to us, we will be able to push the awareness of our athletes as we head up to PyeongChang.

We will continue to focus on digital growth but with the CCO, figure out how to better monetize this and capitalize on the Olympic opportunity that we have ahead of us.

There was discussion re how much we utilize YouTube. We do put videos there but get more traffic when we post organically. Wallisch said the numbers on YouTube are tough because the algorithm is constantly changing. One year you could see 100 K on a video that no one saw more than three seconds of as they scrolled past. There are kids who only use YouTube following blogs. Keeping all the winning runs up there is still important. Omlin said the Facebook numbers were totally unrealistic and that he had more faith in the YouTube numbers.

19. U.S. Ski & Snowboard Foundation Report: Trisha Worthington

Worthington said we'd exceeded our budget expectations for the past fiscal year. There were three programs she wanted to mention. The New York Gold Medal Gala was the 50th anniversary of the event and we'd been trying to net \$1 M and finally exceeded that goal at \$1.2 M under the

leadership of Rich Tutino and Dani Virtue. Another highlight was the Champions Club program. The hospitality program that we ran in St. Moritz at the World Championships. The donors had such an incredible time at the event that we have secured pledges for Åre.

She discussed the five primary areas of focus for FY18. World Cup Experiences such as the hospitality program for PyeongChang and later, Beijing. The New York Gold Medal Gala we hope to net \$1 M again and it will be 100 days out from the Games. The Marolt Athlete Endowment campaign launched in December with \$12 M in pledges to date; the goal is another \$20 M this year. The Gold Pass continues to be our number one fundraising program. The donor base is aging so we are losing ground as donors aren't skiing anymore. We secured 380 gifts for this program and we can go as high as 450 so this is a huge opportunity. We will be marketing the program with an RFP out to agencies. She asked for the board members help to secure these gifts. We will continue to focus on the major gifts program. Amanda Black will be the director of the major gifts program to take it to the next level. We are looking for a gift specialist in the area of New York City.

Boester explained that the board existed at the side of this board and the amazing amount of passion that existed within that inspirational group of individuals who care about showing up and helping us despite being very successful, very high-profile individuals with a good deal of work of their own.

Wirth discussed the recent meeting of the NSAA and the new executive director who would be announced within the next 30 days. We will ensure that the gold pass program continues with the full support of the new director. Paine reiterated the relationship with the resorts was incredibly important to our success going forward.

20. U.S. Ski & Snowboard Athletes' Council: Heather McPhie Watanabe

Watanabe said it was a very collaborative effort with the athletes and they were all living the new brand of one team. Funding is always of utmost concern for the athletes. We are energized by the MAE and are hopeful this will help. We will continue to explore other avenues for athlete funding options. This includes assistance and guidance for athletes in understanding the myriad of options for them to pursue funding alternatives. We have been meeting every four to six weeks typically.

Doping continues to be a topic of utmost concern, especially within the Nordic disciplines. Helping organize a unified stance across athletes and USSA is a goal.

One thing that surprised her was that extended hours for the COE access was a largely universal goal across disciplines and would go a long way in terms of the athletes feeling prioritized and we have been having discussions with Luke and Alex on that. Athletes are requesting extended hours for several reasons including: Double-sessions that are unable to be completed within the current hours of operation between 8-5. Although other gyms are an option, they do not have the specialized equipment and the recovery tools available at the COE. The request is for the peak months of the summer. Some athletes are unable to work out during current hours with their work and/or school schedules. Extending hours could increase the options athletes are willing to explore to have outside work and educational pursuits.

We are working on informing athletes of their options regarding Sports Psychology, and continuing to expand that program and getting a page of information from Julie Glusker for opportunities the athletes have regarding ACE materials is in process as well.

A topic that has come up recently is mental illness and ensuring we have a protocol and resources to quickly support athletes who are struggling. Bryan Fletcher mentioned the idea of having mental screening along with the pre-season physical screening that happens each year. Holly Brooks called it a mental intake to track people's wellbeing psychologically over time. We have a group of Athletes' Council members interested in being part of a subcommittee to help with this process. McPhie said it had been wonderful to have Luke on the calls and he had suggested having a licensed pool of resources of individuals equipped to handle these issues. Brooks added that it did

not have to be a clinician interviewing everyone, it's a couple of sheets of paper with some scales and someone with the appropriate training reviews these.

Watanabe closed asking if there were any areas in which they might be of assistance, to reach out.

21. USOC AAC Report: Holly Brooks

Paine introduced Brooks as a cross country alumna serving as our representative at the USOC AAC and noted those positions were incredibly important to us. He added that Hannah Kearney and Sarah Hendrickson had recently been added on the FIS Athletes' Council and we have Kikkan Randall running for an IOC athlete rep position. He declared that the athletes were influential in these organizations and for us to have smart, dynamic athletes in these positions was very important. We spent a lot of time on the tactics of getting athletes onto these board positions.

Brooks appreciated the introduction and had the pleasure of meeting everyone over the week. She was the newest person sitting at the table. She had attended one USOC meeting so far, but was impressed with the group and was made welcome and, like the one team model and as athlete reps, we exist on a continuum of athletes to coaches to board members.

Brooks appreciated Resnick's point of being educated on the different disciplines and we have been doing a good job on this on our calls. Each call, each representative provides an update on what is happening in their sport which furthers the one team idea.

She said she was one of 47 athletes representing all the Olympic and Paralympic sports. She was representing all of U.S. Ski & Snowboard's disciplines and learning about them all as quickly as she could. It's been a steep learning curve. This first meeting was involved with electing the leadership for the next quad. Some of the big topics included Operation Gold funding. There was an idea of doing away with this funding which is money received for winning Olympic and World Championship medals and the AAC fought to keep and even increase that funding. There were a lot of Paralympic athletes on the committee who pointed out the disparity between the funding for Olympic vs. Paralympic medals. The Olympic sports bring in 98% of the revenue and Paralympics bring in 2% of the revenue and the spending is 87% for Olympics and 13% for Paralympics. It's an interesting debate as to what is being rewarded, brand or work ethic or the ability to bring in revenue.

She explained that next weekend would be their second meeting; the agenda had not been released yet. Anti-doping is also a big deal and right now there is an athlete position open on the USADA board and we are trying to get a ski and snowboard athlete onto that position. They talked about how Rio might have been ever dirtier than Sochi and that's disturbing. She was trying to understand from an athlete side, what we could do moving forward.

Next weekend she had two action items, delivery of outcomes from test events in PyeongChang. She illustrated with an athlete who had not been allowed to eat for hours and was also responsible for translating the drug testing paperwork which had inherent problems. The second item will be to campaign for Kikkan Randall who has been a cornerstone of this organization and is running for the athlete position on the IOC level so Brooks was hoping to secure a few minutes to bring up her name and campaign for her in front of all the other athlete representatives and get her name out there early.

In closing she noted several athletes attended Brooke's financial meeting and found that very helpful. It's hard to understand an organization without understanding the financial aspects.

Paine said we were striving for transparency among this board so anyone who had questions should have a discussion with Brooke who was very approachable.

22. Alpine Sport Committee: Darryl Landstrom

Landstrom thanked staff for their support throughout the week. They were engaging and involved in, at times, difficult conversations. The ASC had a particularly robust week. A lot of this was a result of the revised operating procedures and the resulting restructuring of subcommittees and working groups. We had three primary initiatives that were addressed this week.

First, ASC has now achieved 20% athlete representation in the ASCEC and ASC and he thanked Warner for his help in getting this achieved; Warner Nickerson, Jessica Kelley – ASCEC and Warner Nickerson, Jessica Kelley, Stefan Hughes, Will Brandenburg – ASC.

Second, we had an Equipment Rules 2017-18 task force engaged with equipment manufacturers, coaches and athletes to discuss the challenges of U16 retention. It became clear that we needed to have a more relaxed equipment standard for the U.S. Ski & Snowboard participatory athletes. In FIS there are requirements you must comply with but at the lower level where we are losing athletes to high schools we felt it was important to re-evaluate the equipment matrix and made, hopefully, modifications that will keep these athletes involved in the pipeline. (Addendum 3)

Third, we focused on simplification of our Course Setting Rules/Standards. We took an experts group with the FIS TD commissioner, our development subcommittee chair and Jon Nolting and spent a considerable amount of time reviewing the standards and came out with a single standard that will apply up through U16 and make the process easier to follow. He requested a motion to ratify the revised the rules and course standards as discussed. (Addendum 4)

- Motion 7: To ratify the Equipment rules through U16 and the course setting standards as presented.

M/S/C Andy Wirth/Warner Nickerson

23. Cross Country Sport Committee: Cami Thompson Graves

The sport committee had great meetings. We had some of the highest numbers ever involved in our discussions which is great to see. The fact of multiple athletes winning medals throughout the year made a big difference to our community. The culture for cross country is strong across the country. We are seeing development races with 500-800 athletes racing and that's exciting for our sport. She applauded Shaw and the athletes for focusing on the anti-doping issues. The more that is publically discussed; it reinforces with the younger athletes how important this issue is.

Partnership is growing in our cross country community. We've been working toward coming up with benchmarks for the divisions to set standards of what is expected from the divisions which will help with the skiers coming up throughout the country. The discussion around professional events came up quite a bit this week and we had a number of excellent events around the country but that comes at a high expense to our athletes and organizing committees so that will continue to be a topic of conversation. We will continue to look for ways to work on that issue.

She noted that the operating procedures were confirmed with a change to increase to ten from five regional representatives. Also, term limits were increased to four years. That was their one action item. (Addendum 5)

- Motion 8: To ratify the revised cross country operating procedures as presented.

M/S/C Darryl Landstrom/Greg Boester

24. Freeskiing Sport Committee: Tom Yaps

Yaps reported they'd enjoyed a really good week. The biggest order of business was we re-nominated and confirmed Tom Wallisch as our athlete representative so he will be a member through 2021. The biggest discussion points over the last five or six years have been over the

pipeline. This year thanks to Abbi Nyberg and with lots of input from the clubs we defined the pipeline (Addendum 6). This will be posted to the website and each step will have links to each which will provide a great resource to clubs, parents, athletes, etc. We discussed USASA and in our open discussion there was a lot of spirited discussion on Jr. Nationals and age limits. There was a concern about athletes aging out of programs. No action items.

Paine said we should have an action item for all of our sports to put together the same type of pipeline flowchart which answers questions we get all the time about the different progressions.

25. Freestyle Sport Committee: Chris Seemann

We also had a really good week of meetings and the only item we needed to bring was my re-election for two more years.

Natt commended both sports for their division into two really effective side-by-side operating committees.

26. Ski Jumping/Nordic Combined Sport Committee: Martina Lussi

Lussi had one action item to bring before the board. FIS is adding a full Continental Cup schedule and adding women's Nordic Combined to the Junior World Championships in 2019 as an exhibition sport. The women previously had a youth cup series for 12-14 year olds. NOR, AUT, GDR have named teams. We would like to add a women's combined class to the US Nationals in Nordic Combined and USA Nordic will plan to name a team for the upcoming season. We are requesting permission to add a Normal Hill class to the US Nationals from U.S. Ski & Snowboard. Natt added that this had been discussed among staff as it has some financial tails but Athletics was supportive and would seek a motion for approval.

- Motion 9: To ratify the additional competition to the Nationals as presented.

M/S/C Bryan Fletcher/Tricia Byrnes

27. Snowboarding Sport Committee: Dylan Omlin

Most of what we discussed has been touched upon by Luke and others here. We came up with a similar pipeline structure (Addendum 7). We also developed a USASA/U.S. Ski & Snowboard cooperation document. A large portion of the development pool comes from USASA on the freeskiing and snowboarding sides. Historically there had been a disconnect between that group and what we do. Mike Mallon will be the new executive director and it was nice to have an explanation on paper of who does what and why so that was huge from the club perspective.

We took a field trip to the bag jump and from a development perspective, this will be huge; beyond that, we discussed the air bag fundraising opportunity for snowboarding and freeskiing. We need to do an on-hill meeting so we can educate the board on the snowboarding side.

Kosglow wanted to acknowledge the fact that both Dylan and Tom were incredibly forward thinking. We didn't sit through regional reports which take a tremendous amount of time. They were included but we could read those on our own time and it freed up a huge amount of time to discuss the issues that needed to be discussed and a lot of creative problem solving took place.

Paine said it gave him an opportunity to think about this meeting and how we structure this meeting in a way to have more time to have creative thought. We have a lot of business to cover and we need to think about that. He asked for the board members to send their suggestions to him to allow more time to be spent on how we make the organization better 10 years from now and less on the administrative. How do we make this more thoughtful and how do we build a little fun into the meetings? He encouraged everyone to email him with their thoughts.

28. USSA Compensation Committee: Dexter Paine

Paine shared that the committee met the prior day. We sit down every year and determine a set of goals for the next year. Those are tied directly to Shaw's bonus. Our fiscal year just ended so we are still going through how he did against goals for last year, but he had a mostly successful year. The committee will meet and approve his bonus over the next month as we get final numbers and work on the 2018 goals and those will be approved also. We will get those goals out to you so you know what he is focused on in terms of leadership for FY18.

Compensation in Park City is becoming a bigger issue and for us to be competitive we will have to have a competitive salary structure and be a great place to work; we are initiating a compensation study in fall around how we are doing vs. our competitors and will share that with the board as well.

29. FIS Report: Hank Tauber/Dexter Paine

Paine explained that the annual meeting for all the nations at the FIS was in three weeks in Portoroz, Slovenia. On the alpine side, Patrick Riml was intimately involved in discussions around formats and what are the right events to continue to have on the World Cup. There will be a number of changes there that will eventually flow down into our system. Hank Tauber provided great guidance to him as he evolved into the position on the FIS Council.

Tauber said he'd mentioned in the March teleconference the strategic initiative that the FIS had started and it was making some progress. The initiative began three years ago after the Barcelona congress when he and Paine had drafted a letter to Kasper about the need to discuss the future and that began the process of various meetings with Kasper. This was not a smooth process and in November the president named Paine to lead the task force on behalf of the FIS Council and he found TSE Consulting in Lausanne to do the initial work on a FIS strategy. That report has just now been issued and is the most comprehensive start of a document for this organization. It was just distributed and it will be discussed in May at the FIS meetings.

More than 300 people had input. It included FIS leadership, Council, staff, all the national federations, FIS partners such as TV, sponsors, equipment industry, etc. This is phase I. There is a lot of discussion regarding gender equity moving forward, governance, term limits and committee structures and better utilization. There is a lot about funding. Although they have done well in funding, they have been static over the past decade and below market compared to other sports such as international soccer which has doubled their revenues, cycling increased 50%, swimming 50%, biathlon 100%. Over the next six months or so, TSE Consulting will make recommendations for the organization going forward.

Paine added that the goal is for the FIS to be the most progressive international federation and there remained a lot of work to do.

30. New Business: Alex Natt

Natt asked the board for its formal approval to ratify the name change of the organization.

- Motion 10: To ratify the name change from U. S. Ski and Snowboard Association to U.S. Ski & Snowboard

M/S/C Andy Wirth/Darryl Landstrom

31. BRASS Foundation: Michael Silitch

The Bryce and Ronnie Athlete Snow Safety Foundation - Silitch noted that he had recently moved back from the Alps where he spent decades working as a ski and mountaineering guide in Chamonix and he was dedicated to avalanche education his entire guiding career, teaching Level 1 and Level 2 avalanche courses in Switzerland and created semester-long courses for international schools. He discussed BRASS's achievements and vision. He noted the main goal of BRASS,

essentially, was to prevent avalanche fatalities through education and discussed some future projects. (Addendum 8)

32. Floor Open for Member Comments: Alex Natt

This is our annual meeting and under our bylaws and the laws of the state of Utah he asked if anyone wished to address the board. There were no member comments.

33. Future U.S. Ski & Snowboard Board of Directors' Meeting dates: Dexter Paine

Paine said the dates were established for the next year's meetings. We have three telephonic meetings and he hoped to turn one of those into an in-person meeting. We will try to organize a meeting around the 2019 world championships. Paine requested the schedule for next year's Congress to emulate this year and end with the board meeting on Saturday.

BOD Teleconference Meeting, September 19, 2017 at 1 p.m. Mtn

BOD Teleconference, November 14, 2017 at 10 a.m. Mtn

BOD Teleconference, TBD, March 2018

Congress 2018: May 1-5, 2018, Park City, UT and

Board of Directors' & Annual Meeting: May 5, 2018

34. Astle & Berlack Family Comments

Paine reminded the board that the parents had lost their sons to an avalanche in Sölden. The parents had requested time to speak to the board at this meeting. Non-board members left the room and the families were provided the opportunity to address the board.

35. Closing Comments & Motion to Adjourn: Dexter Paine

There being no further business, the board meeting adjourned into executive session.

Minutes, Suzette, 6/5/17

Legal review, Natt, 6/7/17

Addendum 1: Investment Committee Update

2017 Update

The U.S. Ski & Snowboard Endowment has performed as expected in the first quarter of 2017 returning 3.6% and having a value of \$38,541,725. On May 1st there will be a distribution to U.S. Ski & Snowboard of \$1,853,477 (4.75% of the three-year historic average). All of our Public Equities had positive performance in the quarter. A few rebalancing/tactical decisions over the past couple of quarters such as rebalancing some capital from Large Value (which was up 16.4% last year) to Large Growth, adding capital to our two bond managers from cash and increasing capital to Emerging Markets all have worked out well.

The Committee has been busy the last few months in doing both manager reviews and new manager interviews. This is a prudent use of time and we have made a few decisions including terminating Kayne, Anderson and Thornburg Asset Management and hiring Harvest as a replacement for Kayne and using Listed ETFs for Thornburg.

We are in the process of interviewing multiple Alternative/Special Situation managers. To this point we have passed on several and are continuing to focus on hiring a non-correlated manager (to our public equity exposure) that we can invest with for the long-term. We have one or two that currently look interesting and we are in the process of studying.

2016 Portfolio Review

In 2016 the Portfolio generated a return of 3.72%

Putting last year into context I am extremely pleased with where we are and what has been accomplished. The Portfolio is diversified, has a more simplified structure, is cost efficient, has generated peer returns while adhering to our covenants and is in an excellent position to build-on in 2017 and beyond. The base is solid and we can incrementally add "risk" assets for the long term while adhering to our covenants. I want to thank the entire committee for their work and focus.

Our allocation to U.S. equities, especially Large Cap Value (+16.4%) and U.S. MidCap (+27.4%), both ETFs, did well. U.S. Core Equity and Growth Equity ETFs also had solid returns. As mentioned above, our Small Cap Manager, New South, continued multiple years of relative underperformance and we terminated our relationship. Our Emerging Market allocation was up 6.2% while one of our Developed Market Managers was in-line with their benchmark up 1.6%, and the other manager, Thornburg, was down 4.3%. (Thornburg has also been replaced).

Our bond managers performed well on a relative basis (up 1.3% and 2.2%) and our small positions in Private Equity did well. As you are aware, hedge funds lagged this past year and we had minimal exposure. Canyon, which is a hybrid high yield and equity manager was up 9% after a couple of difficult years and Farallon was up 3.9% with us receiving a portion of our redemption back in cash. Kayne Anderson, a MLP manager returned 9% which was a poor return relative to their benchmark and they have substantially under-performed the last two years. Kayne has also been terminated and replaced by Harvest Asset Management.

The Portfolio had elevated cash in 2016 to help address covenant constraints which was a drag on performance in 2016. The Committee now believes that the covenant issues are fully addressed as we move forward with future allocations. Our small cap manager was the significant outlier on under-performance, however there was no loss of capital.

The Fund received a cash deposit of \$1,800,000 from the Marolt Endowment. We are now well within our liquidity covenants from actions taken last year, and as more donations are received, the covenants become less onerous (they are diluted). We also have a reasonable level of cash, hence

we can now contemplate making some longer term, less liquid equity investments (90 day and longer redemption).

Report submitted by Rich Tutino, U.S. Ski & Snowboard Investment Committee Chair

Addendum 2: Cross Country Olympic Winter Games Selection Criteria

March 28, 2017

1. SELECTION SYSTEM

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

- 1.1.1. Nationality/Passport requirements:

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

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

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

Any competitor in the Olympic Games must be a national of the country of the National Olympic Committee (NOC) which is entering such competitor. For additional information regarding an athlete who is a national of two or more countries, has changed his or her nationality or acquired a new nationality, refer to the IOC Charter (Rule 41).

All athletes must comply with the provisions of the Olympic Charter currently in force and only those athletes who have complied with the Olympic Charter may participate in the Olympic Games. This includes Rule 41 of the Olympic Charter (Nationality of Athletes).

Age Requirements: All athletes participating in the PyeongChang 2018 Olympic Winter Games must be born before 1 January 2002.

Medical Requirements: To be eligible to participate in the PyeongChang 2018 Olympic Winter Games, all athletes must satisfy the medical requirements in accordance with article 221 of the International Competition Rules.

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

A Qualification Eligibility Criteria Athletes are eligible for selection by their NOC to participate in the distance and/or sprint events who have a maximum of 100.00 distance Olympic FIS points. Athletes who have a maximum of 120.00 sprint Olympic FIS points shall be allowed to participate in the sprint events and 10 km (ladies)/15 km (men) distance event subject to the athlete having a maximum of 300.00 points in the respective event (distance/sprint) on the Olympic FIS Points List published on 22 January 2018.

Olympic FIS Points List The Olympic FIS Points List is calculated using the average of five (5) competition results in each distance and sprint events during the Olympic Qualification period from 1 July 2016 to 21 January 2018.

- 1.1.4. Other requirements:

Only competitors who are U.S. Ski & Snowboard members in good standing will be considered for nomination.

1.2. Tryout Events:

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

All non-relay FIS World Cup cross country competitions held between November 23, 2017 and January 15, 2018 will be evaluated for Selection Criteria 1 (the schedule of competitions will be posted at www.fis-ski.com when approved).

All non-relay USA SuperTour cross country competitions held between November 15, 2017 and January 15, 2018 (the schedule of competitions will be posted at www.ussa.org when approved).

All non-relay Canadian Nor/Am cross country competitions held on TBD, 2017 (the schedule of competitions will be posted at www.ussa.org when approved).

1.2.2. Provide event names, dates, locations and description of how athletes qualify for the trials, events and camps listed above in 1.2.1.

Qualification criteria for the 2017/2018 World Cup is published at www.ussa.org.

1.3. Provide a comprehensive, step-by-step description of the method that explains how athletes will go through the selection process to become Team nominees. (Include maximum Team size.)

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

1) Selection Criteria 1: Any eligible athlete that posts a top-8 individual final World Cup result during the selection period in the following events will be selected to the Team: Sprint C, individual start 10/15 km F, and 15/30 km Skiathlon.

Athletes ranking in the top-50 in the Distance World Cup standings or the top-50 in the Sprint World Cup standings as of January 15, 2018 shall be selected to the team.

A maximum of five athletes per gender may be selected according to the Sprint World Cup results and standings on January 15, 2018. Athletes qualifying via top-8 individual sprint finishes will be selected before athletes qualifying via top-50 World Cup Sprint points. In the event of a tie for the 5th qualifying sprint selection, U.S. Ski & Snowboard shall use the following tie-breaking mechanisms in order:

- a.) Best single World Cup Sprint finish in the selection period.
- b.) Next best single World Cup Sprint finish in the selection period.
- c.) Third best single World Cup Sprint finish in the selection period.

In the event that these objective selections would exceed U.S. Ski & Snowboard's maximum allowable quota, U.S. Ski & Snowboard shall use the following tie-breaking mechanisms in order:

- a.) Best single World Cup finish in the selection period.
- b.) Next best single World Cup Sprint finish in the selection period.
- c.) Third best single World Cup Sprint finish in the selection period.

- 2) Selection Criteria 2: If team positions remain open after application of criteria 1 above, the U.S. Ski & Snowboard Cross Country Head Coach may use discretion (see Section 2 below) to determine team nominations.
- 3) Selection Criteria 3: Should there be any remaining positions after Selection Criteria 1 and 2 have been applied, those positions may be filled by considering the athlete with the highest rank on the 2018 Olympic Winter Games Selection List, which is an accumulation of SuperTour points scored during the selection period using the athlete's best 2 finishes in a single discipline (sprint or distance) and using the OWG Selection List scoring system outlined in Attachment 1.
 - o Individual sprint events to be scored for the purpose of the 2018 OWG Selection List will only consider qualification-round finish placing.
 - o U.S. National Championship race finishes will include the following bonus SuperTour points for the purpose of the 2018 OWG Selection List only: 1st place = 15 points, 2nd place = 10 points, and 3rd place = 5 points.
 - o For the purpose of the 2018 OWG Selection List only, U.S. National Championship participants will receive standard SuperTour points (i.e. 1st place = 30 points, 2nd place = 25 points, etc.) plus the above bonus points awarded for podium finishes. A full list of SuperTour placing points can be viewed at the end of this criteria (see: U.S. Ski & Snowboard SuperTour Scoring).
 - o For the purposes of the 2018 OWG Selection List, athletes that are not US citizens will not be included in the scoring, and US athletes will move up the OWG Selection List as foreign athletes are eliminated.

The total number of selections made using Sprint criteria (World Cup sprint results, World Cup sprint rankings and 2018 OWG Selection List points) will not exceed 5 men and/or 5 women.

In the event of a tie, U.S. Ski & Snowboard shall use the following tie-breaking mechanisms in order:

- a.) Best single Selection List Race finish in the selection period, within the pool that is being considered.
- b.) Second best single Selection List Race finish in the selection period, within the pool that is being considered.
- c.) Third best single Selection List Race finish in the selection period, within the pool that is being considered.
- d.) Fourth best single Selection List Race finish in the selection period, within the pool that is being considered.
- e.) Lowest current FIS sprint points based on the **TBD** publication of the FIS Sprint Points List valid in January 2018 (tentative).

2. DISCRETIONARY SELECTION

- 2.1. Provide rationale for utilizing discretion (if any):

Athletes who have not met the objective criteria in Section 1.3.1 may be recommended by the U.S. Ski & Snowboard Cross Country Head Coach for selection to the team via discretion if they have indicated the potential for Olympic success.

- 2.2. List the discretionary criteria and explain how they will be used (if any):

Athletes may be recommended by the U.S. Ski & Snowboard Cross Country Head Coach for selection to the team via coaches' discretion if they satisfy any of the following, and have indicated a potential for Olympic success:

- Outstanding competition results from the 2016/2017 or 2017/2018 seasons.
- Recent positive direction or trend of competition results indicating a potential for Olympic success.
- Indication of medal potential in future Olympic or World Championship competition (such as international age group results and rankings) that would be materially enhanced by selection to the team.

2.3. Provide the name of the committee that will be responsible for making discretionary selections, along with a complete list of the members' titles currently serving on the committee:

The following committee is responsible for making discretionary selections:

U.S. Ski & Snowboard President and CEO
U.S. Ski & Snowboard Executive Vice President of Athletics
U.S. Ski & Snowboard Cross Country Athlete Board Representative

2.3.1. Specify the process that will be used to identify and handle any potential conflicts of interest involving a member of the committee.

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

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

3. REMOVAL OF ATHLETES

3.1. Prior to acceptance of nominations by the USOC, U.S. Ski & Snowboard has jurisdiction over potential nominees.

An athlete who is to be nominated to the Team by U.S. Ski & Snowboard may be removed as a nominee for any of the following reasons, as determined by U.S. Ski & Snowboard:

3.1.1. Voluntary withdrawal. Athlete must submit a written letter to the U.S. Ski & Snowboard CEO.

- 3.1.2. Injury or illness as certified by a physician (or medical staff) approved by U.S. Ski & Snowboard. If an athlete refuses verification of his/her illness or injury by a physician (or medical staff) approved by U.S. Ski & Snowboard, his/her injury will be assumed to be disabling and he/she may be removed.
- 3.1.3. Violation of U.S. Ski & Snowboard's Code of Conduct (Attachment 1).

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

- 3.2. Once an athlete nomination is accepted by the USOC, the USOC has jurisdiction over the Team, at which time, in addition to U.S. Ski & Snowboard's Code of Conduct, the USOC's Code of Conduct and Grievance Procedures apply. The USOC's Code of Conduct and Grievance Procedures can be found at: <http://www.teamusa.org/For-Athletes/Athlete-Ombudsman/Games-Info>.
- 3.3. **An athlete may be removed as a nominee to the Team or from the Team for an adjudicated violation of IOC, WADA, FIS, USADA and/or USOC anti-doping protocol, policies and procedures, as applicable.**

4. REPLACEMENT OF ATHLETES

- 4.1. Describe the selection and approval process for determining replacement athlete(s) should a vacancy occur.

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

- 4.1.1. Prior to submission of Entries by Name to the Local Organizing Committee, including any applicable group or committee:

Replacement athletes will be identified using the same method of selection specified in sections 1 and 2 of this document.

- 4.1.2. After submission of Entries by Name to the Local Organizing Committee, including any applicable group or committee:

Replacement athletes will be identified using the same method of selection specified in sections 1 and 2 of this document.

5. SUPPORTING DOCUMENTS

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

6. REQUIRED DOCUMENTS

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

- U.S. Ski & Snowboard Code of Conduct (Attachment 2)

7. PUBLICITY/DISTRIBUTION OF PROCEDURES

The USOC approved Selection Procedures (complete and unaltered) will be posted/published by U.S. Ski & Snowboard in the following locations:

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

7.2. Other: N/A

8. DATE OF NOMINATION

The Nomination of Athletes form, including replacements, will be announced to all athletes and submitted to the USOC on or before January 25, 2018. *

**If, after the first allocation and nominations, the U.S. has not reached its maximum quotas, then additional athletes may be nominated to the team following the reallocation of quotas by FIS on January 25, 2018.*

9. MANDATORY TRAINING AND/OR COMPETITION

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

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

10. ANTI-DOPING REQUIREMENTS

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

11. DEVELOPMENT OF SELECTION PROCEDURES

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

Tiger Shaw	President and CEO
Luke Bodensteiner	Executive Vice President, Athletics
Chris Grover	Cross Country Head Coach
Alex Natt	U.S. Ski & Snowboard Executive Vice President, General Counsel
Rosie Brennan	U.S. Ski & Snowboard Athlete Board Representative

12. U.S. SKI & SNOWBOARD BYLAWS AND GRIEVANCE PROCEDURES

The U.S. Ski & Snowboard Bylaws and Grievance Procedures can be found at:

<http://ussa.org/ussa/u-s-ski-and-snowboard-association>

13. INTERNATIONAL DISCLAIMER

These procedures are based on IOC, as applicable, and/or FIS rules and regulations as presently known and understood. Any change in the selection procedures caused by a change in IOC, as applicable, and/or FIS rules and regulations will be distributed to the affected athletes immediately. The selection criteria are based on the latest information available to U.S. Ski & Snowboard.

However, the selections are always subject to unforeseen, intervening circumstances, and realistically may not have accounted for every possible contingency.

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

14. ATHLETE OMBUDSMAN

Athletes who have questions regarding their opportunity to compete that are not answered by U.S. Ski & Snowboard may contact the USOC Athlete Ombudsman, Kacie Wallace, by:

- Telephone at (719) 866-5000
- Toll-free telephone at (888) ATHLETE (1-888-284-5383)
- E-mail at Kacie.wallace@usoc.org
- www.athleteombudsman.org
- <http://www.teamusa.org/For-Athletes/Athlete-Ombudsman.aspx>

15. U.S. SKI & SNOWBOARD SIGNATURES

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

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

* If the USOC AAC Representative has delegated authority to the Alternate AAC Representative to sign the Selection Procedures, attach a letter from the AAC Representative indicating the reason he/she has delegated authority.

* Signature by the Athlete Representative constitutes that he/she has read and understands the Selection Procedures. If the Athlete Representative reads and does not agree with the Athlete Selection Procedures being submitted by the NGB/HPMO, he/she may submit those reasons in writing to his/her Sport Performance Team.

* If, for some reason, a sport does not have an elected USOC AAC Representative, the NGB/HPMO must designate an athlete from that sport to review and sign the Selection Procedures.

Attachment 1

USSA SuperTour Scoring

The USSA SuperTour awards points to the top 20 competitors in each event.

Place	Points	Place	Points	Place	Points
1	30	8	13	15	6
2	25	9	12	16	5
3	21	10	11	17	4
4	18	11	10	18	3
5	16	12	9	19	2
6	15	13	8	20	1
7	14	14	7		

Attachment 2

U.S. SKI & SNOWBOARD CODE OF CONDUCT

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

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

While participating in any U.S. Ski & Snowboard activity:

1. U.S. Ski & Snowboard members shall be subject to the jurisdiction of the International Ski Federation Statutes, the United States Olympic Committee Bylaws, the U.S. Ski & Snowboard Bylaws, and the U.S. Ski & Snowboard Code of Conduct.
2. U.S. Ski & Snowboard members shall conduct themselves at all times and in all places as befits worthy representatives of the United States of America, the United States Olympic Committee, U.S. Ski & Snowboard, their region, division, state or club and in accordance with the best traditions of national and international competition.
3. U.S. Ski & Snowboard members are responsible for knowledge of and adherence to competition rules and procedures. Members are also responsible for knowledge of and adherence to the rules and procedures of the U.S. Ski & Snowboard national teams, camps or other projects when participating in such.
4. U.S. Ski & Snowboard members shall maintain high standards of moral and ethical conduct, which includes self-control and responsible behavior, consideration for the physical and emotional well-being of others, and courtesy and good manners.

5. U.S. Ski & Snowboard members shall abide by U.S. Ski & Snowboard rules and procedures while traveling to and from and participating in official U.S. Ski & Snowboard activities.
6. U.S. Ski & Snowboard members shall abstain from illegal and/or immoderate consumption of alcohol. Absolutely no consumption of alcohol is permitted for those individuals under the age of 21. Members under 21 years of age shall not participate in gatherings involving consumption of alcohol unless it is an official U.S. Ski & Snowboard or event organizer function.
7. No U.S. Ski & Snowboard member shall violate the customs, travel or currency regulations of a country while traveling with a U.S. Ski & Snowboard group or on a U.S. Ski & Snowboard ticket.
8. No U.S. Ski & Snowboard member shall commit a criminal act.
9. No U.S. Ski & Snowboard member shall engage in any conduct that could be perceived as harassment based upon gender, age, race, religion or disability.
10. U.S. Ski & Snowboard members will avoid profane or abusive language and disruptive behavior.
11. U.S. Ski & Snowboard members agree to abide by anti-doping rules and procedures established by WADA, USADA, and/or FIS.

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

- Removal from the team trip or training camp.
- Suspension from training and/or competition.
- Elimination of coaching, travel and other benefits.
- Forfeiture of U.S. Ski & Snowboard membership.

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

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

Addendum 3: Alpine Equipment Regulations

U19 and older

Description	Event	FIS	USSA
Ski length (minimum)	DH Ladies	210 cm**	183 cm
	DH Men	218 cm**	183 cm
Ski length measurement tolerance +/- 1 cm	SG Ladies	205 cm**	183 cm
	SG Men	210 cm**	183 cm
-5 cm tolerance for FIS/ENL competition	GS Ladies	188 cm	No rule
	GS Men	193 cm **	No rule
*-10 cm tolerance for Men U19 first-year athletes	SL Ladies	155 cm	130 cm
	SL Men	165 cm	130 cm
Radius (minimum)	DH Ladies & Men	50 m	30 m
	SG Ladies	40 m	30 m
	SG Men	45 m	30 m
	GS Ladies & Men	30 m	17m
	SL Ladies & Men	No rule	No rule
Profile width in front of Binding	DH Ladies & Men	<= 95 mm	No rule
	SG Ladies & Men	<= 95 mm	No rule
	GS Ladies & Men	<= 103 mm	No rule
	SL Ladies & Men	No rule	No rule
Profile width under Binding	DH Ladies & Men	<= 65 mm	No rule
	SG Ladies & Men	<= 65 mm	No rule
	GS Ladies & Men	<= 65 mm	No rule
	SL Ladies & Men	>= 63 mm	No rule
Maximum Standing Height ski/plate/binding	all events	50 mm	No rule

Addendum 4: Alpine Course Setting Specifications

2017-18 USSA Course Setting Specifications (Scored and Non-Scored)					
		U10 and younger	U12	U14	U16 and Older
Downhill (DH) 700 and U1253	Distance between gates	X	X	50 m max.	As required
	Vertical drop			Max. 350 m	Max. 500 m ¹
	Direction changes			As required	As required
Slalom (SL) 800 and U1254	Distance between gates	Combination 4-6 m; Open 6-10 m; Delay 11-14 m			Combination 4-6 m; Open 7-11 m; Delay 12-15 m
	Vertical drop	Max. 100 m	Max. 120 m	Max. 140 m	Max. 160 m ¹
	Additional requirements	Max. 2 hairpins; Max. 1 vertical combination; Max. 1 delay gate			2-4 hairpins; 1-2 verticals (3 gates max); 1-3 delays
Giant Slalom (GS) 900 and U1255	Distance between gates	Open 15-22 m; Delay min 8 m between successive gates and 30 m max from turning pole to turning pole			Open 15-27 m; Delay min 10 m between successive gates and 35 m max from turning pole to turning pole
	Vertical drop	Max. 200 m	Max. 250 m	Max. 300 m	Max. 350 m ¹
	Additional requirements	Variety of terrain suggested			
Super G (SG) 1000 and U1256	Distance between gates	X	22-35 m Delay min 10 m between successive gates and 45 m max from turning pole to turning pole	Open 25-40 m; Delay min 15 m between successive gates and 50 m max from turning pole to turning pole	Open 25-45 m; Delay min 15 m between successive gates and 55 m max from turning pole to turning pole
	Vertical drop		Max. 300 m	Max. 350 m Min. of 1 jump recommended	Max. 450 m ¹ Min. of 1 jump recommended
	Additional requirements		Training run required (U1256.4) ³		
		Variety of terrain suggested			
Parallel	Distance between gates	10-20 m ²			
	Maximum vertical drop	100 m			
Kombi - SL/GS U1259	Distance between gates	SL 6-10 m, GS 12-20 m	SL 6-10 m, GS 12-20 m		
	Maximum vertical drop	150 m	180 m	200 m	

¹ In U19 and Older only competition, maximum vertical drop may be expanded to DH: 700 m, SL: 200 m, GS: 450 m, SG: 600 m

² Distance between courses should be 8-12m.

³ U1256.4 – Official training for U12 and U14 SG must include at least one SG training run prior to the first competition. Official training for U12 and U14 SG events is an integral part of the competition and all athletes are required to

* Crossover between age categories for SL, GS, SG, Kombi and SkillsQuest is encouraged. Where multiple age classes are competing, course setting guidelines will be based on the guidelines for one class older than the youngest class (for example, if a race has U10, U12 and U14 racers, it should use the U12 course setting guidelines) except in DH where course setting guidelines will be based on the youngest class participating.

Addendum 5: Cross Country Sport Committee Ops Procedures

CROSS COUNTRY SPORT COMMITTEE

Article I -- Organization & Purpose

The name of this committee will be the USSA Cross Country Sport Committee. The Cross Country Sport Committee, (CCSC) pursuant to USSA Bylaw Article VI (c), will work with the paid professional staff of USSA to develop plans, strategies, and policies for submission to the CEO for the development and operations of cross country skiing and to assist USSA in the operation of the cross country skiing programs consistent with FIS regulations, USSA bylaws and the Ted Stevens Olympic and Amateur Sports Act.

Its roles include assisting in the development and supervision of programs for competitor development, improvement to the USSA pipeline; assisting with the decisions on interdivisional questions concerning cross country competitions; and coordinating scheduling of international and national events in conjunction with the USSA staff. Additionally, the committee will work:

To contribute sport expertise leading toward the realization of the vision and mission of USSA in the cross country discipline.

To provide support in the identification and training of young cross country athletes with the potential to become elite international competitors.

To nominate a representative to the USSA Board of Directors.

To support and assist the USSA staff in all programs and aspects of a National athlete development plan for cross country.

Article II -- Government

Section 1: The Cross Country Sport Committee (CCSC) is comprised of and will strive to represent the interests of the cross country community within the United States. Only current USSA Cross Country members are eligible for election or appointment to the CCSC and its subcommittees and/or technical working groups.

Section II: The CCSC is composed of the following members, selected without regard to race, color, religion, sex or national origin. The vote for representation to the CCSC will occur at the USSA Congress. All CCSC members have one vote.

A chairperson, elected by the sport committee membership every two four years, who may serve as the USSA board representative

The USSA Nordic program director, named by USSA job position

National team development coach, named by USSA job position

Three athlete representatives, elected in conjunction with USSA's Athletes' Council

Up to two at-large members, appointed by the CCSC

Ten divisional representatives, designated/elected by the respective divisional committees; Alaska, PNSA, Far West, Intermountain, Rocky Mountain, High Plains, Midwest, Great Lakes, Mid-Atlantic and New England.

Two members, each to be designated/elected by the membership of the standing subcommittees, including: * Rules and Technical (Officials) * Coaches. Each of the above, except staff positions, is to be held for a period of ‡ four years. Terms will be staggered.

Section III: The Cross Country Sport Committee will annually select at the USSA Congress an executive committee that will consist of the following representation:

The chairman of the Cross Country Sport Committee

Two Cross Country Sport Committee members selected by vote of the CCSC who are members in good standing

One member selected by vote of the CCSC who is a current athlete representative to the Cross Country Sport Committee

The Nordic program director.

Section IV: Each of the elected subcommittee chairs will update on a biennial basis their committee representation by accepting nominees from the regional representatives. Selection to a subcommittee will be based on an individual's area of expertise in leading a specific working group. The acting subcommittee chair will provide to the USSA CCSC the finalized listing of his/her subcommittee representatives. Each of the main Cross Country Sport Committee subcommittees will offer the following working group leadership positions:

- Coaches' Subcommittee
- Calendar Planning
- Coaches' Education
- Junior and Development Programs
- Divisional programs
- Rules & Technical (Officials) subcommittee
- Rules & Tech
- Education/certification programs
- Technical delegate assignments

Each of the appointed working group leaders has the assigned responsibility to form their own working group and name their representatives. The objective for each working group is to work within a specific area of expertise throughout the year and to prepare formalized resolutions, which are presented to their appropriate subcommittee for finalization and recommendation to the Cross Country Sport Committee for vote and approval.

Section V: Elections and appointments to the Cross Country Sport Committee and the subcommittees are conducted biennially. Any USSA cross country member desiring to participate on a subcommittee or working group should contact a current representative on the CCSC or the USSA

Nordic program director.

Section VI: There will be no limit on the number of terms that any Cross Country Sport Committee board representative, subcommittee representative and/or working group member may serve.

Section VII: In the event of a midterm resignation by a Cross Country Sport Committee representative, subcommittee representative, or working group member, the CCSC Executive board may appoint an interim replacement until the next USSA Congress.

Section VIII: A Cross Country Sport Committee representative, subcommittee representative, or working group member (with the exception of those positions held by the staff) may be removed, with or without cause, by a two-thirds vote of the entire CCSC committee. The CCSC Executive board may appoint an interim replacement until the next USSA Congress.

Section IX: The Cross Country Sport Committee will be responsible for the formation of a Cross Country Judicial Committee consistent with the provision of Article IX of the USSA Bylaws. The Cross Country Judicial Committee will be responsible for the dispensation of judicial matters arising from protected competitions pursuant to USSA Bylaw Article IX if referred by the USSA Judicial Committee.

Article III -- Meetings

Section I: The Cross Country Sport Committee will meet at least once per year, with no less than 30 days notice by the chair, and that meeting will be held at the same time and place as the USSA Congress.

Section II: Additional meetings of the Cross Country Sport Committee may be called at any time and for any purpose by the Nordic program director, the chair or by written request of three members of the CCSC to the chair. A minimum of 30 days written notice of a special meeting will be given and specify the purpose for which the meeting is called. Action at any special meeting will be limited to considering the agenda item(s) specified in the written notice of meeting.

Section III: All notices of meetings will include the place, date, time, and agenda of the meeting. Any notice may be given by first class mail or by transmission by electronic means (fax or e-mail).

Section IV: A quorum for the transaction of business at any meeting of the Cross Country Sport Committee will consist of a simple majority of voting members.

Section V: All voting members of the Cross Country Sport Committee are entitled to one vote only. At any meeting duly called and held, a majority of the votes cast on a question by members who are present, will decide such question.

Section VI: Proxy votes will not be allowed; however, divisional representatives are allowed to have an alternate (the divisional coordinator) who will be eligible to vote.

Section VII: Members of the Cross Country Sport Committee may participate in a meeting of the

CCSC by means of a conference telephone call or similar communication method that allows all members participating to hear each other at the same time. Participation by such means constitutes presence in person at the meeting. Any action of the CCSC may be taken without a formal meeting when/if all members of the CCSC consent in writing to the adoption of a resolution authorizing an action.

Section VIII: The chairperson in accordance with Robert's Rules of Order will decide questions of order, except in the event of a conflict between these operating procedures and Robert's Rules of Order. In all cases, the operating procedures governing the actions of the CCSC and the bylaws of USSA will prevail.

Section IX: No member of the Cross Country Sport Committee will receive any form of compensation or reimbursement of travel expenses to CCSC meetings. However, the chair may request USSA to reimburse reasonable transportation expenses for an athlete representative of the CCSC.

Section X: It is the responsibility of every Cross Country Sport Committee member and or subcommittee representative to recognize and publicly acknowledge any issues of which they may have a conflict of interest, real or perceived, and to abstain from voting on any such issues.

Section XI: All Cross Country Sport Committee meetings are open to USSA members in good standing.

Section XII: An executive closed session of the Cross Country Sport Committee may be held if approved by a majority vote of the Cross Country Sport Committee members present to discuss matters of a sensitive nature.

Section XIII: USSA staff will be responsible for the accuracy of the minutes taken and their timely distribution to all cross country members.

Article V -- Amendments

Section I: Amendments to these procedures may be proposed by any member of the Cross Country Sport Committee or written petition by fifty members of USSA in good standing. All such amendments to the procedures are subject to the approval of the Cross Country Sport Committee by a two-thirds vote at a regular meeting and the approval of the USSA board.

Section II: Proposed amendments will be presented to the Nordic program director in writing at least sixty days before a meeting of the Cross Country Sport Committee and be mailed by staff to all members of the Cross Country Sport Committee at least thirty days before the next meeting of the Cross Country Sport Committee.

Section III: Proposed amendments shall be presented as follows:

1. State who is proposing the amendment(s).
2. State in writing that portion of the existing text in its entirety, inclusive of all portions, which are to be considered for change.

3. Within the text of the above statement, show any new phrases or addenda with all words to be added underlined.
4. Within the text of the above statement, show any new phrases or addenda with all words to be deleted stricken through.
5. A brief explanation of the reasons for the proposed amendment and the effect of the change, if adopted, must accompany the proposed amendment.
6. Unless withdrawn, proposed amendments prepared and circulated to all members of the Cross Country Sport Committee less than thirty days in advance of a Cross Country Sport Committee meeting will automatically be placed on the agenda for action at the next meeting of the Cross Country Sport Committee, provided that there are at least thirty days before the next scheduled meeting.

CROSS COUNTRY SPORT COMMITTEE (Four Year Terms, staggered)

USSA Nordic Director

Cross Country Committee Chair

Rules & Tech (Officials) Subcommittee Chair

Divisional Representatives (10)

Athlete Representatives (3)

Coaches' Subcommittee Representative

National Team Development Coach

At Large (2)

CROSS COUNTRY EXECUTIVE COMMITTEE (voted on annually)

The Cross Country Executive Committee will have the following composition: Five members including the chairman of the Cross Country Sport Committee, two CCSC members in good standing, a current athlete representative to the CCSC and the Nordic program director.

CROSS COUNTRY JUDICIAL COMMITTEE (voted on annually)

The Cross Country Judicial Committee will have the following composition: Three members including one athlete representative: Three members and three alternates have been selected.

CROSS COUNTRY COACHES COMMITTEE

JUNIOR COACHES SUBCOMMITTEE

CROSS COUNTRY OFFICIALS COMMITTEE

Addendum 6: Freeskiing Pipeline



U.S. FREESKI ATHLETIC PIPELINE

- INTEREST IN COMPETITIVE FREESKIING
- FIND A CLUB/COACH
- COMPETE AT USASA AND/OR U.S. SKI & SNOWBOARD REGIONAL EVENTS
- COMPETE AT USASA AND/OR U.S. SKI & SNOWBOARD NATIONAL EVENTS

DISCIPLINE PATHWAYS

HALFPIPE (HP) / SLOPESTYLE (SS)

- CONTINUE COMPETING AT USASA AND/OR US SKI AND SNOWBOARD EVENTS
- QUALIFY TO COMPETE AT REV TOUR EVENTS (14 +)
*US Ski and Snowboard / FIS membership required
- QUALIFY FOR FIS JUNIOR WORLDS (14-17)
- QUALIFY FOR ELITE EVENTS- GRAND PRIX, WORLD CUP, ETC.
- QUALIFY FOR US FREESKI ROOKIE TEAM (14-19)
- QUALIFY FOR US FREESKI HP OR SS PRO TEAM
- QUALIFY FOR OLYMPICS

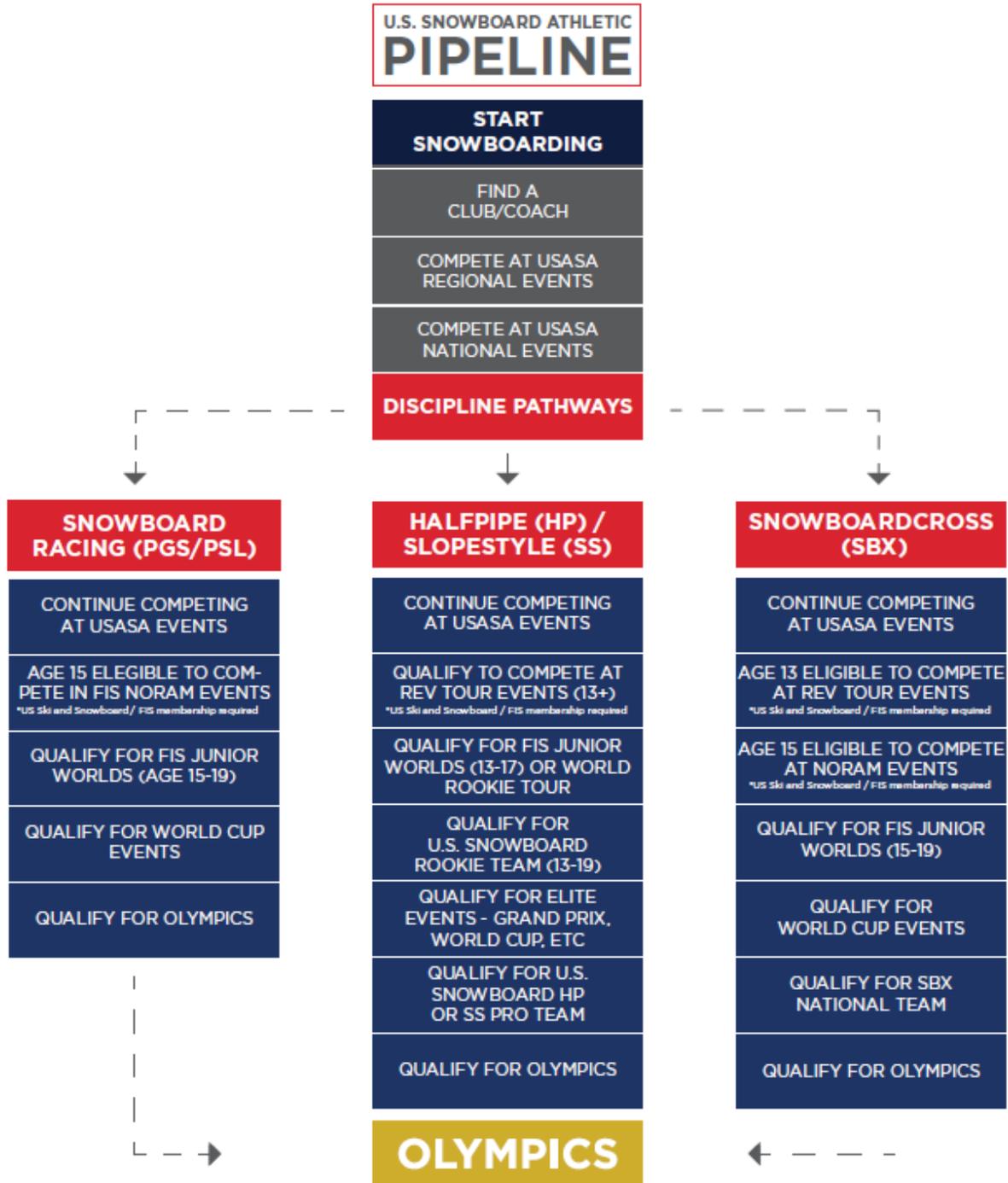
OLYMPICS

SKICROSS (SX)

- CONTINUE COMPETING AT USASA AND/OR US SKI AND SNOWBOARD EVENTS
- AGE 13 ELIGIBLE TO COMPETE AT REV TOUR EVENTS
*US Ski and Snowboard / FIS membership required
- AGE 16 ELIGIBLE TO COMPETE AT NORAM EVENTS
*US Ski and Snowboard / FIS membership required
- QUALIFY FOR FIS JUNIOR WORLDS (16-20)
- QUALIFY FOR WORLD CUP EVENTS
- QUALIFY FOR OLYMPICS

OLYMPICS

Addendum 7: Snowboarding Pipeline



Addendum 8: BRASS Foundation

Good Morning. I'm Michael Silitch, the Executive Director of the BRASS Foundation, the Bryce and Ronnie Athlete Snow Safety Foundation. I recently moved back from the Alps where I spent almost 20 years working as a ski guide and mountaineering guide in Chamonix. I hold both Swiss and French guiding certifications and have been dedicated to avalanche education my entire guiding career. I've taught Level 1 and Level 2 avalanche courses in Switzerland and have created semester long courses for international schools. When I heard about the BRASS mission and the opportunity to educate across the country I jumped at it. Today, I'm here to discuss BRASS's achievements and vision. Almost every skier has a story concerning an avalanche. Our main goal, essentially, is to prevent avalanche fatalities through education.

Early successes:

1. BRASS has spread the word on the avalanche problem by distributing the Know Before You Go brochure across the country.
2. We've also presented the Know Before You Go Video to large targeted audiences in New Hampshire, Maine, Colorado and Utah. (if you haven't seen this video, find it online. There's important information and great footage donated by Red Bull.)
3. We've partnered with US Ski and Snowboard to craft policy that keeps our athletes and coaches safer, especially in Europe and South America.
4. We identified a valuable training program called Step Up, that targets decision-making around potentially dangerous situations. It creates solutions that address the human factor across many areas of concern for US Ski and Snowboard. Whether 6 young men are standing at the top of a slope deciding to ski it or not, or if a coach is deciding to drive a van across Europe all night during a snowstorm.
5. BRASS is producing an avalanche awareness film of its' own, targeting competitive snow sports athletes, including more educational content, and premiering this fall.
6. Finally, I came on officially with BRASS this January, and after working closely with US Ski & Snowboard, I realized the importance of directly impacting our association by educating team athletes and coaches. We worked hard to put a Level 1 avalanche course together this season. And thanks, especially to Luke Bodensteiner and Kate Anderson, we filled the course within a week, and had a wait list. Half coaches, half athletes, it was a valuable opportunity. World Cup Snowboard coach, alongside World Cup downhill coach, alongside World Cup mogul athlete, alongside World Cup nordic combined athlete, all working together to create a culture of understanding avalanches. Parents wrote me afterwards to thank BRASS for providing this education for their sons and daughters. Let me read you a note from one of the participants, Adam Loomis.

As many of you know, Adam is a Nordic Combined athlete. His Younger brother is also on the team. Adam told me he uses ski touring as part of his training program and that other of his European colleagues do the same. Adam is sponsored by Atomic, they gave him alpine touring skis, boots, and skins to go into the backcountry. Now he has the education as well...

So, what are we doing next year? These are just a few of our future projects:

We'll continue providing and sponsoring, the three day long Level 1 avalanche education. And as any good education is never ending, we'll encourage Level 2 and Level 3.

BRASS is working closely with Jon Casson, your Director of Sport Education to create e-learning modules for L100 coach's certification and all members.

We're also working to develop a strong partnership with Soelden and help them become leaders in off-piste destination resort skiing, by creating exemplary educational content around avalanche hazards.