

USSA BOARD OF DIRECTORS' MEETING MINUTES

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

Sunday, May 18, 2014
7:30 a.m. – 11:30 a.m.

Meeting chair: Dexter Paine

USSA Board of Directors

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

Guests: Luke Bodensteiner, Mark Lampe, Tom Kelly, Calum Clark, Mike Jaquet, Trisha Worthington, Alex Natt, Tracy Meier, Jon Engen, Bob Dart, Gary Black, Hank McKee Charlotte Moats, David Knoop, Patrick Riml, Brewster McVicker, Bruce Crane, and Paul Mahre

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

The agenda was distributed (Addendum 1). Dexter Paine called the meeting to order. He called for a moment of silence for those who had passed; Dodie Post Gann, Tom Jacobs, and Mike Gallagher.

2. Roll Call & Establishment of Quorum: Alex Natt

Alex Natt took the roll call; a quorum was confirmed present.

3. USSA October 2013 Meeting Minutes' Approval: Alex Natt

Natt indicated the location of the October minutes in the meeting materials and sought a motion to approve the minutes.

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

M/S/C Glenn Eddy/Dexter Paine

4. USSA Bylaw Amendments: Alex Natt

Natt stated that on page 78 of the meeting materials there are two bylaw amendments proposed. Essentially they create two new at-large seats to join the one at-large seat that exists on the board to provide the board the flexibility of retaining members who rotate out because of loss of eligibility under the USOC rules; it also allow us to appoint independent directors. We will also take out some language that is completely advisory in terms of FIS and USOC seats. We would like to remove this language to match the person with the appropriate skill sets. (Addendum 2)

Motion #2: To ratify the USSA Bylaw Amendments as presented.

M/S/C Hank Tauber/Glenn Eddy

Natt noted that, as the motion was carried; two board seats have been added. He welcomed Mr. Eric Resnick and Ms. Lisa Kosglow to the board.

Tiger Shaw introduced Jory Macomber to the group. He will be running the athlete career and education and Team Academy at the USSA. Macomber introduced himself as the former assistant head of the Holderness School in NH, holding a Master of Teaching from Brown and Master of Education and Leadership from Columbia. He has children who are USSA ski racers. He is excited about the challenge; he would be focused on the whole person and was glad to be here.

Paine then thanked outgoing sport committee chairmen, Bob Dart, representing alpine and Jon Engen, representing cross country and presented them with awards, team photos and the Mikaela Shiffrin Wheaties box signed for each of them. He hoped that they would remain as involved in the future as they had been in the past. He had called upon both many times for their opinions and direction. There were no two people who had provided as much consistency as Jon Engen and Bob Dart, except Hank Tauber.

5. USSA Chairman's Report: Dexter Paine

Paine began with a slide of the current USSA Board of Directors and under which categories they were serving as members of the board:

Dexter Paine – Chair
FOUNDATION
John Bucksbaum, Treasurer
Greg Boester, Vice Chair
Jeanne Jackson
Andy McLane
Kipp Nelson
Hank Tauber

SPORT REPRESENTATIVES

Alpine Representative: Darryl Landstrom
Snowboard Representative: Jon Casson
Freestyle Representative: Glenn Eddy
Cross Country Representative: Cami Thompson Graves
Jumping/Nordic Combined Representative: Joe Holland

ATHLETES

Alpine Athlete: Charles Christianson
Snowboard Athlete: Tricia Byrnes
Freestyle Athlete: Emily Cook
Cross Country Athlete: James Southam
Jumping/Nordic Combined Athlete: Bryan Fletcher

CEO

Tiger Shaw

AT-LARGE

Lisa Kosglow

Eric Resnick

EX-OFFICIO/NON VOTING

USOC Athletes' Advisory Council Representative: Howard 'Chip' Knight
NSAA President/Chair: Michael Berry
SIA President/Chair: David Ingemie
FIS Representative: Dexter Paine
USOC Representative: Bill Marolt

He noted who the new board members were and asked each to provide a one minute background on themselves (Addendum 3). He thanked them all for agreeing to serve on the USSA Board of Directors. He also noted that he was proud that the majority of the new board members were women. He commented that we need to continue to focus on diversity for the board. New members:

Darryl Landstrom
Cami Thompson-Graves
Tricia Byrnes
Emily Cook
Bryan Fletcher
Lisa Kosglow
Eric Resnick

Paine said we were also losing some board members and while Bob Dart and Jon Engen had been recognized here, he did want to thank the other retiring members for their service; Danny Kass, Landon Gardner and Will Graves.

He noted that 2013-14 had been a busy year with the transition from Bill Marolt to Tiger Shaw and the Olympics. There was plenty of activity in the year and there would be discussion of the Olympic results by Luke Bodensteiner and the McKinsey work later on and Mark Lampe would discuss the financial challenges.

Paine wished to spend a couple of minutes on the transition. Marolt decided to retire after Sochi, which was a process that we set in place four years ago and culminated in a search that began last year and Tiger Shaw – the search committee decided that he was the right person to lead the organization going forward. While known to most of us, Marolt retired after 18 years of incredible leadership. 70 of the 95 medals that this organization has ever won were under his tenure, a remarkable feat. He took the organization from a huge deficit to a position where we have an endowment; we have the Center of Excellence and our Copper early-season facility. We are viewed as the most successful NGB in the US. We appreciate everything that Marolt did. While transitions are never easy, it's gone really smoothly. Shaw has spent a lot of

time on the road out talking to people and he has made himself accessible. There have been some management changes but we have a terrific group of senior managers and he has recognized that. He noted that we were able to bring back Trisha Worthington and were excited to have her back on board. A transition always goes on for a while, but he has enjoyed working with Shaw and he gets an A+ for the first 75 days in office.

Relative to the McKinsey study, we are making headway and we are ending up in a place that shows terrific progress and we've done a great job in rebuilding relationships in the field and putting in place a structure that is more efficient. Ultimately, our job is about putting people on the podium. It's about winning medals. It's about winning events. We need to put people on the podium to be successful.

On the financial side, this year was a challenge and Mark Lampe has done a great job managing the expense side of the organization. It will make 2014-15 a challenge as well and there have been some difficult decisions with the budget which will be discussed. The first year of a quad is always difficult, particularly the first year of a quad where we also have an alpine world championships, which is an expensive undertaking.

In terms of the outlook for this year, the management team is strong and will help to lead the organization going forward. Vail 2015 is a great opportunity for the alpine athletes to shine. It's wonderful to have them on our home soil. Vail will do a phenomenal job. It will be a wonderful event. The FIS meetings are coming up in Barcelona and we are bidding on the 2019 FIS World Freestyle and Snowboarding Championships.

Once through the Partner Summit and the summer Foundation board meeting, we will start a new strategic planning process. We did this in 2010 under the leadership of Andy Daly and it's time to put in place a new plan. Many of you will be asked to be involved. We will put together that team in the fall and talk about where this organization needs to be five years from now.

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

Shaw reported that the first 75 days had been a whirlwind. There has been a tremendous amount of activity. The overlap time from October until March was wonderful. Bill Marolt was very good at showing me how things worked within the organization as well as his entire team. This enabled me to get a leg up on how things worked around here and an opportunity to get out in the field during the season to sport events and to the Olympics and watch and participate with all our teams.

He noted there were a number of senior staff team changes. He mentioned Alex Natt being brought back to the organization. Natt was external counsel the entire time but is back in the office. He will help with governance. Trisha Worthington has returned to the team. We are looking forward to what she will do within the Foundation and growing that.

He mentioned the financial challenges and the direction we were headed and finding means to fund the athletes more and all the new sports which have grown quickly and added to the Olympic roster. We added that we want to stay best in the world in our sports.

He mentioned Jory Macomber who was introduced earlier. He noted the other members of the management team had been wonderful with what they had been able to do and share with him. On revenue, the weight rests on Jaquet's and Worthington's shoulders. Internally, we've made changes in IT to communication's, foundation's and membership's systems. Part of the governance changes we are making came out of the McKinsey study. Head taxes, event entries, memberships for states as well as USSA are being centralized. Live timing is important to us and a mobile app will be created to push information out quickly. There are a number of initiatives for that area.

Best in the World: What Does It Mean? This is the message we were trying to convey during the USSA Congress trying to tie it together between elite and grass roots; clubs, academies and school program. That entire foundation is enormously important to our ability to win medals in the Olympics, World Cups, Grand Prix and all the other events. We've been speaking a lot internally about development and a double pyramid model which is essentially an elite pipeline where you are self-selecting.

At some point there are many athletes who love the sport, love getting better but will not be elite team members, that is another wing – all of the athletes and parents in that pyramid we have not focused on them and that is a major initiative within USSA also.

Our model works because there are so many people who are passionate about these sports. They participate and are with the kids who will make it to the top and without everyone involved, the economics don't work, coaches can't be hired, clubs can't be run and that is critical to future survival and success at the world-class level. That speaks to close integration with all of our partners who are feeding these athletes to us.

We have done some things in the past that have narrowed our pipeline. That might be because we did not realize what was happening down below and not having the best possible communication and connection to our partners who are launching those kids. We need to determine what the very best environment is for the athletes and their ascension to the world-class level. Is it staying home and making sure everyone has a chance to get that skill rubbing off on them; and part of the answer is to have our national training groups moving around the country and being integrated with our regions and programs.

We need to be sure that all of the programs are interested in launching kids onto an Olympic podium. We need to have the clubs have seminal moments when they can meet Mikaela Shiffrin, meet Kikkan Randall, and the athletes get the internal revelation that they want to be one of the best in the world. That is critical and it is those moments that create those people. That's what drives them to the top.

The challenges this year include financial, going into next season. The team has done an amazing job of planning and setting the program that does not compromise us athletically terribly. There were compromises that had to be made. We hope that it's a temporary dip but there is plenty of challenge for next year with our support of the Vail world championships. When you get into the budgeting process, having the worlds in our country mid season costs us a significant amount in the budget as we fly the team back from Europe to the US to compete and then back to Europe. That's a fairly expensive proposition.

In closing, we remain focused on results and staying best in the world and on top of the pile. That is core to what we do but we recognize where we are not best in the world and where we also have pipelines that are not as full as we'd like behind our superstars. In some sports we don't have the depth behind them that we need. When the superstars become injured or don't succeed, we need to have other athletes behind them ready to make the podium. Other countries have this and we have had this at times. That's critical.

We are learning and doing the very best with the athletes in the pipeline designing and implementing programs to ensure we don't have this problem in five and eight years from now. We are getting highly organized with our vertical ascension into the teams. Every sport is different and that is acknowledged. We are individualized in our approach. He complimented the athletic staff with what they had been able to accomplish.

Paine reminded the board that this meeting was interactive and to ask any questions they wanted answered along the way.

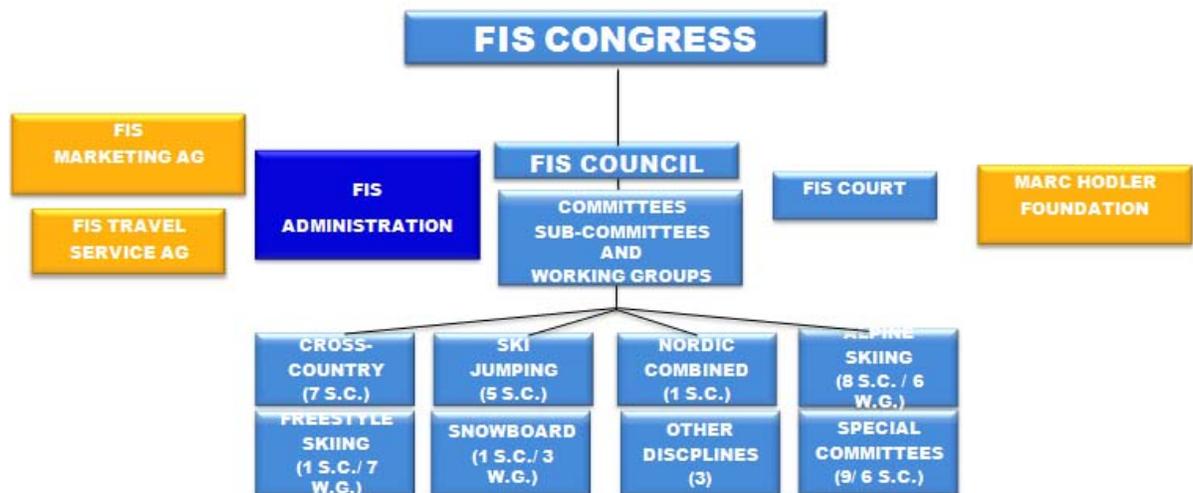
7. FIS Report: Hank Tauber

Paine said he got a lot of questions about the FIS and how it worked so we will take this opportunity with the FIS Congress coming up in a couple of weeks in Barcelona to have Hank Tauber who has almost 30 years of experience with the FIS walk us through how it is structured and who at USSA is responsible for different areas.

Tauber began with a historical perspective. The FIS was inaugurated in 1924. There are 121 nations. There are 71 full members, 43 associate members, 6 provisional members. It's structured with a Congress which will have about 150 delegates in Barcelona. The FIS Council is similar to this group and serves as the board of directors of the organization and makes decisions between congresses.

Tauber provided background on the federation. He noted this was one of the USSA's most important partners along with the USOC. It is the gateway to the Olympics, officiates all competition. The FIS role is that it directs the development and promotion of ski and snowboard activities worldwide. The FIS is responsible for six Olympic disciplines. It sets the competition rules.

The FIS headquarters are in Oberhofen. FIS Team – Staff: 22 Administrative, 40 Technical – providing competition support, and 17 nations and 5 continents are represented. He mentioned, it's quite a facility, and they enjoy having people come by and say hello.



The vision for the FIS organization is for skiing and snowboarding to be the first choice of winter sport and recreational activity. The mission is to promote and develop recreational and competitive skiing and snowboarding globally. Their role is to organize a structure of international competitions to create a pathway from national competitions through to the highest level of World Cup, World Championships and the Olympic Winter Games. One of their missions is to reduce injuries and fight cheating in sport.

Tauber stated that the speed sports have high risk of injury and there are many precautions taken with that and to fight cheating in sport specifically, the FIS works very closely with WADA and spends quite a large sum of money in the anti-doping area.

The FIS has relationships with the IOC, the Association of International Olympic Winter Sports Federations, Sport Accord and other IFS.

The FIS is the largest international winter sports federation. We adjudicate more than 50% of the Olympic Game events.

There are 35'000 active competitors across all disciplines; 7'000 competitions are sanctioned annually; there are 2'000 officials (TDs and Judges).

Gian-Franco Kasper who is the head of the FIS was just elected for a four year term with the Association of International Olympic Winter Sports Federations. The FIS deems it valuable to have good relations, to exchange ideas and take a leading position there.

As was mentioned, the FIS Congress takes place every two years. This year it will be in Barcelona, Spain at the Hotel Rey Juan Carlos I and will run June 1-6; June 2-4 – FIS Council / Committee meetings; June 5 – Selection of 2019 World Championships; June 6 – the FIS Congress is assembled. Bill Marolt is the current Council member and vice president and will be in attendance.

He noted who the 22 Council candidates were for the 16 available positions. He commented that in all his years he'd never seen as large a slate presented for the Council positions.

The FIS Council Candidates:

President: KASPER Gian Franco, SUI
ÅRJES Mats, SWE
BOKAREV Andrey, RUS
GOSPER Dean, AUS
HOERMANN Alfons, GER
KASZO Klara, HUN *NEW*
KOCIJANCIC Janez, SLO
KUMPOST Roman, CZE
LEE Sung-Won, KOR
MIHOC Dan Gheorghe, ROU *NEW*
MINEV Zeko, BUL *NEW*
MURASATO Aki, JPN *NEW*

PAINE Dexter, USA *NEW*
PAVLEK Vedran, CRO
RODA Flavio, ITA
ROLDAN Eduardo, SPA
SCHROECKSNADEL Peter, AUT
SEEBERG Sverre, NOR
SMIRNOV Vladimir, KAZ *NEW*
SMITH Patrick, CAN
UUSITALO Martti, FIN *NEW*
VION Michel, FRA
XIAOJUAN, Yan, CHN *NEW*

Regarding the Council he noted that these are long-term appointments. His predecessor held the position for 19 years and he held the position for 14 years and Bill Marolt has held the position for 12 years. For 45 years, there have been three people in the position. We can have a lot of influence in that organization and Dexter Paine should be an outstanding member of this group. We are well positioned to be very successful in this initiative.

He noted the announcement in the packet outlining the approach we've taken for this nomination. Having Dexter Paine as chairman of the USSA on this group is great. There is bio information there and most recently he attended for 16 days the OWG in Sochi. To his knowledge, that was the first time a chairman or president of any international federation has made that effort. He noted that he and Marolt were behind this effort so we have a lot of support.

At the Congress in Barcelona we have three voting delegates:

- Dexter Paine, Chairman
- Tiger Shaw, CEO
- Luke Bodensteiner, EVP, Athletics



Tauber reviewed the current representation, which is as follows, and noted the qualifications of the new nominations:

FIS COUNCIL	
FIS Council, Vice President	Bill Marolt
FIS Council, Honorary	Hank Tauber
FIS Council, Candidate	Dexter Paine
CROSS COUNTRY	
Cross Country – Executive Board	Chris Grover
Cross Country Committee – Non-European Countries	Chris Grover
Cross Country Committee – Honorary	Lee Todd
Subcommittee for World & Continental Cup, Chairman	Chris Grover
Subcommittee for Rules and Control	Bob Gross
Subcommittee for Cross Country Skiing Development	Bob Gross
Subcommittee for Cross Country Youth & Children's Questions	Jeff Byrne
Subcommittee for Ladies Cross Country - Proposed	Cami Thompson
JUMPING	
Jumping Committee – Member - Proposed	Alan Johnson
Jumping Committee – Honorary Member	Gustav Raaum
Subcommittee for Jumping Hills (Corresponding Member)	Kyle Gilbertson
Subcommittee for Calendar Planning	Dave Jarrett
Subcommittee for Officials, Rules & Control	Reed Zuehlke
Subcommittee for Equipment and Development	Dave Jarrett
Subcommittee for Ski Jumping Youth & Children's Questions	Mike Holland
NORDIC COMBINED	
Executive Board Member	Dave Jarrett
Executive Board Member – Honorary Member	Joe Lamb
ALPINE	
Committee for Alpine Skiing – Executive Board Member	Herwig Demschar
Committee for Alpine Skiing – Executive Board Member – Proposed	Phil Mahre
Committee for Alpine Skiing – Ladies Alpine Chair	Karen Korfanta
Committee for Alpine Skiing – Intercontinental Cups, Chairman	Bob Dart
Subcommittee for Alpine Youth & Children's Questions	Patrick Riml
Alpine Youth & Children's Questions – Honorary Member	Walt Evans
Subcommittee for Classification of Alpine Competitors, Chairman	Jeff Weinman
Subcommittee for Ladies' Alpine Skiing, Chair	Karen Korfanta
Subcommittee for Alpine Courses – Member	Bruce Crane
Subcommittee for Alpine Courses – Proposed	Tom Winters
Subcommittee for Alpine Courses – Honorary Member	Nelson Bennett
Subcommittee for Alpine Courses – Inspectors & Controllers	Bob Calderwood
	Tom Johnston
	Paul Mahre
	Ted Sutton
	Tom Winters
Subcommittee for Rules – Member	Karen Korfanta
Subcommittee for Alpine Technical Delegates	Paul Van Slyke
Subcommittee for Alpine TD – Honorary Member	Tom Winters
Subcommittee for the Alpine World Cup – Member	Calum Clark
Alpine World Cup – Liaison for Ladies' Alpine	Karen Korfanta
Subcommittee for Nor-Am Cup	Bob Dart
Regional & National Coach	Lester Keller
At-large	Patrick Riml
Secretary:	Karen Korfanta
Alpine Coaches Working Group – Men	Sasha Rearick
Alpine Coaches Working Group – Women	Alex Hoedlmoser

FREESTYLE SKIING

Committee for Freestyle Skiing – Member	Jay Simson
Committee for Freestyle Skiing – Proposed	Todd Schirman
Freestyle Appeals Commission – Chair	Jay Simson
Subcommittee for Freestyle Rules & Officials – Vice Chairman	Jay Simson
Freestyle Scheduling Working Group	Todd Schirman
Freestyle NorAm Committee – Chair	Todd Schirman
NorAm Coordinator	Konrad Rotermund
At-Large	TBD
USSA Rules Rep	Andy Hayes
Secretary	Dave Mirota, CAN

Snowboard & Freestyle Youth & Children's Questions	Nate McKenzie
Rules & Officials – Moguls Advisory Group Leader	Garth Hager
Freeskiing (Halfpipe, Slopestyle, Big Air) WG, Requesting Chair	Garth Hager
Freestyle New Event Task Force	Mike Spencer
	Jeremy Forster

SNOWBOARDING

Committee for Snowboard, Chairman	William Slattery
Snowboard Appeals Commission, Chairman	William Slattery
Snowboard Rules Working Group	Peter Foley
Snowboard Task Force Chairman	Jeremy Forster
Snowboard TD Working Group	Tom Winters

SPECIAL COMMITTEES

Committee for Competition Equipment – Snowboard	Bill Slattery
Legal and Safety Committee – Secretary, Requesting Vice-chair	Alex Natt
Legal and Safety Committee – Honorary Member	Barry Bunshoft
Medical Committee – Member	Dr. Larry Gaul
Committee for Advertising Matters	Mike Jaquet
Committee for Recreational Skiing	Alex Natt
Committee for Public Relations and Mass Media, Chairman	Tom Kelly
Committee for Public Relations and Mass Media – Corresponding	Gary Black
Subcommittee for Cross Country Development	Bob Gross
Subcommittee for Cross Country Development – Honorary	John Lindstrom
Subcommittee for University Racers – Member	Richard Rokos
Subcommittee for University Racers – Proposed	Claire Brown
Subcommittee for Masters Racers – Member	Bob Dart
Committee for Telemark Skiing	Kenneth Gay
Athletes' Commission – Cross Country Skiing, Chair	Kikkan Randall
Subcommittee for Skiers with a Disability	Kevin Jardine

Natt noted that the USSA board was required to approve the FIS representation so he asked for a motion to ratify the proposed representation.

Motion #3: To ratify the USSA FIS representation as presented.

M/S/C Glenn Eddy/Charles Christianson

Tauber went on to discuss the key initiatives for the meetings in Barcelona and noted where the world championships were scheduled for 2017 and discussed the candidates for future world championships.

2015 World Championships

- Alpine – Vail/Beaver Creek
- Freestyle/Snowboarding - Kreischberg
- Nordic – Falun

2017 World Championships

- Alpine – St. Moritz
- Freestyle/Snowboarding – Sierra Nevada
- Nordic – Lahti

2019 World Champs Candidates

Alpine

- Are
- Cortina d'Ampezzo

Nordic

- Almaty
- Oberstdorf
- Planica
- Seefeld

Freestyle/Snowboarding

- Park City

He then discussed the key initiatives for the USSA:

- Vail/Beaver Creek 2015
- 2019 Freestyle/Snowboarding World Championships
- New Olympic Sports: Alpine Team Event/Mixed Team Jumping/Team SBX/Dual Moguls/ and Big Air

McLane asked if there could only be one representative from a country on the FIS Council, which Tauber confirmed.

8. USOC Report: Luke Bodensteiner



Bodensteiner noted that Bill Marolt had submitted a brief report on USOC activity, which was included in the meeting briefing materials, that included highlights about their business progress which is strong and SafeSport on which Tiger Shaw has put a great focus as well and also gave highlights on future Olympic bids. He commented that we all know the focus right now is on a summer bid and the USOC will make that evaluation in their meeting in June; but also based on the extension of the NBC partnership that the IOC has, which influences the USOC, the feeling is that between now and the end of that contract term, we will see a run at a summer and winter Games. He wanted to provide a bit more detail on the USOC's approach to NGB funding, which is driven largely by Scott Blackmun and Alan Ashley.

He remarked that the USOC has tightened its focus over the last six to eight years on NGB performance for funding not only athletic but also organizational performance as a whole. That will become more analytical and evaluative. This bodes well for us. Where they are going with their evaluations and funding will look a lot like what we have put in place at the USSA.

They continue to use us as a model. They have run some initiatives to begin this process already. Their performance team and our organization have put together a good basis for

dialogue and what we'll see over time is that the funding mechanism through which the NGBs receive their financial grants through the USOC will become more active.

We know now that in a typical USOC cycle, this is a year where they shift much of their support into the summer side. This makes it more difficult for us on the financial side and Mark will highlight that but it's not unexpected. We plan for that. We know typically that's coming. That said they have been very good to us. We are well funded by the USOC and that funding has been relatively stable and we have ongoing dialogue with the USOC about the quad funding and providing even more flexibility on our side but also more financial stability in terms of our partnership with them. As they drive down this road of being more data driven, more analytical, and more proactive in their distributions across the NGBs, they are well positioned there.

Philosophically we are well aligned with them. Where we have made particularly tough funding decisions, within our own organization, those have been well supported and aligned with the USOC. We'll see, at the end of the day, that probably benefits us given that we already work in that space and already evaluate the different elements of our programs in the same way they are headed. It will take them potentially two to three years to develop their system and what we'll see as they get through the summer Games is that we'll continue to be on the upswing there.

We've also taken good advantage of the pods of resources they have -- whether it's international grants or special grants for technology, etc. All in all, we are in a very good position with the USOC. They are learning a lot from us and that partnership continues in a very positive way.

9. Financial Report: Mark Lampe

Lampe stated that as both Dexter Paine and Tiger Shaw alluded, we've had some challenges. It's not uncommon. We work our way through them. He said that we would discuss where we would finish our current year and then take a look at next year. We observed that we did have very thorough and lively discussion in the executive committee meeting. The individual line items are listed showing the forecast and budget for FY 14:

Between years, it's good to note that it's still growth. When we look at our performance against budget, a year ago we knew going in that it would be a very challenging Olympic year for us in terms of funding. When we started the planning process, we saw that we had a \$2.5 million challenge ahead and a forecasted deficit against the needed spending. We worked hard and whittled that down to \$1.5 million by the May Congress. It's one of the few times in the last 20 years that starting in May, I could see a forecast with a huge deficit ahead of us.

We had a similar experience in FY '10; we had to cut \$2 million from that budget as part of the impact of the economic downturn. We had the trustee group also help to fund the Olympic programs in that year in a program called Ring Fence. This year we knew we had to hit some home runs in our revenue area. Even with that, the opening budget had \$500,000 of key athletic initiatives that were primarily Olympic camps in our new sports during some dead periods right before the Games in December that remained unfunded.

We knew we needed to fund those but couldn't pull that trigger yet. We had to see some revenue performance. As the year went on, when we saw good news on the revenue side, we kept seeing bumps on the expense side and a number of these caught us off guard. Our Sochi expenses began growing significantly. We had an additional \$500,000 in addenda to accommodate our programs. Then TV production with all of our Olympic qualifiers was another large jump above where we projected we would be.

FY 14 Forecast	FY13 Fcst	FY14 Bdgt	FY14 Fcst
Sales and Marketing, net of costs	7,266	11,022	8,284
USSTF Fundraising, net of costs	4,444	5,959	5,221
Quad hospitality program	330	280	702
USOC grants	4,300	5,021	4,837
Revenue risk reserve		(2,839)	
Subtotal	<u>16,340</u>	<u>19,443</u>	<u>19,044</u>
Member Dues and Fees	4,519	4,523	4,487
Endowment grant	1,667	1,714	1,714
Other revenue	3,572	2,159	2,645
Total Revenue	<u>26,098</u>	<u>27,839</u>	<u>27,890</u>
Elite programs	<u>14,007</u>	<u>14,038</u>	<u>14,418</u>
Olympic program costs		1,030	962
Center of Excellence ops, depr, interest	1,236	1,463	1,242
Domestic development programs	3,288	3,686	3,682
Events	5,026	4,930	5,064
Gen'l & Admin. Expenses	2,474	2,642	2,889
Total Expense	<u>26,031</u>	<u>27,789</u>	<u>28,257</u>
Operating Surplus	<u>67</u>	<u>50</u>	<u>(367)</u>

Added to that, the CEO transition opportunity came several months early. It was a benefit to have Tiger Shaw in early working side by side and we are reaping the benefits of the transition as in March his tenure allowed him to hit the ground running. That caused additional spending in the G&A category. We also experienced higher interest expense contributing to that category as well.

We did eventually commit to the lion's share of those pre-Olympic camps so there was another \$400,000 that we put into the Athletic budget. It was important to do these camps and those were in new sports and they did deliver medals so it was money well spent.

By the December Vail meetings, we were still running a forecasted deficit. The trustees stepped up and made a number of additional financial commitments to help the Team. There was a big push and, personally or through contacts, the trustee group pushed the last 40 gold passes to raise another \$400,000 to add to the budget, providing critically-needed funds. There was also another Ring Fence project and three or four additional Sochi commitments, which added \$280,000 with only four months to go, a giant commitment and huge help to us. It was greatly appreciated.

Calum Clark, as always, is cursed by weather and after the Vail meetings, we had to move one of the Olympic qualifiers due to low snow over to Colorado and half that event got blown out by storms so it had to be moved again. We also had to move the national championships for freestyle. He observed that it was a huge job to keep these from adding enormous additional spending.

Mike Jaquet had a bit of bad luck in that three pretty solid deals ended up backing out. One was effectively a delay as they will be ready to go on a five-year deal starting this fiscal year. Finally, after a lot of bumps and bruises, we get to a year where we are finishing with a small deficit – mid-300,000. He remarked that considering where we started the year, we came a long way to get it to this point.

One of the most important factors is meeting debt covenants and this will meet our debt covenants. We worked closely with Wells Fargo during the year. We have a couple of significant non-cash items that normally aren't measured that we got permission to include in our debt covenant calculation and that gave us a cushion. That was an important factor for us as well.

On the Foundation and Marketing sides, both have grown significantly since the huge dips in 2009-2010. Both departments have gotten back above where we were in 2008. 2008 had been a record fundraising year. That has been surpassed this year. Even if the additional 40 gold passes had not been pushed through, the Foundation still achieved a record year. He gave kudos to both departments.

As we move to 2015, I went back and analyzed the quad as a lot of questions come up from our staff, coaches and board members. One of the questions is; we are starting to recover so why are we faced with challenges. As we went through the last quad, we had to get funding back into the Athletic department. In 2010 we had to take \$2 million out. That's a big dent to live with and we started to look for ways to get back some of this funding. The funding increased by 30% with the new sports so there was a lot of need with over \$5 million in athletic initiatives which we certainly could not tackle in one year.

We had a lot of programs through that quad that were unique one time revenues or cost savings that will not recur. We've exhausted those. We had almost \$9 million of those types of contributions to the athletic programs, so a little more than a \$2 million per year average in supporting our athletic programs.

Included in that was interest savings of over \$2 million because we extended our swap for three of four years to let it float at market rates. That was saving significant interest which we immediately funneled into athletic programs. That opportunity is gone as well as the donor contributions that were unique to that timeframe.

We took a look at that and determined that we had to re-center our budget. We have to look back and live within what is our recurring and sustainable revenue models and unfortunately that means \$1.5 million in athletic funding had to be reduced.

Luke Bodensteiner and Tiger Shaw have touched on this. It's always tough to do but in terms of the timing, it is best to do it in year one of the quad. You have some natural pauses in the intensity of summer training camps, with the exception of alpine with the world championships ahead of us. They are going full bore to have that performance this year on home turf. The reduced activity in the other sports provides time to recharge and also time to garner some savings. He remarked that some of the other cuts are definitely more painful than that. It re-centers us to live with what we know is sustainable.

The future beyond that as we grow and we do see opportunity in our two main revenue areas; Foundation and Marketing, that will help us re-fund those areas in athletics that were cut. The key is the first two lines are net of all their costs but there is one important item in expense and that's Events. We have to also consider that as part of our cost to Sales. It's important that we make margin over the cost of events and that will be important as we go forward because we are adding a lot of major events and most of those we do because it contributes margin. It gives Mike Jaquet a significant opportunity for upside and that is important as we go forward and increase our athletic funding in FY16, 17 and 18 as we roll into Korea.

FY 15 Budget	FY14 Bdgt	FY14 Fcst	FY15 Bdgt
Sales and Marketing, net of costs	11,022	8,284	11,448
USSTF Fundraising, net of costs	5,959	5,221	6,083
Quad hospitality program	280	702	1,750
USOC grants	5,021	4,837	4,215
Revenue risk reserve	(2,839)		(3,563)
Subtotal	<u>19,443</u>	<u>19,044</u>	<u>19,933</u>
Member Dues and Fees	4,523	4,487	4,552
Endowment grant	1,714	1,714	1,720
Other revenue	2,159	2,645	1,312
Total Revenue	<u>27,839</u>	<u>27,890</u>	<u>27,517</u>
Elite programs	14,038	14,418	12,904
Olympic program costs	1,030	962	
Center of Excellence ops, depr, interest	1,463	1,242	2,077
Domestic development programs	3,686	3,682	3,857
Events	4,930	5,064	5,911
Gen'l & Admin. Expenses	2,642	2,889	2,618
Total Expense	<u>27,789</u>	<u>28,257</u>	<u>27,367</u>
Operating Surplus	<u>50</u>	<u>(367)</u>	<u>150</u>

That brings us back to this particular year. We will need a surplus of \$150,000 to meet the debt covenant. Our plan is for that. We are not sitting here on day one looking at being \$1.5 million short. We are back into our traditional model where it's a more conservative budget where we may have upside. As we achieve upside, as revenues increase from current predictions, it opens up an opportunity to fund mid-year initiatives. Those could be additional athletic projects, or infrastructure projects that we tend to fund early in the quad. He explained that additional resources into the revenue departments early in the quad makes sense so that we can hopefully see the increased revenue in the following year or two years after making that investment.

Finally, he stated that he looks at the risks. When we open day one and the revenues are listed, those are not in the bank, more than half of that is not sold when we start our year. You can argue that in Foundation it's a resale every year. Other than the trustee base, everything else is back out there for renewal or resale.

Sales & Marketing usually has quite a bit under contract; but as is the case quite often in the first year of the quad, we have 10 significant sponsors that are in the renewal phase. That's a big part of the risk. There is also a risk to find new partners in these numbers. That is part of the yearly challenge when we open the doors.

Dexter Paine noted he thought that in terms of good governance we should have the board approve the budget. He said that, due to his involvement, he knew an enormous amount of time was put into creating this budget over the last couple of months and he requested a motion to approve the FY 14/15 budget.

FY 15 Budget	FY14 Fcst	FY15 Bdgt	FY15 Risk
Sales and Marketing, net of costs	8,284	11,448	6,500
USSTF Fundraising, net of costs	5,218	6,083	2,000
Quad hospitality program	702	1,750	1,750
USOC grants	4,837	4,215	500
Revenue risk reserve		(3,563)	
Subtotal	<u>19,041</u>	<u>19,933</u>	<u>10,750</u>
Member Dues and Fees	4,487	4,552	
Endowment grant	1,714	1,720	
Other revenue	2,703	1,312	
Total Revenue	<u>27,945</u>	<u>27,517</u>	<u>10,750</u>
Elite programs	14,372	12,904	
Olympic program costs	962		
Center of Excellence ops, depr, interest	1,242	2,077	
Domestic development programs	3,839	3,857	
Events	5,064	5,911	
Gen'l & Admin. Expenses	2,905	2,618	
Total Expense	<u>28,384</u>	<u>27,367</u>	
Operating Surplus	<u>(439)</u>	<u>150</u>	

There was a question regarding the Center of Excellence increase in expense. Is the increase a result of the interest expense or is there anything else? Lampe replied that we went basically a year at 1/10 of 1% and now it will be a fixed rate of 4.75% which accounted for the increase. Paine remarked that we had gone a few years ago to a floating rate which saved us millions; unfortunately, there is a cost and that is that we go back into the fixed rate as of June. It's still a pretty good rate but it's not 10 basis points which is what we had been paying.

Motion #4: To approve the FY 2015 budget as presented by the Chief Financial Officer.

M/S/C Dexter Paine/Cami Thompson Graves

Moving forward, Lampe said he would report on the endowment, the USSA Investment Committee, which Greg Boester continued to chair.

USSA Investment Committee Report: Mark Lampe for Greg Boester

Lampe reported on the balances:

Legacy Campaign Athletic Endowment	\$35,279,000
Borgen Swartz Athlete Education Endow.	\$ 2,839,000
USSF Investments	\$ 1,839,000
Other investments	<u>\$ 2,397,000</u>
Total	\$42,354,000

The committee has been working on a multi-quarter re-balancing; deploying the cash over eight quarters. Alternatives are hedge fund investments and other diversified investments. At the same time increasing domestic equity and decreasing fixed and shortening duration so that as rates rise they will be in those accounts. The overall objective is to return to a classically diversified endowment portfolio to protect against global event risk/volatility.

It is interesting to note that the portfolio is up over 60% from inception (Dec 2000). The portfolio risk, which is conservative, is currently approximately half of the risk level of the S&P. There has been a huge benefit to athletics from this program as over \$15 million has been

granted to athletics since inception in 2000. He noted that we didn't start granting until after the 2002 Salt Lake City Games, in 2003. The endowment funds this building as well as additional programs within athletics.

He observed how moving to cash early minimized the hit to the portfolio and it's continued to grow but now the S&P has shot ahead and the investment committee is well aware of that and looking at improving our returns but also not taking undue risk. As that gets rebalanced, hopefully, the results will continue to improve.

The allocation they are moving toward is as follows:

	<u>Oct 12</u>	<u>Oct 13</u>	<u>Apr 14</u>	<u>Target</u>
Fixed Income	28%	23%	20%	20 %
Domestic Equity	11%	16%	16%	16.5%
Foreign Equity	18%	18%	17%	16.5%
Absolute Return	26%	28%	30%	29 %
Private Equity	5%	0%	0%	6.5%
Real Assets	8%	8%	7%	9 %
Cash	3%	7%	8%	2.5%

He next reviewed the investment earnings which were as follows and these are based on a calendar year:

<u>Year</u>	<u>Earnings</u>	<u>Portfolio</u>
2014 (4 mos.)	\$ 345,000	0.8%
2013	\$ 3,195,000	8.5%
2012	\$ 3,321,000	9.5 %
2011	\$ (982,000)	(2.9) %
2010	\$ 3,342,000	9.7 %
2009	\$ 4,834,000	17.0 %
2008	\$(10,115,000)	(27.6)%
2007	\$ 2,773,000	9.0 %
2006	\$ 3,005,000	12.7 %
2005	\$ 1,473,000	7.3 %
2004	\$ 1,684,000	10.2 %

Earnings for this current fiscal year are a little over 5% (May 2013 through April 2014).

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

Lampe noted that the USSF held their annual meeting and did approve the 5% grant again to athletics which will contribute about \$90,000 into the athletic program and the other business activity they had was to re-nominate three board members with expiring terms. He asked for a motion and ratification of that.

Natt stated for the new USSA board members that the USSF is the board that manages the corpus of the funds that were left over from the LA Olympics. He requested the motion to ratify the re-nominations.

Motion #5: To ratify the USSF BOT re-nominations for three-year terms of Bill Slattery, Dexter Paine and Nikki Stone.

M/S/C Hank Tauber/Cami Thompson Graves

Audit Committee Report: Mark Lampe for Bill Shiebler

Lampe said that he would report that they had the preliminary call with the auditors last week in preparation for the annual audit and we presently have a motion to ratify the auditors, who have served us for a number of years. The committee places this in front of the board for approval.

Motion #6: To ratify the selection of auditors Eide Bailly LLP.

M/S/C Dexter Paine/Glenn Eddy

Lampe stated that the audit committee would have another committee meeting in late June as part of the planning process with the auditors and they'll have a follow up meeting post-audit to review the results of the audit, likely in August or September.

He noted that concluded his reports. Paine remarked that Mark Lampe does a terrific job on the financials and this was probably the most trying year since he'd been involved -- just in the sheer number of different issues presented; the Olympics, the CEO transition, and the revenue challenges and he did a great job managing this. He added that, while we aren't pleased with the deficit, and our goal is to produce a surplus every year; nonetheless, where we ended up was a huge feat based on all the challenges so he thanked him for his efforts and the rest of the management team who were involved in making some really hard choices.

10. Athletics Report: Luke Bodensteiner

Bodensteiner said that as Mike Jaquet mentioned before the start of the meeting, he could spend an hour on discussing athletics but that he promised to move rapidly through the discussion. He said that going into the start of the past quad we knew two things for certain; first, we knew that this would be a competition between us and Norway; and secondly, that the potential for results in Sochi would be much more variable than Vancouver where we had more stability in a number of operations. There was a good performance in Sochi with 17 medalists and a record eight gold medals but we have to be honest and recognize that this was a silver performance. We were outperformed by Norway.



We did not win in a number of events where we almost certainly should have and then there were areas we picked up medals where we had far less chance. That doesn't tell the whole story. In some of our squads we had less performance than we have had. We had a number of key injuries. We had five medalists from the previous year's world championships injured

which impacted performance. It's kicked off good internal evaluation through our planning process – good honest evaluation that led to changes in our programs. Some of those changes are ongoing and we've had good discussions with the sport committees on these.

Paine requested him to report to the board on a coach who was dismissed. Bodensteiner explained that the head of our men's speed team had a legal challenge that he faced a year ago and we stuck with him until the legal proceeding drew to conclusion. We stuck with that individual, who was a good performer with our team; but ultimately the legal judgment came down and that individual would no longer pass our background screening or the USSA values test and we replaced that coach as part of the renewing of performance of our teams. We didn't get the performance we'd wanted from the women's speed team and prior to this dismissal we'd brought in a new head coach for that group; coupled with striking a large sum from the athletic budget, we decided not to run with a women's head coach this year. He indicated that we have three very strong discipline coaches in that group and strong leadership on the World Cup from Patrick Riml so we worked with Alex Hoedlmoser to assign him to take the leadership of the men's speed team. As he is one of the best speed coaches in the world, we felt this would be good for that team. Hoedlmoser has been well received by that team.

We also had to remove \$1.5 million from the athletic budget which is a significant sum and there is only so much we could do in not filling unfilled positions and making adjustments to the programs. As we went through the cutting process we went back to the strategic framework that this board put in place in 2010 and used the evaluative criteria as the key drivers to make some of the bigger decisions. We evaluated all of our sports at whatever level of support we provide using the following framework:

- Sport relevance
- Viability
- Potential
- Sustainability

This plan served us well going into Vancouver and helped to create performance in that Team and we have applied this over the last four years. Funding emphasis during Quad:

- Performance infrastructure
- Depth/density of elite teams
- Development

The reductions taken were in the following areas:

- Nordic Combined
- Alpine C/D team size and staff were reduced with smaller teams this year
- On-snow time was reduced both spring and summer camps; not ideal but easier to sustain now at the start of the quad
- Medical Service
- Conditioning Personnel
- Performance Psychology and Nutrition

The emphasis on the early part of the quad is less on top performance but in creating depth and density in the teams. He emphasized the following:

- Vail/Beaver Creek 2015 Performance is an immense opportunity that we want to capitalize upon for the health and popularity of the sport overall.
- Alpine NTG
- Moguls NorAm
- Cross Country D Team
- Slopestyle Snowboarding Rookie Team
- SBX Talent Search

New Sports were previously mentioned in Hank's report. We have a FIS Congress proposal to add Big Air Snowboarding and Team Boardercross. The attractive thing about these is that the athletes are already in our squads; we have the infrastructure in place and these provide them additional opportunity. He noted that we did not have FIS support for Dual Moguls but we believe that support could be generated from the South Korean Olympic Committee because this is one of the areas of opportunity that they have to win a medal in their Olympics. That process will begin after the FIS Congress.

He noted that the athlete funding levels would remain more or less the same. A Team athletes are funded and B and C Team athletes are self-funded. We have mechanisms in place such as Rally Me to assist athletes in driving additional fundraising on their side. That will be more structured this year. The athlete endowment now has some funds to be distributed on a needs basis later in the summer.

He discussed the Team Academy which has 33 students across two campuses (projected growth to 35 students) – 1/3 alpine, 1/2 aerials, the rest are in snowboarding/freeskiing. There is good academic performance from those athletes; 28 achieved honor roll; the SAT/ACT results are above the national average and nine athletes graduate this year.

Westminster – renewed through 2015 so it's a short-term renewal with reduced credit hours but that still remains a strong resource. We've also established a strategic alliance with Utah State – classrooms will be in the Center of Excellence; the first classes began this month and these are evening classes. We have six athletes in the inaugural program.

Those of you who are here in July will see around those dates a Transition camp for athletes for are retiring now or soon to retire with information provided on mentoring and career advice. There will be GOED mentoring and internships, a Business tour in SLC, career and life skills seminars, transitional support offered, and provision of networking opportunities.

He wanted to mention that in elite development, the following had been added: Slopestyle Snowboard Rookie Team consisting of 10 athletes. There was an expansion of the Alpine NTG/Academy, to which 55 athletes were invited. We will run the Freestyle World Cup with fewer elite team coaches and push one to the Moguls NorAm Coaching. Peter Foley is initiating an SBX Rider Recruitment, particularly for women; and we've added a couple of athletes to the D Team Cross Country Development.

He discussed domestic programming and the activation around the McKinsey study. One of the programs we've run is called SkillsQuest, which is an alpine skills development program; we boosted the activity and doubled the scope of the program with 40 events across the country and a number of staff and alumni have been very involved in executing those projects; 3,000 athletes participated. In the long term this will help coaches and parents focus on the fact that athlete development is a long-term process, especially as we focus on fundamental skill development more than racing tactics at the U14 level.

He noted that regional staff touched just over 5,000 athletes through regional development projects. We've been increasing our focus on younger athletes, particularly in alpine at the U14 level. He provided the following stats regarding the regional program; 5,239 athletes (872 U14); 1,491 coaches, 714 parents, 16 U14 training projects, and 521 days of project activity.

We have initiated a number of talent ID and development programs. Oftentimes, this is our first introduction to these athletes. 438 athletes were in Talent ID/Development Projects which consisted of the following:

- Alpine U16 assessment
- Cross Country U16 and REG
- Project Gold and Junior Gold

- Moguls Young Guns
- Elite Aerials
- Nordic Combined NTG

The Team Academy and NTG are separate programs. The National Training Group, the Rookie Teams are athletically focused programs and aren't tied to the Team Academy. The Team Academy exists to support the needs of those athletes who have that need. In the alpine NTG, there is no mandate that you have to be a part of the Team Academy, it's there if needed, but they aren't linked. The effort with the NTG is a coming together place for elite team athletes but not a linkage to the Team Academy. 80% of the NTG are not going to the Team Academy. However, he noted that all Team Academy kids are on the NTG. This is an area where we focus on the quality of the project and quality of identification and selection into these projects.

On the Coach Development side, we are proud of the numbers that Jon Nolting has been able to achieve here. Fast Start has had a little over 2,000 coaches complete the program. We've provided at least some level of education for virtually all the coaches who come into the organization.

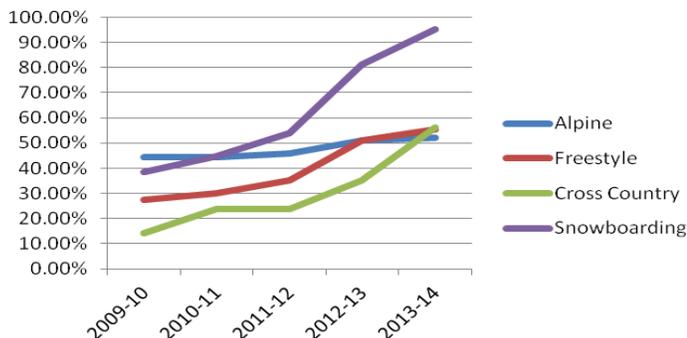
There was a 27% increase in the number of coach clinics being offered. More quality content and instructors are in this system. We also added some coach certifications; Level 300 alpine; Level 300 Sport Science academy – Manchester; Level 300 GS/SL/Speed School – Sunday River; Level 300 National coaches' academy – Mammoth. The regional distribution has been effective: 54% east, 22% west, and 24% from rocky/central.

We are launching a National Training System for Freeskiing in the fall. We started to deploy Level 100 certifications ski jumping seminars in AK and UT last summer with a manual to be added this summer. We are rolling out a Level 200 in cross country, with rollout scheduled for this summer:

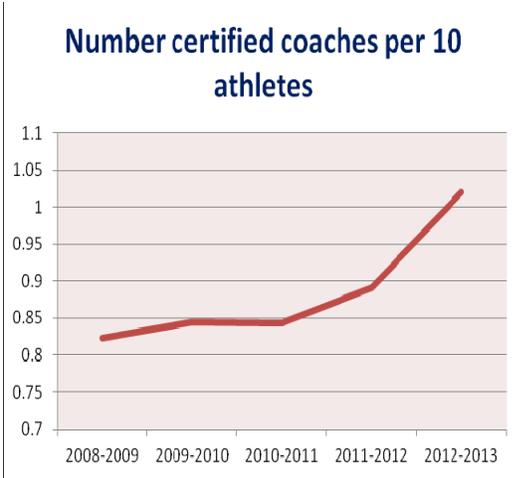
- Level 300 freeskiing in development for spring 2015 launch
- Level 400 alpine to debut at 2015 National coach academy w/ L400 track
- Level 400 snowboarding in development to be launched spring of 2015.

We're seeing good trajectory in the number of certified coaches in our system. Almost 100% of our snowboarding coaches are USSA certified. We've seen growth in all the areas.

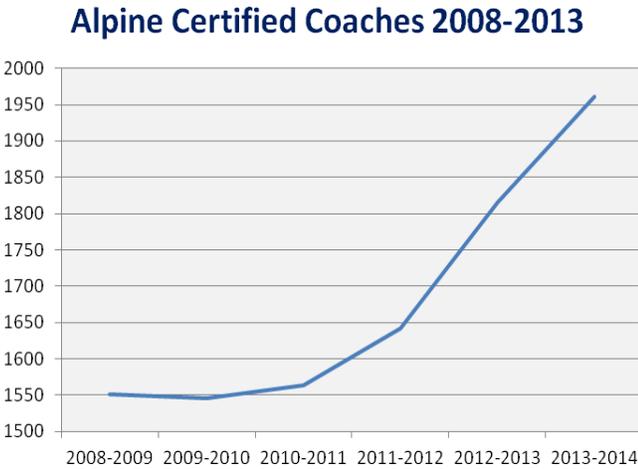
Percentage of Member Coaches with Certification



Last year we reported on the number of certified coaches we are able to deploy per athlete member in the organization, and we've increased the number again this year.

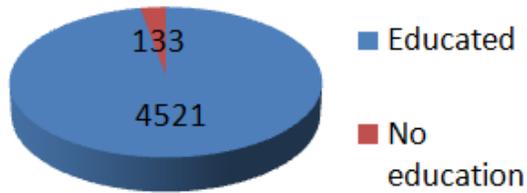


We've had good sustained growth in the alpine certified memberships:



We've crossed the 50% mark for certified coaches.

Virtually every coach member has received some education:



The Club Development program, launched last year, has been a very big success and has provided us with an excellent touch point and excellent dialogue and support. Long-term this will be a game changing program for us, lifting the level of performance over time and creating a great relationship with the clubs.

- 58 certified clubs to date
- 10 clubs have completed podium application
- 4 additional clubs in podium process

- 11 member consultant team
- Club Excellence seminar
- Club conditioning coach seminar
- Monthly webinar workshops; curriculum centered on the Guide to Club Excellence.



As we go forward we will continue to provide additional assets to the clubs. An example is the athlete management platform that we use with the elite teams which we are now putting out to offer to the clubs. What this allows is for us to start to collect data about the athletes at the club level and will be useful for managing the athletes as they come into the national team.

We've also built out a SkillsQuest app which will become a feature of the app system and allow clubs, athletes and parents to activate around the SkillsQuest system. SkillsQuest will evolve again this year, as we are adding a fitness testing component to the platform. Right now it's strictly focused on fundamental skills but the SkillsQuest program is meant to reinforce our national training systems and the recommendations we have there. Again, this will have a data collection component. We will then be able to deliver back to the club physical conditioning markers that we believe they need to achieve.

On the Medical side, we are trying to translate down to the clubs what we do with the elite teams. We do have a renewed focus on vision screening for our athletes. We have a heightened awareness of weaknesses in athlete vision and we know some Sochi performances were hampered by athlete vision in flat light.

We are also looking again at reduction in season-ending injuries, which are predominately knee injuries. These relate to the day to day screening with the athletes.

- Improved medical screening (annual and weekly)
- Target of 70% of athletes with individual injury prevention programs
- Improved warm up and training protocols
- Changes in ski jumping equipment rules (especially women)
- Publish club-based knee prevention program recommendations

The Concussion Tracking System is well managed but we've added a referral program with Dr. Jeffrey Kutcher (telemedicine) who is also involved with the NHL; we are developing a mechanism for athletes who have been suspended due to concussion this resource that they can utilize without having to go to a hospital.

11. Sales & Marketing Report: Michael Jaquet

Mike Jaquet said he would be celebrating his second anniversary with the organization the following weekend. It's been a great couple of years but to Mark Lampe's point earlier in the financial overview, it was a year unlike any we could have anticipated and in my 15+ years in the industry, was nothing like I'd ever seen. It was challenging but ultimately very rewarding and fulfilling.

The good thing about what happened last year, the Olympic performance, the challenges and the opportunities, Mark Lampe mentioned one deal that we didn't get done with EMC² will be done now through FY19 but overall we were able to leverage last year into some long-term fiscal stability. I'm able to sit with these guys now and project out where I think we'll be and where the opportunity is. We are in a very strong position financially from a revenue standpoint and a lot of the activity that took place last year and didn't show up on the books will show up in the next few years.

He noted that the intellectual property that we are selling right now and the strength of the brands is at a two-year high, and perhaps an all-time high.

From a TV standpoint, when I first spoke to you two years ago, I noted this was an area in which I felt I could help the organization. It took that long to negotiate this new deal. We are in the final contract changes but we are done negotiating and the deal is laid out for the next five years. USSA has been in a time buy situation with NBC for 15+ years. We had to buy the time on NBC so we produced the event, paid for the event, paid for the TV production, and then spent \$200-250,000 per hour to place it on NBC.

NBC gave you all 20 spots and that inventory might be worth \$200,000 per hour but essentially at the start of every year, the biggest thing to note here is that we were writing a \$2.1 million check to NBC. In the new deal going forward, we do not write that check so that is savings. We are not buying the time on NBC and our time has increased from 18 to 22 hours. So we have good exposure in this deal and significant savings. And we will split the inventory with them so we are getting \$1.8 million worth of ad inventory for free. We are also seeing our licensing fees increase from \$200,000 to \$350,000 per year on the cable side.

- Negotiations with NBCU have been completed
- No Time Buy! Increase on cable licensing fees
- 18 Hours on NBC, 35+ hours on NBCSN, major increases
- Deal will net \$1.5m savings to F15 with more in future years

This is essentially like signing three or four sponsors in one deal. Most of our deals are in the \$300-750,000 range and we have a few at the \$1 million mark. This is a huge deal. Paine said that he wished to say thank you because he knew that this had taken a lot of time and effort and congratulated him on getting this done.

Jaquet said this was something he was very proud of and it was tough but NBC is really behind our organization and they have seen what we have done over the last two Olympics to raise their value. They just committed \$7.6 billion to have the Olympic rights through 2030 so they see our value.

As Mark Lampe mentioned we have a number of renewals that make up over half of what his sales risk number is. Normally, we open the season with one or two renewals in the \$300-400,000 range and most of our time and effort is spent on new business. That's not the case after an Olympics. All these contracts expired two weeks ago, but we've been talking with many of them over the year. We've met with everyone and they are tracking to renew. We will be going to contract with Kellogg's and with Columbia. We are looking good on these and they should produce between \$3-3.5 million, depending on where they shake out. Everyone wants to come back and we are in the negotiating and contract phases of these. This speaks to the strength of our brands.

The Alpine World Championships in Vail/Beaver Creek provides the most significant marketing opportunity in our organization's history outside of the Olympics because of this TV package. We will shatter every TV viewership record for alpine racing in America just because we've never had more than three hours on NBC and now we have six hours. And we have a fully distributed cable package with NBC Sports Network which is in 90 million homes. Universal Sports is in 6 million homes. We are going to kill it on viewership. The reason we will do so well is that this is all live coverage. This is all mid-day. This is so much easier to market than something that is going on in Europe or is not live. This is a significant opportunity.

FIS Alpine World Championships' TV Schedule

FIS Alpine World Champs: Women's Super G	2/3/2015	NBCSN	1:00pm	1.5
FIS Alpine World Champs: Men's Super G	2/4/2015	NBCSN	1:00pm	1.5
FIS Alpine World Champs: Women's Downhill	2/6/2015	NBCSN	1:00pm	1.5
FIS Alpine World Champs:	2/7/2015	NBC	2:30pm	1.5
FIS Alpine World Champs:	2/8/2015	NBC	4:30pm	1.5
FIS Alpine World Champs: Men's SC CL	2/9/2015	NBCSN	4:00pm	1
FIS Alpine World Champs: Women's Giant Slalom	2/12/2015	NBCSN	4:00pm	1
FIS Alpine World Champs: Men's Giant Slalom	2/13/2015	NBCSN	4:00pm	1
FIS Alpine World Champs:	2/14/2015	NBC	4:30pm	1.5
FIS Alpine World Champs:	2/15/2015	NBC	4:30pm	1.5
Best of World Champs	2/15/2015	NBCSN	10:30pm	1

On new business, we will have an announcement tomorrow on the Sacramento Kings deal we just did. It's a four year, \$2 million deal (\$500,000/yr) to buy inventory in the Grand Prix. They are buying Grand Prix packages. They are opening an arena in two years and have a new management team there. One of the guys is a holdover from a deal done with this organization three years ago so that's stable income for the next four years.

In our Charles Schwab renewal they gave us permission to go out and be non-exclusive so we are going to Morgan Stanley. That is also the reason why there is no major increase in that deal because we it is a non-exclusive deal.

In open categories, he said that he continued to put this up whenever he got a chance to speak to a group like this because you all have contacts and you may have some contacts that would help us. This is where our opportunity is. He is most focused on getting a Samsung deal, they are a Korean based company and that is an open major category. They just became title sponsor for the Association of Surfing Professionals Tour. They are also an USOC and IOC sponsor. Any and all contacts in that world please send them my way. Open categories:

- Banking
- Energy / Gas / Oil
- Electronics / Tablet
- Shipping
- Hotel
- Beverage

He concluded saying that was his path to the \$6.5 million risk.

12. Events Report: Calum Clark

Clark indicated that, while he did not spend quite as much as the athletic program, he did burn through money very quickly. As Jaquet indicated, it had been an interesting year. An Olympic year provides a lot of opportunity for the Events department and a lot of exposure, risk and work.

This time last year we spoke of the need for us to get hold of the Olympic story and be the lead agency. He said he did provide the opportunity for NBC. The three strongest representations were our partnership with the USOC to host the first women's and men's ski jumping and nordic

combined Olympic Trials. This was an hour and a half on NBC live at the Utah Olympic Park. It provided amazing exposure for that sport; the last time the UOP saw crowds of that size was the 2002 Olympics. And it delivered a new line of revenue to us in a critical Olympic year.



The other piece was the freeskiing and snowboarding story. This was four years in the making in building these new sports into the Olympic program, snowboard slopestyle, ski halfpipe and ski slopestyle and while the five event series was trying for our department with its incredibly compressed program, it provided both the athletic opportunity for athletes to excel as well as amazing exposure to tell the story of the selection of these athletes on home turf.

We had the Olympic Team naming at Park City Mountain Resort and at Mammoth Mtn in front of record-setting crowds.

Some of the numbers from last year include the following. In 55 days, we delivered:

- 32 Olympic qualification competitions
- 22 days of qualifications or official training
- 47 hours of television broadcast, 13 hours of live broadcast
- \$1,565,000 in prize money awarded
- 28 U.S. Podiums at World Cups on home turf
- 962 registered media hosted
- 1,667 VIP guests

The real growth was in the Grand Prix. We went from five halfpipe qualification events in 2010 to 20 events in the same period. He was most proud of his team. We increased our staff by one part-time position for three extra months. We kept it all in house and leaned very heavily on our partner resorts which was a tribute to the success. Resorts committed tremendous resources; a lot of it snowmaking, lodging and work hours to deliver the quality of venues that we needed. That was last year.

Looking at 2015, as we move into a new quad and looking at the highlights for next season, the FIS Alpine World Ski Championships in Vail/Beaver Creek is the cornerstone for the season from an alpine perspective. So much of our focus will go toward that.

We also are rolling into a new calendar strategy for the Grand Prix. Coming out of the Olympic year, this was forecast; with the success of slopestyle, we are bringing in a slopestyle Grand Prix event onto the calendar. We are also making a major effort in skiing and snowboarding Big Air and this is part of the strategic effort to support that sport as a potential event for the Olympic Games.

The other great news is that in the national championships program, we are signed for four years for the US Alpine Nationals. We are moving back east to Sugarloaf for two years and Sun Valley for the other two years, 2016 and 2018.

Steamboat has signed on for a two-year deal with the US Freestyle Nationals.

2015 Events Calendar

Alpine

Nov 29-30	Women's Alpine World Cup – Aspen
Dec 5-7	Men's Alpine World Cup– Beaver Creek
Feb 2-15	FIS Alpine World Ski Championships – Vail/Beaver Creek
Mar 26-29	U.S. Alpine Championships – Sugarloaf

Snowboarding/Freeskiing

Dec 18-20	U.S. GP – Copper Mountain (HP/Big Air)
Feb 05-07	U.S. GP – TBC (Slopestyle/Big Air)
Feb 26-28	U.S. GP – Park City Mountain Resort (HP & Slopestyle)
Mar 06-08	Ski and Snowboardcross World Cup – TBC

Freestyle

Jan 08-10	Freestyle World Cup– Deer Valley
Jan 29-31	Freestyle World Cup– Lake Placid
Mar 26-29	U.S. Freestyle Championships – Steamboat

Looking beyond 2015, we have created a strategy to have highlights for the next five years and these are multi-sport and the following is where the strategy is headed:

- 2016 Metro XC World Cup
- 2017 Alpine World Cup Finals
- 2018 Olympic Team Qualification
- 2019 FIS Freestyle and Snowboard World Championships

These events we need to procure; three of four we need to get in Barcelona at the FIS Congress. Our group will be busy over there lobbying for these events. The cross country event is an idea to replicate the very successful Quebec City event. The meetings this week with the key stakeholders from Lake Placid who will be our partner in this were extremely productive, as was the feedback from the FIS. We have a lot of work left to do to get this on the calendar and financially secure, but we are pushing very hard to move forward with that.

Paine indicated that this would be a sprint event in Central Park in February of 2016 which he thought was the most important thing that we could do for this organization – not that the others aren't important, but it would be fantastic to do that, particularly given the team that we currently have and the opportunity to showcase that team in New York City at a World Cup event.

For alpine, we have an enormous highlight for 2015, we didn't want to go into the cycle where the last time we ran an alpine world championships it went dark as we went back to our traditional schedule for a very long time before we delivered a highlight event. We are bidding for the 2017 Alpine World Cup Finals. This would be in Aspen, CO. This is a great opportunity, although not as large as a world championship but provides a connection and relevancy and opportunity to provide more inventory and athletic opportunity for our team.

2018 is the Olympic Team Qualification and we will be quite busy and finally, the strategy for 2019 is the opportunity provided by the FIS Freestyle and Snowboard World Championships. We've created a consortium with Deer Valley Resort, Park City Mountain Resort, and the Canyons Resort in connection with the Utah Sports Commission and the city of Park City. This is an opportunity for revenue, and a highlight event after 2018, and drives the agenda on producing high-quality events with a possibility for the addition of a new event for the sport, Big Air into the Olympic program.

Paine said it provided a real opportunity for us to be a leader in this area. It's a complicated situation given the different sanctioning bodies, but we have the team and people who understand FIS and TTR and it is imperative that we be a leader here and make this happen.

Clark said this was a story of partnerships; the ability to bring three events into one community into delivering this event, it replicates what we are attempting to do in the sport. We all know that snowboarding, even freeskiing, falls within and without the world of the FIS and the direction of this bid is about partnership and to bring that group together in celebration of a true world championships. We have a lot of exciting opportunities beyond this season and we will have our hands full as we move forward.

13. Communications Report: Tom Kelly

Kelly indicated that he wanted to take everyone back and present some statistics from this past season. The Olympic year is a PR guy's dream. Most of you watched the Olympics on NBC if you weren't there. There were 242 million TV viewers, which is an astounding number. There were 100 million web visitors and what we are most proud about as an organization is that we got 18 USA athletes profiled on NBC. This was no small undertaking. We took 55 athletes to NBC's West Hollywood shoot in April. That was incredibly productive for us. We followed that up with a Media Summit here in Park City with another 55 athletes and those were all podium potential athletes. From that, 18 profiles appeared on NBC – far more than anyone else.



Media coverage was astounding. He said he'd worked a number of Olympic Games but the coverage we took away this time was even greater than it was in Vancouver. This was all done under the direction of Margo Christianson and Doug Haney with our press officer team. We ended up with five *Sports Illustrated* covers thanks to a regional cover split that they did going into the Games.

One of the things I had wanted to do prior to the Games is come in with support from an outside PR Agency and just prior to the Games, we hired Missy Farren & Associates out of New York. One of the challenges is that when you are at the Games, it's all operational. As a

PR person, you are in the trenches and dealing with hundreds of media and it's hard to take that step back and ask yourself are we getting the right message across.

MFA's job in a six week timeframe was to work with us in New York and look at how our messaging was coming through. They worked with us after each medal and got the top two or three messages conveyed through the media doing interviews with our athletes. He provided a couple of examples of that regarding Ted Ligety on the Letterman show stating what the USSA had provided to him and he cited the example of Westminster which was a tough renewal and we fortunately had a lot of athletes with connections to Westminster and that became a message as well that MFA pushed for us. Westminster indicated last week that their measured value of the Olympics in PR value was over \$3 million and that was a result of the work that MFA did for us.

On the web status, he discussed 355% increase in unique visitors during the month of the Olympics. He indicated that it also trended higher at the front end of the Games than the back end which has historically been the case.

He then discussed the NBC Gold Map project. When they did the renewal, the IOC wanted them to put in place some programs that would help to get kids involved in sport. We pushed this with NBC. It was one of those promises made but then they started to realize the amount of work it would take to do it. We pushed them to get this done. We were the NGB that attracted the most interest in this program. We took 65,738 page views with 47,061 unique visitors and saw 2:45 average time on the site. Ours was the highest trafficked page during the Olympics with the *USSA Getting Started* page up 60%.

We also partnered with the industry and they had significant upticks on their learn to ski and snowboard month registrations so this was a very successful program. He said this program would be deployed at Vail/Beaver Creek as well but without the same level of viewership.

In Social Media we made sweeping changes about two years ago and had a great staff member, Riley Steinmetz, who coordinated a lot of that and a lot of the uptick is due to the Olympics but also to thinking more strategically about what we put out. We opened up an Instagram channel last year which had a huge impact last season.

He then discussed the Athletics Membership Communications that resulted from the McKinsey study. We did institute a new web navigation. There are pros and cons to that. The biggest thing we did was to address a parents' database. 12% of our parents are members of the USSA so the majority is not in the communications loop. We identified that database working with membership and we have it broken out now sport-specific and can communicate more directly with the parents. We re-tooled Club Excellence to be more targeted. There is now a newsletter for each sport. We've seen dramatic changes in the open rate as a result. We expanded webinars last year and introduced an Athletics blog.

In terms of the McKinsey study the two most important points for us were transparency and targeting. You are seeing a lot of changes since Tiger Shaw came on board committed to being out in the field a lot. You'll see a lot more new ways for us to communicate with our membership.

We still need a lot of work done on how we communicate through our web site. We have deficiencies on the membership side, the athletics membership side in how we index news stories and brand ourselves there. We will work on those moving forward.

There was a question regarding streaming of events. Jaquet replied that there were a number of events live streamed last year during the Olympics. The biggest initiative going forward is in the acquisition of the 2015 Alpine World Championship rights. We also acquired the rights to the Nordic World Championships as well for 2015 and 2017 and will meet with NBC Digital to

discuss what that will be. We will deliver all of those events streamed and they will be available early morning and then VOD. We are trying to get Universal Sports to relinquish some of their exclusivity as they own all the FIS World Cup rights in America. We are trying to get them to stream some of these things that they do not put on television, which would be largely the non-alpine sports. We tried to get that last year and we are continuing to focus on this going forward.

14. U.S. Ski & Snowboard Team Foundation Report: Trisha Worthington

Trisha Worthington noted that she had just finished her second week back with the organization and she said it's great to be back. In many ways, it feels very much the same because so many of the same individuals are still involved. In many ways, it also feels like a brand new organization. Moving into the COE has completely upped our level of professionalism and it's great to be a part of this.

As a first impression, the abundance of resources available to this organization is just incredible. The number of donor leads that come through the door on a daily basis shocks me. Coming from a very grass roots, start-up foundation, we were lucky to get two strong leads a month. We literally get leads from everyone who is involved with this organization from coaches, staff and athletes. She said she looked forward to growing the donor pool and finding other significant ways to make money for the organization.

FY13 Actual		FY14 Forecast	
Special Events	\$1,421,000	Special Events	\$1,590,000
Gold Pass	\$2,813,000	Gold Pass	\$3,488,000
Major Gifts	\$ 946,000	Major Gifts	\$1,019,000
Direct Marketing	\$ 39,000	Direct Marketing	\$ 89,000
Team Sochi	\$ 330,000	Team Sochi	\$ 702,000
Admin & Overhead	(\$ 775,000)	Admin & Overhead	(\$ 965,000)
TOTAL	\$4,774,000	TOTAL	\$5,923,000

Looking back at 2014, the Foundation had a very successful fund raising year under the leadership of Ruth Flanagan and the board of trustees. We raised almost \$6 million net which was \$1 million over the previous year. Jessica Miller led the special events area to a record year, raising almost \$1.6 million. Kate Klingsmith sold out the gold pass program for the first time in many years.

The major gifts and Team Sochi programs continued to grow largely due to the annual gifts from the board of trustees and the board's willingness to twist the arms of friends and family and provide encouragement to join them at the Games. Even the direct marketing program grew substantially thanks to Julia Requarth's management of the plan.

Going forward into 2015, we will work on restructuring the staff into three areas; major gifts, special events and operations. We will rebuild the major gifts team and place major gifts officers across the country. We have four in place in California, Utah and the New England area. We are looking to hire a seasoned major gifts officer to service the New York City area so she is open to any suggestions you might have of individuals who would be a good fit for the

organization. We need someone with good experience in this area. Each major gifts officer will have a portfolio of donors and will provide a high-level of interaction to our supporters.

Programs we will introduce will be Vail 2015, the Team PyeongChang program, the gold pass program and other special projects of donors' interests.

Thanks are due to the National Ski Areas Association and Mike Berry for the gold pass program, which continues to be our biggest and most sustainable source of unrestricted funds for the Team. We are working with them to secure 50 additional passes, which could potentially raise an additional \$500,000 for athletics.

Building out our operations staff will be critical to the success of the major gifts program. They will support the fundraising team with collateral materials, marketing support and more. We are working on a new, much improved database. This should allow our major gifts officers to focus on fundraising and spending less time and effort on process and administration. The ultimate goal of this structure is a support system for our fundraisers that allows them time to get to know the donors and their passions so that we can connect them with programs here that they will be excited to support. This is the way to grow the donor pool and develop lifelong supporters.

Equally important is building out support from everyone at USSA and helping to identify prospects. We all have contacts who are passionate about skiing and snowboarding and freeskiing. We hope you will share those names with us. Access to the athletes will be critical to our success. I beg at this point to please help us with access and leads. Thank you.

15. USOC AAC Report: James Southam for Chip Knight

Southam reported for Chip Knight and stated that some of the things they have been working on over the last year were: they were heavily involved in the IOC non-discrimination letter that went to Sochi. There was a lot of discussion about SafeSport and what the best way to implement that is whether to maintain an in house operation or spin off separately. There is a big push to open up athlete insurance to athletes who are currently outside of the pool with a potential buy in option. They are working on a transition out of competition program as well. They are also comprehensively evaluating the best use of the Olympic Training Centers. As well, the USADA athlete representative position is currently open and they are working on a new nomination to that. Finally, there is a push from the USOC AAC athletes to have athletes more involved in the high-performance planning.

USSA Athletes' Council Report: James Southam

Southam said that they had met with Dexter Paine, Jory Macomber and Luke Bodensteiner twice over the past few days and one of the major topics was education. In addition to what was discussed here about the Team Academy when athletes are coming into the Ski Team is providing education on what their opportunities are. Many of the athletes coming into the ski team are their own business and this would provide tools to help them market themselves and fundraise; focus on how to best utilize the opportunities that are available to them. On the other side, leaving the ski team, reinvigorate the mentorship program with increased alumni and trustee engagement in that program. And this past year we did begin to have athlete involvement in the USSA's high performance process which was a very good start and will be built upon in the future.

Paine thanked Southam for his leadership. He thought the discussions had been very productive on education and what we do on clear planning and how to positively impact all

aspects of athletes' lives so that we help to make people successful even once they move on from being elite athletes.

16. Sport Committee Action Items/Reports

Paine noted that affiliation agreement drafts were being distributed and asked Landstrom to provide his report. Natt noted that we would be asking for approval of these documents; the affiliation agreement and the affiliate bylaw template that would be provided to the alpine affiliates. In that document there are red-lined provisions which are mandatory and self-explanatory. The non-redlined are intended for divisions who have no bylaws or operating procedures and these provide guidance to adopt as they see fit.

Alpine Sport Committee: Darryl Landstrom

Landstrom stated that they had completed one of the most productive weeks of meetings that he recalled with the Alpine Sport Committee. He thanked the staff for their help and participation. He also thanked Bob Dart as they were partners in the task force project and the members of that task force who worked on this for the last 12 months.

The action items that came out of the sport committee were the following:

- To increase the daily stipend for USSA TDs and USSA course inspectors from \$50 to \$75/day.
- To add the following language to the appropriate sections of the Alpine Competition Guide:
 - For season 2015, it is recommended that athletes U14 and older use helmets that meet the new FIS standards for all USSA GS, SG and DH competitions. Beginning in season 2016, athletes U14 and older must use helmets that meet the new FIS standards for all USSA GS, SG and DH competitions. In Kombi competitions, beginning in season 2015, athletes must use the helmet that meets the standards for the faster discipline being contested.
 - Beginning in season 2015, USSA Scored GS, SG and DH competitions must use currently homologated GS panels. Beginning in season 2016, all USSA GS, SG and DH competitions (including masters' competitions) must use currently homologated GS panels.
 - To allow FIS age athletes to ski in scored USSA DH, SL, GS, SG events on equipment that does not meet FIS specifications for length and radius as defined in the FIS Specifications for Competition Equipment and Commercial Markings rulebook.

Natt asked Landstrom to highlight in basic terms why we are asking for board approval of the ski length issue which should be of interest to the board.

Landstrom referenced the equipment rules matrix (Addendum 4). Essentially, Patrick Riml provided guidelines on why we should do this. It has to do with progression in the development of our athletes from U14-U16 specifically. We are allowing them to use skis that are better suited to their age groups.

Natt indicated that the board should note that this is a deviation from what the FIS will have mandated. We have a different situation in this country than many other nations in the world and the Alpine Sport Committee, in conjunction with the staff, has made a determination that deviation from the FIS rules is appropriate and necessary in this country, but we are putting this

before the board for approval because it does present some risk if an athlete is injured on non-FIS conforming equipment. It's significant and the board will need to approve this deviation. Natt asked for a separate motion for the alpine affiliation agreement.

Paine said we were three years into the FIS equipment changes and new specifications. He asked Patrick Riml to clarify the discussion around FIS as to the issues that we see. Is there any movement to try to resolve some of the challenges that we see daily?

Riml responded that we have a unique situation because a lot of countries don't have second tier competition like we have with the USSA competition. As soon as athletes go to the FIS level, they race FIS or they are done with ski racing for the most part. It is not that big an issue for other countries. The challenge for U14 and U16 athletes when you look at the FIS grid is 17-21 m and that's a big gap to the 30-35 m as soon as they move into FIS competition. It's a natural progression. He said he would be bringing this up in the FIS alpine youth committee meeting in Barcelona. There was a discussion with Ken Read, the chairman, and he sees the issue so I feel confident that we can get the FIS aligned with what we are proposing for our young athletes.

Tauber asked if this could be taken under advisement until we discuss it at the FIS level because he agrees there could be some exposure there that we don't want to deal with. It's happening now in reality and could we take this under advisement until we get the FIS aligned.

Natt replied that two years ago we approved delayed implementation of this rule. The exposure has been existing for the last two years. In terms of mechanism of approval and the necessity for printing the rules into the competition guide, someone could address that.

Riml responded that two years ago we approved that in FY14-15 equipment regulations for USSA competition would align with the FIS regulations of 30-35 m; over the last two years we received a lot of feedback from coaches and parents that this is not appropriate and could hinder the sport in general. We agreed that we should not follow the FIS direction for U18, and for U14 and U16 discuss how we would move forward.

Riml said that if we did not approve this, then our U18 USSA competitors would have to ski on a 30 m (women) and 35 m (men) and U14 and U16 would ski on 17 m radius. We have a lot of competitions where we have U14, U16 and U18 athletes competing at the same race so it would be an unfair advantage to those racing on 17 m vs. 30-35 m radius.

Question: One of the primary concerns of parents was when regulations get passed that create greater costs and what is the potential here that kids would need one set of skis for USSA and one for FIS races hence doubling the equipment costs.

Riml replied that it does present a challenge and we talked a lot to the manufacturers on what skis are appropriate and what skis they are producing so we are aligned with the manufacturers. There is a challenge if they are in both competitions, potentially they could have two sets of skis for the different competitions. That's up to the parents, athletes and program what they should be skiing on.

Shaw said that he had gotten considerable feedback while on the road and focusing on just the U18 aspect of it, what seems to be happening is that if you are going to be a FIS athlete you need to adapt to the new skis, buy the new skis and learn how to ski on them, which is not easy. If you are not going to be a FIS competitor and enforcing the FIS rules, there would cause a lot of attrition.

Allowing us to choose skis other than the FIS parameter skis in USSA races allows athletes to keep using the same skis they have and to buy skis that are actually more widely available in some cases. Last season, getting the 30 m radius for women and 35 m radius for men was

almost impossible. The manufacturers weren't making enough and weren't shipping them to the US. It was quite a scramble for many kids.

The motion here is not to adopt the FIS regulation which frees us up to do in the US what we want to do based on what we need, which is what we've been doing. There is exposure if you believe that the FIS rules were actually in the interest of safety, given some of the moves they made.

The issue that occurs in a USSA race that also has USSA competitors in it, is does that FIS level competitor switch back to their old skis; they don't need to buy new skis in the other radii. They can switch back to old skis and potentially be much faster. Athletically, most coaches would want them to stay on their FIS skis in a USSA race because they need to learn how to use them. The problem is that the non-FIS kids can easily beat the kids on the FIS skis, especially on a tight course, so it creates a dynamic that psychologically, I don't want these guys to beat me ... the point here is to give us the flexibility to deal with that further in the field.

Paine noted that ultimately we have Riml and staff who have thought about this carefully. We have the Alpine Sport Committee in support of this. It's unfortunately a complicated issue and I defer to the recommendation that you make here. Having said that, I do think that safety is our number one priority in terms of thinking about this. I've yet to see anything over the last three years that has convinced me that the new FIS skis are any safer than the skis people were competing on three years ago. He asked staff to address the safety issue.

Riml said that the safety issue is very hard to define. Last year was the first year that the FIS level athletes used the new equipment. It has been two years on the World Cup and there were fewer injuries but we don't have a lot of statistics because it has only been one year for FIS and Continental Cup. What is important with this proposal is that this is not just something that we think is appropriate, this is what the parents and the community, and the staff and sport committee feels is appropriate for our athletes going forward. There has been a lot of feedback that this is the right track and appropriate. For statistics we'll have to wait a few more years to see the effect on the lower level.

Landstrom noted that this was vetted quite seriously throughout the Congress. There was support from the start of the discussion of this motion, it didn't come from a groundswell; the support was there from the start.

Paul Mahre, executive director Pacific Northwest Ski Association and a FIS TD, said what they experienced in their neck of the woods last year was athletes coming into the FIS races who wanted to compete, could not buy the legal equipment, and were trying to race on illegal equipment and then getting caught. If we go forward with the mandate of the new equipment we'll have to have equipment checks at USSA races to make sure they meet the new standards next year. One of the other things that we also saw and a safety issue was athletes who did not have the legal skis were borrowing them and so they are at the start of a DH or a SG on skis they've never been on before. That's as big a safety issue as anything. We need to take that into consideration.

Eric Resnick said there were two different things in the explanation being discussed and he certainly supported the recommendation from the sport committee allowing the U18 to ski in the USSA races. The other comment that was mentioned was the U14 and U16 that changed the radii restrictions to increase the radius for those kids to stagger them up to, ultimately, the FIS requirement. Is there an equipment issue with that with the equipment manufacturers? Could Riml discuss what the implications of this are?

Riml responded that the U14 was aligned with the FIS rules. U16 is not – it's at 17 m like the U14. For the girls we think they should be on the 21 m and the boys on the 23 m radius. Those skis are produced and in the country. For the U16 that is the topic we will address at the

FIS Congress and try to get them to understand how important this is for athlete development. Hopefully, they can apply that.

Natt noted that essentially Mr. Tauber made a motion to table this until after the FIS Congress. Can we be successful in changing the FIS rules in Barcelona to agree with what is being proposed to the board? If so, we can leave this and bring it back later for board approval.

Paine commented that it was a timing issue. The chairman is informed and knows that this is a concern of ours. There will be good discussions and I think it will be adopted.

Natt asked if a special exemption could be made for us recognizing that we have two separate tracks and that is not the case in the rest of the world.

Shaw interjected that one must take into consideration what happens if we don't take action now. There are thousands of families who have to decide what skis they will buy going into this next year. We are already behind the curve on that. Clubs, programs, and coaches recommendations on what the athletes should be getting for the camps at Mt. Hood. If there is any indication that we will require the use of FIS regulation skis, the turmoil that would create is enormous so the entire country impacted by these skis is waiting for us to make a decision; if we delay another month this will not be pretty.

If the FIS said no, would we still do this? Shaw replied that we need to do what we need to do for the USSA. We certainly won't adopt all of this.

Natt replied that he deferred to the board on this matter. He asked Mr. Tauber's consent to withdraw the amendment to the original motion and asked for a Motion to approve the motion on the equipment rules as originally presented by Mr. Landstrom.

Motion #7a: To ratify the rule changes presented by the Alpine Sport Committee re the ski length issue, the gate panel issue, the increase of fees and the helmet adoption.

M/S/C Dexter Paine/James Southam

USSA Affiliation Agreement and Affiliation Bylaws Template (Addendum 5)

Landstrom stated that the committee also approved the following action item:

- Every Alpine Division must adopt the Affiliation Agreement with USSA by September 30, 2014 (and also adopt the associated Bylaws template by no later than September 30, 2015) to formalize and strengthen the partnership between USSA and its Alpine affiliates – with any Division addendum/modifications as mutually agreed upon by both parties.

Natt said that everyone at this time knew what the affiliation agreement was intended to do. This came from the McKinsey study. It identified that we were not formally aligned with the grass roots programs and the results of that were imperfect communication and no real mission alignment. The affiliation agreement was hammered out over the past year with the task force working group. It's been reviewed with many, if not all, of the divisions in the country.

At this time, we ask the board to approve the affiliation agreement document and the associated bylaw template document. There may be some minor alterations pending specific requirements of different alpine divisions but these are the documents we have come to after a fairly laborious process. He asked if there were any questions from the board or from the floor. There were no questions.

Motion #7b: To ratify the affiliation agreement and affiliation bylaw template as distributed.

M/S/C Dexter Paine/James Southam

Paine thanked the Affiliation Task Force Working Group for all of their work.

Cross Country Sport Committee: Cami Thompson Graves

Cami Thompson Graves began with thanks to Jon Engen for the time he spent as the Cross Country Sport Committee chair. We had great meetings the last few days with 50 people attending and good representation across the country. We had a lot of good discussion, in particular there are some good things happening with coaches' education, particularly the Level 200 for cross country. We had a lot of discussion about our national points list and rankings and how that carries over to qualifications. We are excited about the initiative to get more international events in this country. This has not been discussed for years and it will be great for cross country to have these events showcased in the US.

We had a couple of motions that require action. They are all financial.

Junior Nationals - Fee increase from \$150 to \$175.

US Nationals - Fee increase from 3-4 races is; \$150 to \$175.

Maximum charge for a single race is \$60.

SuperTour New Language and also increasing the price for the races:

Collection of entry fee, not to exceed: \$45 for a single race, \$80 for 2 races, \$120 for 3 races, \$160 for 4 races or \$200 for 5 races.

Motion #8: To ratify the cross country fee changes as presented.

M/S/C James Southam/Dexter Paine

Freestyle/Freeskiing Sport Committee: Glenn Eddy

Glenn Eddy stated that they had very successful meetings this week. The attendance was quite large. We don't have action items for the board but some reports. In Freeskiing, in the ski cross committee, there was a lot of discussion and a Big Air points list was added to the system as well as the addition of Big Air rules into their own section of the competition guide with a goal of inclusion in the 2018 OWG. There was a good discussion in the ski cross subcommittee to build out the development pipeline.

On the mogul side, there was adoption of a change in scoring for the 60/20/20 rule from the FIS, adopted for USSA events for next season for moguls. Normally, we follow the FIS rule change by one year but felt this was significant enough to follow immediately.

Through all the discipline subcommittees there were discussions regarding the Olympic selection criteria in freestyle and freeskiing which was tough as there are many disciplines but a small team size and that created a complicated system that required explanation on how this was designed. We also adopted the U system for age groups. It doesn't change our groups, merely the names.

Finally, we added two new athlete reps to the sport committee; Maddie Bowman and Tom Wallisch as well as Emily Cook as the new athlete board representative. Chris Seemann was re-elected to another term as chairman of the sport committee. That concluded his report to the board.

Ski Jumping/Nordic Combined Sport Committee: Joe Holland

Joe Holland welcomed Tiger Shaw. He mentioned that Shaw had his pilot's license and in the mid 80's we were both asked to participate in the Rochester Ski Ball and he invited me to ride along and it was an extremely windy day. You get to know someone pretty well hanging on for your life. He looked forward to working with him with his feet on the ground.

Paine said we should add a provision that Shaw is no longer allowed to pilot.

Holland said there were no specific action items just a couple of highlights. He noted there were three entities all trying to help with nordic skiing; USA Ski Jumping, Women's Ski Jumping and USSA. We collaborated on our efforts to figure out who does what, when and how. We made good progress there. We decided that USASJ would be the point entity for development and we will all work together. We all use the ski jump and will try to increase our pipeline. Our goal is to double the number of participants in the sport over the next four years.

We also discussed reform of sport education and coaches' and officials' education. We cleaned up the rule book of small housekeeping items.

We have a list of initiatives. We've implemented an equipment program since you can't buy ski jumping skis at a local store so we provide that service now. We have a national points ranking system underway. The US Cup is implemented, which is a series of events with an overall leader at year's end. One of my favorites is the US Cup Junior Series with a virtual championships. Young skiers submit an electronic video of themselves ski jumping. Peter Graves and Jeff Hastings commentated and we gave out awards and that worked very well.

We have a blog; for basically anyone who has ever had a passion for ski jumping, we're trying to find them. We set up a foundation which was a lot easier than trying to fill it up with money. We are working on that as well. Brother Mike invented this winter a roller jump and we got 15 of them out to clubs.

We've created a membership program and we are trying to match that up to USSA to identify everyone. We have a residency program. We have a house in Park City filled with bunk beds. We have an orthopaedic sports medicine program in place. We have a nutritional program and we are working with Slovenia to share coaching efforts and training camps. He said there was more but that was all he would report on at this time.

Snowboarding Sport Committee: Jon Casson

There were no specific action items to report. He wanted to highlight a few things that came out of the meetings. We had a little turnover in our committee personnel and volunteers. Danny Kass who was the athlete rep to the board has been replaced with Tricia Byrnes. She has served on our committee for several years. Replacing Tricia as the non-board athlete member is Alex Diebold. He is a great addition and super passionate about the sport. Our judges' representative, Phoebe Mills, is leaving that position and being replaced by Jonas Brewer. He thanked Mills for her service to the committee over many years. She was fantastic and we will miss her as she moves on to the more important role of mom. She will still be involved with judging so we won't lose her entirely.

We formed two working groups; one on alpine snowboarding. As everyone is aware in 2010, alpine's funding was removed and since that time we have had athletes competing at the World Cup self-funded and based on the results of this Olympics there is some reignited passion in the alpine snowboarding community and they will see what they can do to help the sport. We'll get several people together for conference calls and discuss the ways in which we can help support our World Cup level alpine snowboarders and then discussed strategies to attract and

support aspiring younger alpine snowboarding racers. There is a large pool at the development level that doesn't make it up to the FIS level. We had good progress there and a well attended meeting with a lot of energy.

The second working group that we convened was a boardercross working group. I have a background in boardercross and it's the first time I can think of that we've had club level boardercross coaches meeting with the national team coaches. To sit down and discuss strategies to grow the sport and continue to develop athletes was very productive. It's a challenging sport to find athletes due to the life cycle, availability of courses, and the special nature of the equipment, and we discussed ways in which to continue to grow that sport and particularly to add more females into the pipeline. We have a lack of female participation at the upper levels. He noted that the results in Sochi were less than had been expected due to factors outside the development pipeline. We discussed various factors, particularly economics, and that a lot of resorts aren't building halfpipes anymore and that is resulting in a loss of athletes for the halfpipe development pipeline so we discussed strategies on how to augment and encourage more of the smaller halfpipes which are less intimidating for younger athletes and re-energize that pipeline.

Those were the highlights of our meeting. The meetings were well attended. He thanked the staff at the USSA, Jeremy, Abbi, Nick and Kate. Everybody here is super supportive of the sport and is fantastic to work with; throughout the community, everyone appreciates their efforts. He said they were already looking forward to 2018.

17. USSA Executive/Nomination Screening Committee Report: Alex Natt

Paine asked Natt to take us through all the items from the USSA Executive & Nomination Screening Committees. Natt stated that the USSA board was required to ratify actions taken by the Executive & Nomination Screening Committees.

He outlined the committees' ratifications of the following:

- ◆ Ratification of Trustee Representatives to the USSA BOD
 - Greg Boester – 2016
 - Jeanne Jackson – 2016
 - Kipp Nelson – 2016
- ◆ Ratification of Sport & Athlete Representatives to the USSA BOD
 - Alpine Representative: Darryl Landstrom – 2016
 - Snowboard Representative: Jon Casson – 2016
 - Cross Country Representative: Cami Thompson Graves – 2016
 - Snowboard Athlete: Tricia Byrnes – 2017
 - Freestyle Athlete: Emily Cook – 2017
 - Jumping/Nordic Combined Athlete: Bryan Fletcher – 2017
- ◆ Ratification of At-Large Representatives to the USSA BOD
 - Lisa Kosglow – 2016
 - Eric Resnick – 2016
- ◆ Ratification of FIS Council Representative to the USSA BOD
 - Dexter Paine
- ◆ Ratification of USOC Representative to the USSA BOD
 - Bill Marolt
- ◆ Ratification of USSA BOD Officers
 - Dexter Paine — Chairman — 2016

- Greg Boester – Vice Chair – 2016
- John Bucksbaum – Treasurer – 2015

◆ Ratification of Executive Committee Composition

Natt noted that there is a TBD for the spot previously held by Bob Dart for many years. After this meeting, Paine has the opportunity to ask for a member of the discipline committees to join on the executive committee and that will occur shortly after the meeting. He noted the current group:

▶ *Voting*

- Dexter Paine, Chairman
- Greg Boester, Vice Chairman
- TBD, Sport Committee Representative
- John Bucksbaum, Foundation Representative/Treasurer
- James Southam, Athlete Representative

▶ *Non-voting:*

- Chip Knight, Athlete Representative (USOC AAC non-voting)
- Tiger Shaw, Chief Executive Officer

◆ Ratification of Nomination Screening Committee Composition

- Dexter Paine, Chairman
- Jeanne Jackson
- John Bucksbaum
- Greg Boester
- James Southam, Athlete Representative

◆ Ratification of two additions to the Investment Committee (ex-officio, non-voting)

- Alice Ruth
- Rich Tutino

◆ Ratification of changes to the Audit Committee Composition & job description

Natt reported that the Audit Committee currently consisted of three members and we believe it should be expanded so we will keep a minimum of three members but expand it and keep the 20% athlete requirement in place. This is verbiage will allow us to have more flexibility on the Audit Committee.

The Audit Committee shall consist of at least three (3) members, ~~each of whom shall be either a member of the Board of Directors of USSA or the Board of Trustees of the United States Ski and Snowboard Team Foundation. At least one (1) member of the Committee shall be an athlete member of the USSA Board~~ nominated by the USSA Nomination Screening Committee and confirmed by the Board. A minimum of twenty percent (20%) of the Committee members shall be athletes as that term is defined in the USOC Bylaws. The members of the Committee should have a working familiarity with basic finance and accounting practices and at least one member shall have accounting or related financial management expertise.

The following two boards, as explanation for new board members, are affiliated USSA companies that are for-profits as some of the revenue that we recognize needs to be recognized in this manner to avoid compromising USSA's 501 c 3 status.

◆ Ratification of USST, Inc. Board

- President: Dexter Paine
- Vice President: Greg Boester
- Secretary-Treasurer: John Bucksbaum
- Additional Board Member: Tiger Shaw

◆ Ratification of USSA Enterprises Board

- President: Dexter Paine
- Vice President: Greg Boester
- Secretary-Treasurer: John Bucksbaum
- Additional Board Member: Tiger Shaw

Natt asked if there were questions on any of these items before asking for a motion to ratify. Seeing none, he asked for the motion to ratify the actions that were set forth.

Motion #9: To ratify the actions of the USSA Executive and Nomination Screening Committees as above-listed.

M/S/C Dexter Paine/Hank Tauber

18. USSA Judicial & Legal Committee Reports: Alex Natt/Gary Wright

Natt stated that he would cover the Legal and Judicial reports. The company is not subject to any law suits at the current time that are not being recognized by its insurer so there is no exposure that we are aware of beyond that which is being covered by USSA's insurance company.

We have had no real Judicial Committee items over the winter. We did have a code of conduct violation that most people are aware of at the U18 championships at Copper Mountain this year stemming from essentially breaking curfew and engaging in conduct which violated the USSA code of conduct and also the athlete agreement that the athletes sign prior to being invited to these types of high-profile events. The athletes who were found to have violated the code of conduct were sanctioned and their parents were contacted and the athletes were sent home from the project and removed from competition and were subsequently sanctioned by their home clubs.

This discussion is relevant for this room because it has caused us to talk in Executive and Nominating Committees best practices for athlete housing, lodging, and team travel. He said that Dexter Paine had tasked him with Jory Macomber, who has a lot of experience in this, to come back with an evaluation of how we deal with athletes on the road and whether or not that we can say we are best practice; and if not, to provide some guidance for mitigating those types of circumstances going forward. It is a pertinent and necessary discussion to have.



The USOC has put forth some resources for this under the SafeSport rubric. The more we disseminate those best practices to the clubs, the better off we will be in this regard. I have made a recommendation and Paine and Shaw have supported it that, at the next and future board meetings, we have as an agenda topic a SafeSport report. He said that he served as the USSA's SafeSport officer.

Where it has previously dealt with the egregious sexual and molestation issues, the USOC has expanded that into emotional misconduct; and as we push that information out in the field, we will get a lot more reports from people around the country. At USSA we don't have a way to address anything but the most egregious conduct and so he asked Gary Wright, the Judicial

committee chairman, to think about intermediate sanctions that we might be able to propose. As a board, all we can do is remove USSA membership and that's a pretty drastic step for a lot of the complaints that we will probably be hearing in this important and evolving area.

19. New Business: Dexter Paine

Code of Conduct Revisions (Addendum 6) - Natt said that the code of conduct is proposed to be amended to add USSA's core value of courage, to reflect that athletes must be respectful to other members and, most importantly, last year the USOC revised their code of conduct to include sexual orientation as a class that cannot be discriminated against. We have put that forth to the board. It's the right step at the right time.

Motion #10: To ratify the USSA Code of Conduct as presented.

M/S/C Eric Resnick/Jon Casson

Concussion Policy Revisions (Addendum 7) - A few years ago, we adopted a concussion policy that mirrored the State of Utah's concussion policy. That policy was only mandated to deal with minors under the age of 18 years. Partially in response to what has been going on in the NHL and the NFL, there are a lot of insurance companies that have been dropping concussion-related coverage. Our insurer is not one of those, but they have required that we amend our concussion policy to expand it to all athletes participating within USSA programs. That's what is reflected here. It puts the onus on the athlete and the athlete's physician to clear the return to competition. This is the policy revision that is being mandated by our insurer.

Natt asked for a ratification of the Concussion Policy Revisions.

Motion #11: To ratify the USSA Concussion Policy as presented.

M/S/C Darryl Landstrom/Charles Christianson

Ratification of USSA Member fees (Addendum 8) - Shaw noted that the club liability insurance program which has been in place for many years has been improved and updated. We changed it to basically take it to a national scale. Not as many clubs as we would wish had adopted it partly because of the USSA membership requirement of all participants in combination with rates that were just over market.

By working closely with our providers -- broker and underwriters -- we've been able to slash the rate in combination with a new membership category, a \$25 category which allows them to essentially have all the kids in the program. The largest group in a club is the non-USSA members because they don't race in USSA sanctioned events; that tends to be the 7-10 year olds and sometimes a little bit older. They are now able to join for a \$25 membership level that includes the participant accident insurance, secondary coverage as well as Global Rescue which I'll mention in a moment.

In addition to that membership, there is also a new volunteer membership which includes background screening so, at the direction of the club, anyone who is in a position of authority over children, we are recommending they ask the volunteer to sign up with that membership which then triggers the background screening. This is all in support of our SafeSport initiative and our desire to keep our kids safe. All of that is wrapped into the CLIP program.

We've gotten good initial reactions here at the Congress and have done a national press release about the program with the rates and we hope that we are able to simplify and make it easy for clubs to get general liability insurance.

The member benefit update is that we have partnered with Global Rescue and we have basically a travel assistance hotline that includes trip interruption problems, lost my ticket, lost my passport, missed a flight, legal referral for any reason, any kind of assistance for travel as well as medical assistance so calling that number connects you to Global Rescue paramedics who can refer you to the right medical facility and help you for up to a couple of days; that is included now with every USSA membership, including the \$25 membership.

The goal is to provide more substantive member benefits which support our desire to roll our memberships into more categories. These will be revamped next year, taking a clean slate approach and looking at all the ways in which people can become members in USSA.

Natt added that because of the timing of this, with the opening up of renewals, we had to have the Executive Committee approve the creation of the new membership; so we created a \$25 non-scored membership and a \$60 criminal screening volunteer membership. Are there any questions?

Kosglow asked if all volunteers were required to have that membership. Shaw responded that the point was to have the club decide who they wanted to get screened. All the coaches and officials are already screened as part of their membership, but if anyone is a volunteer coach, or runs dryland, or drives kids to an event, then it's up to the club to decide.

Anybody with a criminal history would normally fail the background screening and that person would not be able to be a USSA member; a club's desire to allow them to participate and in which ways they want them to participate, would be up to the club. Natt asked for a motion.

Motion #12: To ratify the USSA Member Fees as presented.

M/S/C Joe Holland/Eric Resnick

Ratification of Corporate Resolution & Officer Authority (Addendum 9)

The standard corporate resolution and officer authority that we ask the board to approve every year, with the change of leadership, we need to replace Bill Marolt with Tiger Shaw and he asked for a motion to ratify this change.

Motion #13: To ratify the Corporate Resolution & Officer Authority as presented.

M/S/C Dexter Paine/James Southam

Floor Open for Member Comments

Paine noted that the floor was open and asked if there was anyone in the audience who had any questions. There were none.

Paine noted that we have an open position on the board and that we would like to fill it in due time but certainly before our next meeting. He asked for recommendations from anyone here. He said there were no preconceived notions about which sport that person should come from. I would like to see another woman on the board so as you think about filling that position, certainly we would like to have another woman but, ultimately, we need a person who will be passionate about being on this board and is willing to be engaged. Please email any thoughts or suggestions you have about potential board members to me, Tiger Shaw or Alex Natt.

McLane stated that we should consider diversity as well, defining diversity beyond just female membership but looking for someone of color.

20. Future USSA Board Meeting dates: Dexter Paine

Paine said that we have a fall board meeting which is telephonic and he had discussed with Shaw the possibility of getting another board meeting on the calendar. It's proven difficult as we get into the fall as many of our people work in the industry and get incredibly busy. He asked to be emailed with thoughts on when in the fall would be times that might work. We have not thought yet about location but we'll try to do it centralized.

Potentially we could do a late August call just to get everyone up to speed with what will be a very busy summer as we kick off the strategic planning process to give everyone a sense of what we are doing. That would be a relatively short call. He reiterated that he would like to get an in person meeting and asked for suggested dates and times that would work for that.

Paine thanked the staff for everything they had done. He said to not hesitate to pick up the phone and call him with any questions or anything they'd like to discuss one on one.

USSA Congress Survey (Addendum 10)

Shaw said he'd like to make mention of the survey that was being conducted during the Congress to study what it would take to move the Congress to another location. We thought we would begin by trying to understand the full costs associated with the population base that comes here to the Congress and then analyze what it would take to move it to another site.

Past forecasts have shown that it would probably cost the USSA in the order of \$80,000 more to do it in the east. That isn't a reason not to do it but we want to make sure that we fully inform the member base and the board on what we are attempting to do. We will collect that information and let you know what the possibilities are. We are looking at having it here next spring and then study an alternate location for 2016.

USSA Congress 2015: May 13-17, 2015, Park City, UT; USSA BOD & Annual Meeting: May 17, 2015

21. Closing Comments & Motion to Adjourn: Dexter Paine

Paine thanked everyone and Natt asked for a motion to adjourn.

Motion #14: To adjourn the USSA Board of Directors' meeting.

M/S/C Dexter Paine/Bryan Fletcher

Minutes transcribed by Suzette, 6/17/14;
Legal Counsel and Exec review, 6/18/14;

Addendum 1

USSA Board of Directors' & Annual Meeting Agenda

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

Sunday, May 18, 2014, 7:30 a.m. – 11:30 a.m.

Meeting chair: Dexter Paine

- | | | | |
|----|---|---|-------------------------|
| 1. | Chairman Calls the Meeting to Order & Moment of Silence | Dexter Paine | 4 min |
| | <ul style="list-style-type: none">- Dodie Post Gann, '40s alpine team member;- Tom Jacobs, ski racing legend, 1952 Olympian, US Hall of Famer and industry partner;- Mike Gallagher noted XC Olympian and longtime coach. | | |
| 2. | Establishment of Quorum | Alex Natt | 6 min |
| 3. | USSA October 2013 Meeting Minutes' Approval | Alex Natt | 3 min |
| | ➤ <u>Motion: To ratify the meeting minutes as presented.</u> | | |
| 4. | USSA Chairman's Report | Dexter Paine | 12 min |
| | <ul style="list-style-type: none">◆ Welcome to the new USSA BOD members◆ Retiring USSA BOD members◆ 2013-14 Highlights◆ 2014-15 Outlook | | |
| 5. | USSA Chief Executive Officer's Report | Tiger Shaw | 12 min |
| 6. | FIS & USOC Reports | Hank Tauber/
Bill Marolt | 5 min
5 min |
| 7. | Financial Report | Mark Lampe | 15 min |
| | <ul style="list-style-type: none">◆ USSA Investment Committee Report◆ U.S. Skiing Foundation Report◆ Ratification of the USSF Nominations to three-year terms | G. Boester/M. Lampe
B. Slattery/M. Lampe | 3 min
3 min
2 min |
| | <ul style="list-style-type: none">▪ President: Bill Slattery – 2017▪ Dexter Paine – 2017▪ Nikki Stone – 2017 | | |
| | ➤ <u>Motion: To ratify the USSF BOT nominations for three-year terms as presented.</u> | | |
| | - Audit Committee Report | Bill Shiebler/M. Lampe | 3 min |
| | ➤ <u>Motion: To ratify the selection of auditors; Eide Bailly.</u> | | |

8.	Athletics Report	Luke Bodensteiner	15 min
9.	Sales & Marketing Report	Michael Jaquet	5 min
10.	Events Report	Calum Clark	5 min
11.	Communications Report	Tom Kelly	5 min
12.	U.S. Ski & Snowboard Team Foundation Report	Trisha Worthington	5 min
13.	USSA Athletes' Council/USOC AAC Reports	James Southam/ Chip Knight	5 min 5 min
14.	Sport Committee Action Items/Reports		
	◆ Alpine	Darryl Landstrom	5 min
	◆ Cross Country	TBD	5 min
	◆ Freestyle/Freeskiing	Glenn Eddy	5 min
	◆ Ski Jumping/Nordic Combined	Joe Holland	5 min
	◆ Snowboarding	Jon Casson	5 min
15.	USSA Bylaw Amendments	Alex Natt	5 min
	➤ <u>Motion: To ratify the USSA Bylaw Amendments as presented.</u>		
16.	USSA Executive/Nomination Screening Committee Report	Alex Natt	15 min

Ratification of the decisions made by the Executive and Nomination Screening Committees

- ◆ Ratification of Trustee Representatives to the USSA BOD
 - Greg Boester – 2016
 - Jeanne Jackson – 2016
 - Kipp Nelson – 2016
- ◆ Ratification of Sport & Athlete Representatives to the USSA BOD
 - Alpine Representative: Darryl Landstrom – 2016
 - Snowboard Representative: Jon Casson – 2016
 - Cross Country Representative: Cami Thompson Graves – 2016
 - Snowboard Athlete: Tricia Byrnes – 2017
 - Freestyle Athlete: Emily Cook – 2017
 - Jumping/Nordic Combined Athlete: Bryan Fletcher – 2017
- ◆ Ratification of At-Large Representatives to the USSA BOD
 - Lisa Kosglow – 2016
 - Eric Resnick – 2016
- ◆ Ratification of FIS Council Representative to the USSA BOD
 - Dexter Paine
- ◆ Ratification of USOC Representative to the USSA BOD
 - Bill Marolt
- ◆ Ratification of USSA BOD Officers
 - Dexter Paine — Chairman — 2016

- Greg Boester – Vice Chair – 2016
- John Bucksbaum – Treasurer – 2015
- ◆ Ratification of Executive Committee Composition
 - ▶ *Voting*
 - Dexter Paine, Chairman
 - Greg Boester, Vice Chairman
 - TBD, Sport Committee Representative
 - John Bucksbaum, Foundation Representative/Treasurer
 - James Southam, Athlete Representative
 - ▶ *Non-voting:*
 - Chip Knight, Athlete Representative (USOC AAC non-voting)
 - Tiger Shaw, Chief Executive Officer
- ◆ Ratification of Nomination Screening Committee Composition
 - Dexter Paine, Chairman
 - Jeanne Jackson
 - John Bucksbaum
 - Greg Boester
 - James Southam, Athlete Representative
- ◆ Ratification of two additions to the Investment Committee (ex-officio, non-voting)
 - Alice Ruth
 - Rich Tutino

◆ Ratification of changes to the Audit Committee Composition & job description

The Audit Committee shall consist of at least three (3) members, ~~each of whom shall be either a member of the Board of Directors of USSA or the Board of Trustees of the United States Ski and Snowboard Team Foundation. At least one (1) member of the Committee shall be an athlete member of the USSA Board~~ nominated by the USSA Nomination Screening Committee and confirmed by the Board. A minimum of twenty percent (20%) of the Committee members shall be athletes as that term is defined in the USOC Bylaws. The members of the Committee should have a working familiarity with basic finance and accounting practices and at least one member shall have accounting or related financial management expertise.

◆ Ratification of USST, Inc. Board

- President: Dexter Paine
- Vice President: Greg Boester
- Secretary-Treasurer: John Bucksbaum
- Additional Board Member: Tiger Shaw

◆ Ratification of USSA Enterprises Board

- President: Dexter Paine
- Vice President: Greg Boester
- Secretary-Treasurer: John Bucksbaum
- Additional Board Member: Tiger Shaw

➤ Motion: To ratify the actions of the USSA Executive and Nomination Screening Committees as above-listed.

- | | | | |
|-----|---|-----------------------|-------|
| 17. | USSA Judicial & Legal Committee Reports | Alex Natt/Gary Wright | 5 min |
| 18. | Old/New Business | | |
| | ◆ Ratification of Code of Conduct Revisions | Alex Natt | 3 min |

Addendum 2

USSA Bylaw Amendment to Article VI, Section 2, paragraphs (d) (f)

For the full USSA Bylaws text: <http://ussa.org/ussa/u-s-ski-and-snowboard-association>

Below are several USSA bylaw amendments proposed for consideration and voting at the USSA Board meeting.

The amendments are proposed by Dexter Paine, Greg Boester, and Tiger Shaw.

The first amendment found on page 10 at Article VI(A)(2)(e) would increase the number of “at large” Board seats from one (1) to three (3). This is a desirable update as it will permit the Board to include more independent directors not drawn from one of the three current USSA constituent groups of trustee, athlete, or sport committee. Corporate governance principles favor independent director seats. Furthermore, the addition of these two seats allows the Board flexibility in its composition and returns the number of voting seats to twenty-one (21). Nomination of these individuals would be the responsibility of the USSA Nomination Screening Committee. Confirmatory authority would reside with the Board.

Articles VI(A)(2)(f) and VI(A)(2)(g) would be amended to delete the phrase “It is strongly recommended that the USSA representative to the FIS be the CEO of the USSA.” This phrase has no force and effect in the Bylaws and is simply advisory and not compulsory. Deletion of the phrase returns to the Board the authority to choose the person or persons whose skillset(s) best serve those particular offices.

The following displays the proposed amendments.

¶
USSA Bylaws – May 22, 2011 ~~March 21, 2014 draft with amendments~~ ¶
¶

1 maintain at least twenty percent (20%) eligible athlete membership and voting
2 strength on the Board, then additional eligible athlete seats shall be added to the
3 Board, and such seats shall be filled in accordance with such procedures as are
4 established from time to time by the Athletes’ Council. ¶
5 ¶

6 (d) → One USSA representative to the International Ski Federation (FIS)
7 who shall serve on the Board at the pleasure of the Board, but whose seat shall be
8 considered for reappointment or a new appointment at least once every two (2) years
9 and who shall function in a non-voting *ex officio* capacity. ~~It is strongly
10 recommended that the USSA representative to the FIS be the CEO of the USSA.~~ ¶
11 ¶

12 (e) → ~~One~~ Three members of the USSA who shall serve on the Board at the
13 pleasure of the Board, but whose seat shall be considered for reappointment or a new
14 appointment at least once every two years. ¶
15 ¶

16 (f) → One USSA representative to the United States Olympic Committee
17 (USOC) who shall serve on the Board at the pleasure of the Board, but whose seat
18 shall be considered for reappointment or a new appointment at least once every two
19 (2) years and who shall function in a non-voting *ex officio* capacity. ~~It is strongly
20 recommended that the USSA representative to the USOC be the CEO of the USSA.~~ ¶
21 ¶

Addendum 3

New USSA Board Members' Biographical Information

Tricia Byrnes Biographical Information

Former professional snowboarder and industry icon, Tricia Byrnes has had her paws in everything shred for the last two and a half decades. Competing in nearly every halfpipe snowboarding event for 20 years, from back yard jams to the Olympics and working in various capacities in the industry from athlete manager to TV and Web commentator. A member of the US Snowboard team for ten years, she continues to have a passion for competitive snowboarding and the athletes that shape and define the sport. Tricia graduated from St. Michael's College and is currently a member of the World Snowboard Tour board of directors, a press officer for US Snowboarding, a writer for various blogs and snowboarding publications. She lives in lovely Aspen, CO where Tricia continues to explore her passion for snowboarding and outdoor adventures.

Emily Cook Biographical Information

Emily Cook is a two-time Olympian and six-time U.S. National Champion in the sport of aerial skiing and is currently ranked second in the FIS World Cup standings.

Sidelined by injury after making the 2002 Olympic Team, Cook missed the Salt Lake City Olympics as well as three World Cup seasons while rehabilitating two broken feet. She returned to snow in 2005, and finally achieved her Olympic dream at the 2006 games in Italy. She battled back to the top again in 2010, earning her second trip to the Olympics in Vancouver.

While competing, Cook earned a degree in Mass Communication from the University of Utah and currently sits on the board of The Speedy Foundation, a non-profit organization dedicated to understanding mental illness, preventing suicide and fighting its stigma through education, research and advocacy. She is an active athlete ambassador for Right to Play, Kids Play International, Athletes for Hope and Classroom Champions striving to bring the life lessons of sport to our country's and the world's most disadvantaged children, through her travels to Africa and the Middle East and monthly videos to elementary school classrooms throughout the U.S.

Bryan Fletcher Biographical Information

Bryan Fletcher was born in Steamboat Springs, CO, and started Nordic Combined at the age of four years old while undergoing chemotherapy. As a member of the SSWSC, his passion grew for Nordic Combined and quickly became his main focus in life. After three years of high school he received a scholarship to attend The Winter Sports School at Park City. He rolled strait from junior year into senior year and graduated a year early allowing him to focus on skiing.

Fletcher has been a member of three World Junior Championship teams and four World Championship Teams. In 2012 he became the 5th American to ever win the Kings Cup in Oslo Norway at Holmenkollen. Last season he continued that success with a Bronze medal in the 4x5 relay at the Val di Fiemme World Championships, as well as another team podium in Shonach, Germany.

Looking to the future he is working hard to add to the highlights he has had in my career. "Just as I have devoted my time to training, I have done the same for the future of Nordic sports by raising money to support our youth as well as being in constant contact with them to provide them with

advice or the help with what they might need to progress. Outside of skiing I am continually involved in projects to help fight cancer and raise awareness, as well as local events throughout the community."

Lisa Kosglow Biographical Information

Lisa Kosglow spent 13 years on the snowboard World Cup and is a two-time World Championship silver medalist and two-time Olympian. After retiring from competition, Lisa and her husband (US Snowboard Alumni, Jeff Greenwood) started the We Media Project, a video production company specializing in live streaming of athletic and corporate events. We Media Project has various clients in the Olympic Family including USA Cycling and USA Triathlon as well as media outlets like Snowboarder Magazine. Corporate clients include Zumiez, Nike and Hewlett Packard as well as the Portland Timbers and Portland Thorns Major League Soccer Teams.

An avid outdoors person and longtime coach and mentor, Lisa is the Owner and Director of Let's Get Out, a kids exploration and adventure summer day camp based in Hood River, Oregon. Trained in Wilderness First Aid and as a Leave No Trace Instructor, Lisa develops programming, manages community relationships and collaborations, recruits participants, trains volunteers and leads trips.

Lisa sits on the board of the US Olympians and Paralympians Association. She lives in Hood River, Oregon with her husband and four year old daughter, Emilia.

Darryl Landstrom Biographical Information

Darryl Landstrom is founder and president of D. Landstrom Associates, a consumer products sales agency based in Minneapolis, Minnesota. The company was founded in 1980 and specializes in the distribution of retail consumer products to National Retail accounts in a variety of venues including automotive, electronics, home improvement, house wares, personal care and food. Prior to 1980, Darryl was a buyer/merchant for Target Stores, Minneapolis, MN and Shopko Stores, Green Bay, WI.

Darryl is originally from Duluth, Minnesota where he participated in the sport of ski jumping. His son Jason (39) was a member of the University of Vermont Catamounts ski team from 1994-98 earning All American honors during this time. His grandchildren, JD and Taylor now 9 and 7 years old are now carrying forward the family tradition and are part of a junior race program with Team Gilboa in Bloomington, MN.

Darryl enjoys splitting his time between many outdoor activities including bicycling, boating, golf, upland bird hunting with his Golden Retriever and riding Harley's. He and his girlfriend Colleen are also avid tandem bikers having traveled throughout the U.S. and Europe on numerous bike tours.

Darryl and Colleen reside in Wayzata, Minnesota on Lake Minnetonka and enjoy traveling to their second home in Winter Park, Colorado throughout the year.

Addendum 4 - Alpine FIS and USSA Equipment Rules Matrix 2014-15 (presented to the Board)

Alpine FIS and USSA Equipment Rules 2014-15 v6		OWG, WSC, WC, WJC, all COC including NAC		FIS/ENL		USSA U18 (16 years old) and older scored racing *		USSA U16		USSA U14 (and younger or another category?)	Masters **	
		Men	Women	Men	Women	Men	Women	Men	Women	Boys & Girls	Men & Women	
Minimum Ski Length	DH	218 cm	210 cm	213 cm	205 cm	210 cm	205 cm USSA – may use SG skis	USSA – may use SG skis		may use SG skis		see note below
	SG	210 cm	205 cm	205 cm	200 cm	200 cm	195 cm	180 cm	175 cm	> 180 cm / > 175 cm		
	GS	195 cm	188 cm	190 cm	183 cm	180 cm	175 cm	<= 195 cm		<= 190 cm		
	SL	165 cm	155 cm	165 cm	155 cm	165 cm (155 cm for U18 men)	155 cm	>= 130 cm		>= 130 cm		
Minimum Ski Radius	DH	50 m		50 m		45 m		USSA – may use SG skis		may use SG skis		see note below
	SG	45 m	40 m	45 m	40 m	33 m		27 m	23 m	23 m / 21 m		
	GS	35 m	30 m	35 m	30 m	27 m	23 m	23 m	21 m	17 m		
	SL	no rule		no rule		no rule		no rule		no rule		
Profile Width Under Binding	DH	<= 65 mm		<= 65 mm		<= 65 mm		<= 65 mm		<= 65 mm		see note below
	SG											
	GS											
	SL											
Maximum Binding Stack Height	50 mm		50 mm		50 mm		50 mm		50 mm		50 mm	
Maximum Boot Height	43 mm		43 mm		43 mm		43 mm		43 mm		45 mm	

* In USSA U18 (16 years old) and older ~~scored racing~~, in season 2013-14 athletes may use equipment that conforms to either the rules as outlined for USSA ~~scored racing~~ or as outlined for FIS/ENL racing. Athletes are encouraged to use equipment that conforms to FIS/ENL to enhance their adaptation to those specifications. Beginning in season 2014-15 for USSA U18 (16 years old) and older ~~scored racing~~, it is expected (though not confirmed) that this group will have to fully conform to the FIS/ENL specifications.

** USSA Masters rules conform to the FIS Masters equipment rules. USSA recommends that competitors in USSA Masters events compete on equipment designed for the particular discipline (DH, SL, GS, SG), but does not make any recommendations in regards to ski length, radius or profile width.

** For FIS Masters Competitions, equipment rules in regard to ski length (except Super G), radius and profile width are recommendations. The minimum ski length for Super G skis is compulsory for MAS races. No length, width or ski radius restriction for ladies above 55 and men above 65 years of age. The FIS recommendations for ski length, ski radius and profile width can be found in the current *FIS Specifications for Competition Equipment*.

Alpine FIS and USSA Equipment Rules Matrix 2014-15 (final)

Alpine FIS and USSA Equipment Rules 2014-15 v7 industry		OWG, WSC, WC, WJC, all COC including NAC		FIS/ENL		USSA U18 (16 years old) and older *		USSA U16 (15 and 14 years old)		USSA U14 (13 and 12 years old) **		Masters ***
		Men	Women	Men	Women	Men	Women	Men	Women	Boys	Girls	Men & Women
Minimum Ski Length	DH	218 cm	210 cm	213 cm	205 cm	210 cm	205 cm may use SG skis	may use SG skis		may use SG skis		see note below
	SG	210 cm	205 cm	205 cm	200 cm	200 cm	195 cm	180 cm	175 cm	> 180 cm	> 175 cm	
	GS	195 cm	188 cm	190 cm	183 cm	180 cm	175 cm	<= 195 cm		<= 190 cm		
	SL	165 cm	155 cm	165 cm	155 cm	165 cm (155 cm for U18 men)	155 cm	>= 130 cm		>= 130 cm		
Minimum Ski Radius	DH	50 m		50 m		45 m		may use SG skis		may use SG skis		see note below
	SG	45 m	40 m	45 m	40 m	33 m		27 m	23 m	23 m	21 m	
	GS	35 m	30 m	35 m	30 m	27 m	23 m	23 m	21 m	17 m		
	SL	no rule		no rule		no rule		no rule		no rule		
Profile Width Under Binding	DH	<= 65 mm		<= 65 mm		<= 65 mm		<= 65 mm		<= 65 mm		see note below
	SG											
	GS											
	SL											
Maximum Binding Stack Height <i>Measurement includes ski + plate + binding</i>	50 mm		50 mm		50 mm		50 mm		50 mm		50 mm	
Maximum Boot Height <i>Measurement from sole to top of foot bed</i>	43 mm		43 mm		43 mm		43 mm		43 mm		45 mm	

* In USSA U18 (16 years old) and older racing, athletes may use equipment that conforms to either the rules as outlined for USSA racing or as outlined for FIS/ENL racing. Athletes are encouraged to use equipment that conforms to FIS/ENL to enhance their adaptation to those specifications.

** U12 and younger athletes should limit skis based upon the recommendations in the Course Setting matrix. U12 - 2 pairs (SL, GS), length skill/size appropriate. U10 - 1 pair (multi-event), length skill/size appropriate.

*** USSA Masters rules conform to the FIS Masters equipment rules. USSA recommends that competitors in USSA Masters events compete on equipment designed for the particular discipline (DH, SL, GS, SG), but does not make any recommendations in regards to ski length, radius or profile width.

*** For FIS Masters Competitions, equipment rules in regard to ski length (except SG), radius and profile width are recommendations. The minimum ski length for SG skis is compulsory for MAS races. No length, width or ski radius restriction for ladies above 55 and men above 65 years of age. The FIS recommendations for ski length, ski radius and profile width can be found in the current *FIS Specifications for Competition Equipment*.

Addendum 5

USSA Affiliation Agreement

AFFILIATION AGREEMENT

This Affiliation Agreement (“Agreement”) is made and entered into by and between _____ (hereinafter referred to as “Affiliate”) and The United States Ski Association d/b/a United States Ski & Snowboard Association (hereinafter referred to as “USSA”). The purpose of this Agreement is to foster a more effective partnership amongst USSA as the national governing body (“NGB”) for skiing and snowboarding in the United States and its Affiliates, as part of a high-performing federated governance model, as well as to set the stage for the sustained success of both parties. This agreement applies to the Alpine discipline of USSA Affiliates initially but may be adopted by other USSA disciplines at a later date.

The term of this Agreement shall become effective _____ and shall continue in effect for one (1) year unless terminated earlier. This Agreement will renew automatically on May 1 of each year unless otherwise terminated in writing by either party pursuant to Section 3.1.

RECITALS

A. USSA is recognized by the United States Olympic Committee (“USOC”) and the International Ski Federation (“FIS”) as the national governing body (“NGB”) for skiing and snowboarding in the United States.

B. USSA is responsible, pursuant to the Ted Stevens Olympic and Amateur Sports Act, the FIS Statutes, and the USOC Bylaws, [http://www.teamusa.org/Footer/Legal/ Governance-Documents](http://www.teamusa.org/Footer/Legal/Governance-Documents), for governance of ski and snowboard sport within the United States. In order to facilitate its mission, USSA collects member fees and dues, utilizes the revenues derived from member dues and fees to foster interest in ski sport nationwide, create educational and training resources, sanction events, and provide related programs and services that benefit its members, and support the activities of its Affiliates and clubs.

C. Affiliate is recognized by the USSA Alpine Sport Committee as a "USSA Division." USSA Divisions are responsible for the administration and regulation of skiing competition in a particular geographic area, as determined by the USSA Alpine Sport Committee. USSA Divisions may also organize educational and development activities for the benefit of USSA members within their geographic area. In addition, Affiliates may also promote to and solicit prospective parents/families/individuals to join USSA and the Affiliate's programs for the purposes of growing the number of participants in Alpine programs.

D. Affiliate provides ski related programming and desires to serve USSA's local members and support USSA's goals, manage local resources and provide a significant voice in the running of USSA's domestic competition system through its participation in the USSA Alpine Sports Committee governance structure at the division, region, and national levels, as established by the USSA Board of Directors.

NOW, THEREFORE, in consideration of the foregoing and the mutual covenants set forth below, the parties agree as follows:

1. USSA RESPONSIBILITIES AND AFFILIATE BENEFITS.

USSA is responsible for providing the following benefits to Affiliate:

1.1 Access to USSA-provided programming and support services provided to members and member clubs - including but not limited to, coach education and coaching tools, officials education and consistent rules & policies, safe sport programs, concussion management, field-based USSA resources, member tools and benefits, centralized IT platform and integrated website, educational webinars, club development programs, competition and training sanctioning and insurance, national rankings, background screening programs, group buying opportunities, and other USSA services developed over time. The exact level and nature of programs and services will be determined by USSA from year to year, with the intent to maintain or increase the current and proportional levels of funding. USSA will collaborate with Affiliate to determine optimal programs and resource allocation through the governance structures established at the division, region and national levels through the Alpine Sports Committee and approved by the USSA Board of Directors.

1.2 A license to schedule and/or calendar USSA-sanctioned competition within a particular geographic territory, and to determine selection criteria for such races in accordance with USSA guidelines.

1.3 A license to collect an "Affiliate" membership fee additive to the USSA membership fee. Fees to be collected by USSA and distributed to Affiliate by systems and processes provided by USSA in a timely and efficient manner, at terms to be agreed upon. Participation in such provided USSA systems and processes will be optional during 2014/15. After May 2015, participation in such systems will be required to ensure consistency, simplicity and efficiency nationally – assuming USSA meets the performance standards agreed upon.

1.4 A license to collect an "Affiliate" head tax (at Affiliate or region level) additive to the USSA head tax. Affiliate agrees to evaluate in good faith the benefits of participating in centralized collection of head taxes by USSA, with distribution to Affiliate by systems and processes provided by USSA in a timely and efficient manner, at terms to be agreed upon. Affiliate further agrees, regardless of participation in the centralized collection process described immediately above, to provide USSA with an annual reporting of the Affiliate-level head tax collected and use of funds collected. In addition, Affiliate agrees to secure Alpine Sports Committee approval for all Affiliate head tax levels, per ASC bylaws and operating procedures.

1.5 On an annual basis, provide a summary report of all membership dues and head taxes received by USSA and the use of these funds, by reasonable category and by region, within and across alpine sport.

1.6 A limited license and right to utilize the "USSA" brand in promotion of its athletic activities and for fundraising purposes in accordance with USSA's image and brand usage guidelines which can be found at http://media.ussa.org/media-center/Image%20Standards/USSAImageStndrd_GenEd.pdf. A limited license means that Affiliate is not entitled to sublicense the USSA brand to third parties and the use of the USSA brand must be consistent with the image and usage guidelines.

1.7 Ability to utilize USSA's web architecture for communication to USSA members within Affiliate's organizational sphere of influence, as further described in 2.5 below.

1.8 Timely and effective communications around all USSA programs, policies and decisions through a variety of effective forums, with the opportunity to participate in recommending policies and programs for adoption by the USSA Board and staff through communications channels and governance bodies established by the USSA Board and staff.

2. AFFILIATE RESPONSIBILITIES.

Affiliate agrees to the following:

2.1 Serve as a conduit for USSA organizational communications between USSA and its members within the Affiliate's territory. Adhere to communication standards as set forth by USSA, and communicate USSA's message so as to be understood by all local members.

2.2 Where Affiliate seeks to impose an Affiliate membership or fee requirement operating under the auspices of USSA, exclusively schedule and sanction competitions as USSA sanctioned competitions under the direction of the USSA Alpine Sports Committee. Affiliates or Clubs within the Affiliate territory may continue to conduct non-USSA sanctioned competitions open to USSA and non-USSA members within their geographic area of influence, and the Affiliate may collect head taxes or other fees from non-USSA members for same, but Affiliate agrees to provide an annual reporting of the amounts of such head taxes/fees collected to USSA as well as to act constructively in bringing these non-USSA members and competitions into the USSA alpine pipeline where appropriate. Clubs may continue to collect entry fees for non-USSA sanctioned competitions, with no Affiliate reporting obligations.

2.3 Schedule, promote and deliver only USSA-sanctioned or approved Coach, Club, and Officials certification, and other programs as provided by USSA Should Affiliate wish to deviate from this provision, they shall email education@ussa.org with relevant details and rationale, who will evaluate such requests within 10 business days of receipt. Furthermore, Affiliate and its leadership/ staff will provide constructive input and feedback on all such programs in their development through appropriate USSA channels, to ensure ongoing innovation and sharing of best practices with USSA.

2.4 Integrate the "USSA" brands (to include names and logos) into its' own name and logo, and exclusively use such integrated names and logos in all branded activities. Adhere to USSA's image and branding standards, as set forth in Section 1.5 above, including naming terminology and brand identification.

2.5 Use the designated Affiliate-specific pages within USSA.org as its website link to provide both USSA and Affiliate information, or provide links to/ from USSA.org to the Affiliate's individually developed and maintained website (as mutually agreed upon), if USSA's website functionality is not deemed to be satisfactory by the Affiliate. Regardless of approach, Affiliate bylaws and governance information must be posted to such websites, all USSA information must be readily accessible, and website content must be consistent with USSA brand guidelines (as outlined in 1.5 and 2.4 above).

2.6 Adopt the mandatory provisions (in red text in the document) of the USSA bylaws template attached hereto as Attachment 1, abide by the USSA Bylaws, and actively participate in governance structures at the division, region, and national level of the Alpine Sports Committee to support the benefits and responsibilities of this agreement.

3. TERMINATION.

3.1 Either party may terminate this Agreement by giving thirty (30) days' prior written notice of termination to the other should one party determine that the other has failed to abide by its responsibilities set forth in Sections 1 or 2. In the event that Affiliate shall breach any of the terms and conditions of this Agreement, or any of the Bylaws or decisions of the Board of Directors of the USSA (which provisions are incorporated herein by this reference as though fully set forth herein), then USSA shall have the right to impose sanctions pursuant to USSA Bylaws and/or terminate (subject to a 30 day right to cure) this Agreement and the status herein granted to Affiliate. In the event that the USSA shall breach any of the terms and conditions of this Agreement, then Affiliate shall have the right to terminate (subject to a 30 day right to cure) this Agreement and the status herein granted, and/or can seek redress as set forth in the USOC Bylaws and Ted Stevens Olympic and Amateur Sports Act.

3.2 In the event of termination, all rights and responsibilities hereunder shall immediately cease.

4. INSURANCE.

Affiliate will be eligible to participate in insurance programs provided by USSA.

5. INDEMNIFICATION.

Each party shall defend, indemnify and hold the other harmless from and against any and all liability, loss, expense, reasonable attorneys' fees, or claims for injury or damages arising out of the performance of this

Agreement, but only in proportion to and to the extent such liability or claims for injury or damages are caused by, or result from, the negligent or intentional acts or omissions of the offending party.

6. DISCRIMINATION – PROHIBITION.

Affiliate agrees not to discriminate in the conduct of its programs on the basis of race, color, national origin, religion, gender or sexual orientation.

7. NO ASSIGNMENT.

Neither party shall assign their rights, duties, or obligations under this Agreement, either in whole or in part, without the prior written consent of the other party.

8. SEVERABILITY.

If any provision of this Agreement is held to be illegal, invalid, or unenforceable under present or future laws effective during the term hereof, such provision shall be fully severable. This Agreement shall be construed and enforced as if such illegal, invalid, or unenforceable provision had never been a part of the Agreement, and the remaining provisions shall remain in full force and effect unaffected by such severance, provided that the severed provision(s) are not material to the overall purpose and operation of this Agreement.

9. WAIVER.

Waiver by either party of any breach of any provision of this Agreement or warranty or representation herein set forth shall not be construed as a waiver of any subsequent breach of the same or any other provision. The failure to exercise any right hereunder shall not operate as a waiver of such right. All rights and remedies provided for herein are cumulative.

10. MODIFICATIONS AND AMENDMENTS.

This Agreement may be amended or modified at any time by mutual written consent of the authorized representatives of both parties.

11. GOVERNING LAW.

Interpretation and enforcement of this Agreement shall be governed in all respects by the laws of the State of Utah. Affiliate is required to comply with all local laws governing its place of incorporation.

12. NOTICES.

All notices required under this Agreement shall be deemed to have been fully given when made in writing and delivered by: (i) personal delivery; (ii) deposit in the United States mail, postage prepaid, certified mail, return receipt requested; or (iii) overnight courier service, and addressed as follows:

AFFILIATE:

USSA:
President and CEO
1 Victory Lane
PO Box 100
Park City, Utah 84060

13. ENTIRE AGREEMENT.

This Agreement and the Exhibits contains all the terms and conditions agreed upon by the parties regarding the subject matter of this Agreement and supersedes any prior agreements, oral or written, and all other communications between the parties relating to such subject matter.

IN WITNESS WHEREOF, this Agreement has been executed by and on behalf of the parties hereto on the dates indicated below.

("AFFILIATE")

UNITED STATES SKI AND SNOWBOARD
ASSOCIATION

Signature

Signature

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

Affiliation Bylaws Template

Addendum 6

USSA Code of Conduct Proposed Revisions

For the full text of the Code of Conduct:

<http://ussa.org/ussa/ussa-code-conduct>

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

Sportsmanlike conduct is defined as, but is not limited to: respect for competition officials, resort employees, fellow members, 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.

4. USSA members shall maintain high standards of moral and ethical conduct, which includes self-control and responsible behavior, consideration for the physical and emotional well-being of others, and courtesy and good manners.
9. No USSA member shall engage in any conduct that could be perceived as harassment based upon gender, age, race, religion ~~or~~ disability or sexual orientation.

Addendum 7

USSA Concussion Policy for Members Proposed Revisions

For the full text of the USSA concussion policy:

<http://ussa.org/alpine-programs/masters/rules/concussion-policy>

Any USSA ~~athlete under the age of 18 years~~ suspected of having sustained a concussion/traumatic brain injury must be removed immediately from participation in USSA sporting event (e.g. sanctioned training, practice, camps, competitions or tryouts), by the Technical Delegate or USSA member coach overseeing such sporting event. The ~~minor~~ athlete will be prohibited from further participation until evaluated and cleared in writing to resume participation in USSA sporting events by a qualified health care provider trained in the evaluation and management of concussive head injuries. The health care professional must certify to USSA in the clearance letter that he/she has successfully completed a continuing education course in the evaluation and management of concussive head injuries within three years of the day on which the written statement is made.

Upon removal of ~~a minor~~ athlete from participation for a suspected concussion/traumatic brain injury, the USSA TD or member coach making the removal must inform USSA Competition Services. Athletes who have subsequently been medically cleared to resume participation must provide such medical clearance (as described above) to USSA Competition Services in order to be permitted to participate in USSA sporting events.

Rationale for the change:

To be certain that our insurer covers our concussion exposure we should amend our concussion policy to expand it to all participants. Currently it only governs those under the age of 18. The insurer has given us guidance which compels this change. We would change the athlete under the age of 18 references and amend to "any athlete."

Addendum 8
USSA Member Fees

FY15 Proposed Membership Fees and Categories

	FY14 Actual	FY15 Proposed
Alpine		
Youth	\$80	\$80
Student	Disc	Disc
Competitor	\$150	\$150
Club Participant	N/A	\$25
Master	\$110	\$110
Official	\$60	\$60
Coach	\$135	\$135
Volunteer (w/ screening)	N/A	\$60
Cross Country		
Youth	\$60	\$60
Competitor	\$150	\$150
Club Participant	N/A	\$25
Official	\$60	\$60
Coach	\$115	\$115
Volunteer (w/ screening)	N/A	\$60
Freestyle		
Youth	\$60	\$60
Rookie	\$80	\$80
Competitor	\$150	\$150
Club Participant	N/A	\$25
Official	\$60	\$60
Coach	\$115	\$115
Volunteer (w/ screening)	N/A	\$60
Freeskiing Competitor		
Competitor	\$150	\$150
Jump/Nordic Combined		
Youth	\$60	\$60
Competitor	\$150	\$150
Club Participant	N/A	\$25
Official	\$60	\$60
Coach	\$115	\$115
Volunteer (w/ screening)	N/A	\$60

	FY14 Actual	FY15 Proposed
Snowboard		
National Comp	\$150	\$150
Club Participant	N/A	\$25
Official	\$60	\$60
Coach	\$115	\$115
Volunteer (w/ screening)	N/A	\$60
Other		
Associate	Disc	Disc
Rush Processing	\$25	\$25
Late Fee	\$25	\$25
NSF Check Fee	\$25	\$25
Temporary Registration	\$25	\$25

CLIP (Club Liability Insurance Program) Proposed Club Membership Program

Objective: Provide club programs with a membership program with a national general liability insurance program included at low cost.

Eligible: Designed to support the "traditional development pipeline club". Covers ski and snowboard operations at academies but excludes non-snowsport school activities similar to original CLIP program.

Not eligible: Specifically excludes college programs, "for-profit" camps/enterprises/event organizers.

Proposed Pricing: Club membership including "CLIP" general liability insurance program

\$1000 base membership plus \$15 per member

\$10,000 maximum club membership fee

\$300 membership fee for clubs opting out of CLIP program - (Must send policy in for review)

Examples:

Club membership including "CLIP"

600 members \$10,000 club membership (maximum)

500 members \$ 8,500 club membership

300 members \$ 5,500 club membership

100 members \$ 2,500 club membership

50 members \$ 1,750 club membership

30 members \$ 1,450 club membership

If "Opting out" of USSA CLIP insurance program, club membership = \$ 300 club

Addendum 9

USSA Corporate Resolution

U. S. SKI AND SNOWBOARD ASSOCIATION BOARD RESOLUTION

RESOLVED, That the Chief Executive Officer and/or Chief Financial Officer are hereby jointly and severally authorized and empowered on behalf of this Company and its affiliates to purchase and acquire, and to exercise options and/or rights for the purchase and acquisition of stocks, bonds, rights, warrants, and other securities, and to sell, assign and transfer all or any stock, rights, warrants, bonds and/or other securities, and to execute the instruments proper or necessary to effect any such purchases and/or transfers, and the sale of other assets including real property.

FURTHER RESOLVED, That the Chief Executive Officer and/or Chief Financial Officer acting for and on behalf of this Corporation, and its affiliated Corporations, and as its act and deed be, and they are, empowered and authorized to: borrow money, obtain lines of credit, authorize company credit cards, execute notes, grant security, execute security documents, negotiate items, acquire, lease or dispose of assets including vehicles and other property and equipment in the ordinary course of operations of the organization.

FURTHER RESOLVED, That any and all resolutions heretofore adopted, inconsistent with the above resolution, be and they are hereby rescinded.

I HEREBY CERTIFY That the foregoing is a true and correct copy of a resolution passed at a regular meeting of the Board of the U. S. Ski and Snowboard Association, a corporation duly authorized and existing under and by virtue of the laws of Utah, held on the 18th day of May 2014 at the USSA Center of Excellence, 1 Victory Lane, Park City, UT and I further certify that due notice of said meeting was given to each member of said Board; that a quorum was present and voting throughout and that said resolution is now in full force and effect and has not been amended or repealed.

USSA Officer Authority

To Whom It May Concern:

I hereby certify that the following individuals have been authorized by the Board of Directors of the U. S. Ski and Snowboard Association to hold the following positions and are authorized to conduct the business of this Corporation and its affiliates:

Gale 'Tiger' Shaw

President and CEO

Mark Lampe

Chief Financial Officer

Addendum 10

USSA Congress Survey Results
