



CLUB MANAGEMENT MANUAL

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U.S. FIGURE SKATING CLUB MANAGEMENT MANUAL

UTILIZING THE RULEBOOK.....	3
SAMPLE CONSTITUTION AND BYLAWS	4
SAMPLE BUDGET	10
OFFICER JOB DESCRIPTIONS	12
PROGRAM DEVELOPMENT IN A FIGURE SKATING CLUB.....	14
U.S. FIGURE SKATING BASIC SKILLS PROGRAM.....	20
USFSA BRIDGE PROGRAM.....	24
RINK RELATIONS	26
FIGURE SKATING COACHES.....	29
PROFESSIONAL SKATERS ASSOCIATION (PSA).....	35
THE INSURANCE PROGRAM	37
CONDUCTING USFSA TEST SESSIONS.....	41
HOSTING A COMPETITION	42
OFFICIALS.....	48
A SANCTIONS PRIMER.....	51
MARKETING.....	56
MEDIA RELATIONS.....	58
THE MEMORIAL FUND.....	61
ATHLETE FUNDING AND SUPPORT	64
U.S. FIGURE SKATING TEAM.....	66
U.S. FIGURE SKATING MAILINGS.....	67
ITEMS AVAILABLE FROM HEADQUARTERS	69
APPENDIX	
CONFLICT OF INTEREST DISCLOSURE	71
CODE OF CONDUCT (SAMPLE)	77
STANDARD ICE AGREEMENT (SAMPLE).....	78

UTILIZING THE RULEBOOK

U.S. Figure Skating is recognized by the International Skating Union (ISU), the body that governs the sport internationally, as the only governing body of eligible figure skating in the United States. As such, the rules that govern U.S. Figure Skating are in compliance with the provisions set forth by the ISU Constitution. Each member club must recognize this extended responsibility of U.S. Figure Skating membership.

The rules which govern the sport of figure skating, diagrams of figures and dance patterns, the test and competition structures, the organization of U.S. Figure Skating, and related informational material are all contained in the U.S. Figure Skating *Rulebook* (*Rulebook*). The *Rulebook* is a reference tool. Not only does it provide a systematic description of the technical aspects of figure skating within the U.S. Figure Skating structure, but also it lists the officials qualified to enforce the standards established. The names and addresses of U.S. Figure Skating officials and committee members are listed in the U.S. Figure Skating Directory that accompanies the *Rulebook*. Also listed in the directory, are the names of all member clubs and the names and addresses of club officials. The *Rulebook* will be the final authority for answering questions posed by a U.S. Figure Skating member club. A current copy is essential to every club manager. The *Rulebook* is typically available mid-September and can be purchased through the order department at U.S. Figure Skating Headquarters.

Organized figure skating is constantly changing. Accordingly, at the beginning of each skating year a new edition of the *Rulebook* is printed. On September 1, changes in rules and U.S. Figure Skating personnel officially become effective and data relating to Member Clubs is updated. Changes are printed in the new book with background shading. Occasionally, rule changes are put into effect immediately following Governing Council and members would be notified through SKATING magazine or by other means.

UNDERSTANDING THE RULEBOOK

Use of the *Rulebook* is simplified if an understanding is gained of what information can be expected to be found in it and how the information is ordered.

Rulebook material is arranged for the most part in alphanumeric outline form. For specific information, one should first consult the two pages at the beginning of the *Rulebook* entitled "CONTENTS". Then examine the "INDEX" at the front of the book, which is a more detailed alphabetical listing of the *Rulebook's* contents. Do not expect an answer to every inquiry to be packaged neatly in one section. The complex nature of the subject matter often requires a search of several sections for a complete answer.

Most of the information contained in the *Rulebook* is grouped into sections; each captioned more or less by using the first letters of each word of the title. The information, which then follows, is intended to help the reader locate specific answers to specific questions.

BYLAWS

of

_____ FIGURE SKATING CLUB

ARTICLE I NAME; EXISTENCE; OFFICES

Section 1.1 Name. The name of this organization is the _____
Figure Skating Club (referred to in these Bylaws as the “Club”).

Section 1.2 Incorporation. The Club is incorporated as a nonprofit corporation under the laws of the state of _____ (the “State”) and shall be governed by the nonprofit corporation law of the state (the “Nonprofit Law”).

Section 1.3 Membership in U.S. Figure Skating. The Club has been formed to be a member of The United States Figure Skating Association (“U.S. Figure Skating”), to exist for the purposes specified in Article II of these Bylaws. As such, the Club and its members shall be subject to and abide by the Bylaws and Official Rules of U.S. Figure Skating, as in existence and amended from time-to-time by U.S. Figure Skating.

Section 1.4 Offices. The principal office/headquarters of the Club shall be located at _____ . The registered office of the Club required by the Nonprofit Law to be maintained in the State may be, but need not be, the same as the principal office/headquarters of the Club, and the address of the registered office may be changed from time to time by the Board of Directors or by the Officers of the Club.

ARTICLE II PURPOSES

The principal purpose of the Club is to foster figure skating on ice. In order to do so, the Club has been organized to exist as a member club of U.S. Figure Skating and, therefore, seeks to assist in carrying out the objects and purposes of U.S. Figure Skating in accordance with the provisions of the U.S. Figure Skating Bylaws and Official Rules. The Club shall maintain its membership in U.S. Figure Skating and conduct its affairs in a manner consistent with the Bylaws, Official Rules, policies and procedures of U.S. Figure Skating.

ARTICLE III MEMBERS

Section 3.1 Members. The Club shall have members who are interested in the objects and purposes of the Club and who are registered with U.S. Figure Skating, with voting rights and any other legal rights or privileges in connection with the governance of the Club, in accordance with such provisions and criteria pertaining to qualifications, classification, privileges, application and acceptance of members established from time-to-time by the Board of Directors. Members of the Club shall be required to abide by, and to conduct themselves in a manner consistent with, the Bylaws, Official Rules, policies, procedures, code of conduct, and code of ethics and principals of ethical behavior of U.S. Figure Skating.

Section 3.2 Dues. The Board of Directors may establish, as it shall deem necessary and appropriate, such periodic membership dues, other assessments and procedures for the manner of payment and collection thereof.

Section 3.3 Annual Meeting. The Club shall hold an annual meeting of its members for the purpose of electing Directors and for the transaction of such other business as may come before the meeting at a time, date and place stated in or fixed in accordance with a resolution of the Board of Directors. If no place is stated, the meeting shall be held at the Club's principal office. Failure to hold an annual meeting shall not work a forfeiture or dissolution of the Club or invalidate any action taken by the Board of Directors or Officers of the Club.

Section 3.4 Special Meetings. Special meetings of the members may be called at any time by the Board of Directors, the President or by written demand of the members stating the purpose or purposes for calling the meeting signed and dated by members holding at least ten percent (10%) of all votes entitled to be cast on any issue proposed to be considered at the meeting. The record date for determining the members entitled to demand a special meeting is the date of the earliest of any of the demands pursuant to which the meeting is called or the date that is sixty (60) days before the date the first of such demands is received by the Club, whichever is later. If notice is not given within thirty (30) days after the date of the written demand or demands are delivered to a Club Officer, a person signing the demand may set the time and place of the meeting and give notice as provided in these Bylaws. Special meetings shall be held at such time and place as may be designated by the authority calling such meeting. If no place is stated, special meetings shall be held at the Club's principal office. The purpose of any special meeting of the members shall be stated in such notice. Only business within the purpose described in the notice may be conducted at a special meeting of members.

Section 3.5 Notice of Meetings. Notice shall be given to each member entitled to vote at a meeting in a fair and reasonable manner. Notice may be given as set forth below or by other means when all the circumstances are considered. Written notice by first class or registered mail of any annual, regular or special meeting stating the place, date and hour of the meeting shall be given not less than ten (10) nor more than sixty (60) days before the date of the meeting. If notice is mailed by other than first class or registered mail, no less than thirty (30) days notice must be provided. Notice of a special meeting shall include a description of the purpose or purposes of the meeting. Notice of an annual meeting need not include a description of the purpose or purposes except the purpose or purposes shall be stated with respect to (i) an amendment to the Articles of Incorporation or Bylaws of the Club; (ii) a merger; (iii) a sale, lease, exchange, or other disposition other than in the usual and regular course of business, of all or substantially all of the property of the Club; or (vi) the dissolution and liquidation of the Club. When giving notice of an annual, regular or special meeting of members, the Club shall give notice of a matter a member intends to raise at the meeting if a person entitled to call a special meeting submits a request, in writing, and it is received by the Secretary or President at least ten (10) days before the Club gives notice of the meeting.

Section 3.6 Methods of Notice. Notice shall be given personally or by mail, facsimile or other form of wire or wireless communication by or at the direction of the President, the Secretary or the persons calling the meeting, to each member entitled to vote at such meeting. Such notice shall be deemed to be given and effective at the earliest of: (i) the date received; (ii) five (5) days after deposit in the United States mail, properly addressed to the member at the member's address as it appears in the Club's current record of members, with first class postage prepaid; (iii) the date shown on the return receipt, if mailed by registered or certified mail, return receipt requested, and the receipt is signed by or on behalf of the addressee; or (iv) thirty (30) days after its deposit in the United States mail, as evidenced by the postmark, if mailed correctly addressed and with other than first class, registered or certified postage affixed. A written notice or report delivered as part of a newsletter, magazine, or other publication regularly sent to members shall constitute a written notice or report if addressed or delivered to the member's address shown in the Club's current list of members, or in the case of members who are residents of the same household and who have the same address in the current list of members, if addressed or delivered to one of such members, at the address appearing on the current list of members.

Section 3.7 Waiver of Notice. A member may waive notice of a meeting before or after the time and date of the meeting by a writing signed by such member. Such waiver shall be delivered to the Club for filing with the Club records, but this delivery and filing shall not be conditions to the effectiveness

of the waiver. Further, by attending a meeting either in person or by proxy, a member waives objection to lack of notice or defective notice of the meeting unless the member objects at the beginning of the meeting to the holding of the meeting or the transaction of business at the meeting because of lack of notice or defective notice. By attending the meeting, the member also waives any objection to consideration at the meeting of a particular matter not within the purposes described in the meeting notice unless the member objects to considering the matter when it is presented.

Section 3.8 Voting List. After a record date is fixed for a membership meeting or for determining the members entitled to vote by written ballot, the Secretary shall make, at the earlier of ten (10) days before such meeting or two (2) business days after notice of the meeting has been given, a complete list of the members entitled to be given notice of such meeting or any adjournment thereof. The list shall be arranged in alphabetical order and shall show the name, address of each member and number of votes to which each member is entitled. For the period beginning the earlier of ten (10) days prior to the meeting or two (2) business days after notice of the meeting is given and continuing through the meeting and any adjournment thereof, this list shall be kept on file at the principal office of the Club, or at a place (which shall be identified in the notice) in the city where the meeting will be held. Such list shall be available for inspection on written demand by any member or the member's agent or attorney during regular business hours and during the period available for inspection.

Section 3.9 Proxies. At all meetings of members, a member may vote by proxy by signing an appointment form or similar writing, either personally or by the member's duly authorized attorney-in-fact. A member may also appoint a proxy by transmitting or authorizing the transmission of an electronic transmission providing a written statement of the appointment to the proxy or other person duly authorized by the proxy to receive appointments as agent for the proxy or to the Club. The transmitted appointment shall set forth or be transmitted with written evidence from which it can be determined that the member transmitted or authorized the transmission of the appointment. The proxy appointment form or similar writing shall be filed with the Secretary of the Club before or at the time of the meeting. The appointment of a proxy is effective when received by the Club and is valid for eleven (11) months unless a different period is expressly provided in the appointment form or similar writing.

Section 3.10 Club's Acceptance of Votes. If the name signed on a vote, consent, waiver, proxy appointment or proxy appointment revocation corresponds to the name of a member, the Club, if acting in good faith, is entitled to accept the vote, consent, waiver, proxy appointment or proxy appointment revocation and give it effect as the act of the member. If the name signed on a vote, consent, waiver proxy appointment or proxy appointment revocation does not correspond to the name of the member, the Club, if acting in good faith, is nevertheless entitled to accept the vote, consent, waiver, proxy appointment or proxy appointment revocation if to do so is proper under rules established by the corporation that are not inconsistent with this Section. No member under the age of 18 shall be entitled to vote.

Section 3.11 Adjournment of Meeting. When a meeting is adjourned to another date, time or place, notice need not be given of the new date, time or place if the new date, time or place of such meeting is announced before adjournment of the meeting at which the adjournment is taken. At the adjourned meeting the Club may transact any business which may have been transacted at the original meeting. If a new records date is fixed for the adjourned meeting, a new notice of the adjourned meeting shall be given to each member of record entitled to vote at the meeting as of the new record date.

Section 3.12 Quorum and Manner of Voting. _____ percent (___%) of the votes entitled to be cast by the members on a matter shall constitute a quorum for action on the matter. If a quorum exists, action on a matter by the members is approved if the votes cast favoring the action exceed the votes cast opposing the action, unless the vote of a greater number of votes is required by law or the Club's Articles of Incorporation.

Section 3.13 Meetings by Telecommunications. Any or all of the members may participate in an annual or special membership meeting by, or the meeting may be conducted through the use of any means of communication by which all members participating in the meeting can hear each other during the meeting. A member participating in a meeting in this manner is deemed to be present in person at the meeting.

Section 3.14 Action Without a Meeting.

(a) By Unanimous Written Consent. Any action required or permitted to be taken at a meeting of the members may be taken without a meeting if a consent in writing (or counterparts thereof) that sets forth the action so taken, shall be signed by all of the members entitled to vote with respect to the subject matter thereof and received by the Club. Such consent (which may be signed in counterparts) shall have the same force and effect as a unanimous vote of the members. Action taken under this Section is effective as of the date the last writing necessary to effect the action is received by the Club, unless all of the writings specify a different effective date, in which case such specified date shall be the effective date for such action. The record date for determining members entitled to take action without a meeting is the date the Club first receives a writing upon which the action is taken. Any member who has signed a writing describing and consenting to action taken pursuant to this Section may revoke such consent by a writing signed by the member describing the action and stating the member's prior consent is revoked, if such writing is received by the Club before the effectiveness of the action. All signed written instruments necessary under this provision shall be filed with the minutes of the membership meetings.

(b) By Written Ballot. Any action that may be taken at any annual, regular or special meeting of members may be taken without a meeting if the Club delivers a written ballot to every member entitled to vote on the matter. The written ballot shall: (i) set forth each proposed action; and (ii) provide an opportunity to vote for or against the proposed action. Approval by written ballot shall only be valid when the number of votes cast by ballot equals or exceeds the quorum required to be present at a meeting authorizing the action and the number of approvals equals or exceeds the number of votes that would be required to approve the matter at a meeting at which the total number of votes cast was the same as the number of votes cast by ballot. All solicitations for votes by written ballot shall: (i) indicate the number of responses necessary to meet the quorum requirements; (ii) state the percentage of approvals necessary to approve each matter other than election of directors; (iii) specify the time by which the ballot must be received by the Club in order to be counted; and (iv) be accompanied by written information sufficient to permit each person voting to reach an informed decision. Written ballots may not be revoked.

Section 3.15 Termination, Expulsion or Suspension. No member may be expelled or suspended from the Club, and no membership may be terminated or suspended, except as follows. The member shall be given not less than _____ (__) days prior written notice of the expulsion, suspension or termination and the reasons therefore. The member shall have an opportunity to be heard, orally or in writing, by the Board of Directors, not less than _____ (__) days before the effective date of the expulsion, suspension or termination by the Board of Directors. Written notice must be given by first-class or certified mail sent to the last address of the member shown on the Club's records. Any member expelled or suspended shall be liable to the Club for dues, assessments or fees incurred or commitments made prior to expulsion. The provisions of this Section 3.15 apply to a member's membership in the Club and not to membership in U.S. Figure Skating, the latter of which is subject to applicable provisions of the Bylaws and Official Rules of U.S. Figure Skating pertaining to expulsion or suspension of membership privileges in U.S. Figure Skating.

Section 3.16 Delegates to the U.S. Figure Skating Governing Council. Delegates to the U.S. Figure Skating Governing Council must be registered members of the Club and must meet the qualifications as set forth in Article VII, Section 1 of the U.S. Figure Skating Bylaws. The Club's Board of Directors shall appoint from among the Club's registered members the requisite number of delegates to the Governing Council as determined in accordance with Article VII, Section 2 of the U.S. Figure Skating Bylaws. The Club's delegates shall be representatives of the Club at the Governing Council meeting for which they are appointed as delegates and shall attend said meeting, either in person or represented by proxy. The Club will file a certificate of appointment of its delegates with the Secretary of U.S. Figure Skating, duly signed by an authorized Officer of the Club.

**ARTICLE IV
BOARD OF DIRECTORS**

Section 4.1 General Powers and Qualifications.

(a) Powers. The business and affairs of the Club shall be managed by its Board of Directors, except as otherwise provided in the Nonprofit Law, the Club's Articles of Incorporation or these Bylaws.

(b) Qualifications. Directors must be (i) at least eighteen (18) years old, (ii) registered with U.S. Figure Skating and (iii) home club members of the Club in accordance with provisions of applicable rules of U.S. Figure Skating and (iv) voting members of the Club. In addition, Directors of the Club must be eligible persons, as defined in the eligibility rules of U.S. Figure Skating; provided, however, that one restricted person, one ineligible person and coaches with eligible status may serve as Directors of the Club so long as they do not collectively constitute a majority of the Board of Directors and, further provided, that eligible coaches may serve as Directors of the Club so long as collectively they do not constitute a majority of the total number of Directors of the Club (*see*, U.S. Figure Skating Membership Rule 4.00, as may be amended from time-to-time).

Section 4.2 Number, Term, and Election of Directors.

(a) Number of Directors. The number of directors of the Club shall be as determined by the Board of Directors from time-to-time.

(b) Change in Number of Directors. Any action of the Board of Directors to increase or decrease the number of directors, whether expressly by resolution or by implication through the election of additional directors, shall constitute an amendment of these Bylaws effecting such increase or decrease, and, therefore, shall require approval of the members as referred to in Section 10.8 of these Bylaws.

(c) Term of Directors. Directors shall serve a term of _____ (___) years. At the first annual meeting of the Board of Directors after adoption of these Bylaws, classification of the directors may be made by dividing them into _____ [**this number to be the same as the length of terms inserted above**] classes. The term of office of the Directors constituting the first class, shall expire at the first annual meeting of the Board of Directors held after such classification; the term of office of the Directors constituting the second class, shall expire at the second annual meeting thereafter; and the term of office of the Directors, constituting the third class, shall expire at the third annual meeting thereafter, and so on. At each annual meeting after such classification, the number of Directors equal to the number of the class whose term expires at the time of such meeting shall be elected, in accordance with the procedures set forth. Each Director shall hold office until such Director's term expires and thereafter until such Director's successor shall have been elected and qualified, or until such director's earlier death, resignation or removal. No Director may be elected to serve more than ___ consecutive terms, but a Director may be elected to serve consecutive terms after being appointed to fill a vacancy in a directorship.

(d) Nomination and Election of Directors. At a time reasonably in advance of each annual meeting of the Club, the President shall appoint a nominating committee consisting of no less than _____ (___) of the Director's whose terms are not scheduled to expire at the upcoming annual meeting. The nominating committee shall determine and present to the members, at a time reasonably in advance of the annual meeting, a list of nominees to stand for election as Directors to fill the positions of those Directors whose terms shall expire at the annual meeting. Additional nominations for Directors to be elected may be made by any voting member at the time of the annual meeting. Notwithstanding anything hereinabove to the contrary, any nominee for election as a Director must evidence in writing in advance of or at the annual meeting, or in person at the annual meeting, such person's willingness to serve if elected. The members shall, by the affirmative vote as required by the provisions of Section 3.12 of these Bylaws, elect the requisite number of Directors from among the list of nominees.

Section 4.3 Resignation. A Director may resign at anytime by giving written notice of resignation to the Club. The resignation is effective when the notice is received by the Club unless the notice specifies a later effective date.

Section 4.4 Removal. Directors elected by voting members or directors may be moved as follows: (i) The voting members may remove one or more directors elected by them with or without cause unless the Bylaws provide that directors may be removed only for cause; (ii) If a director is elected by a voting group, only that voting group may participate in the vote to remove that director; (iii) A director may be removed only if the number of votes cast to remove the director would be sufficient to elect the director at a meeting to elect directors; (iv) A director may be removed only at a meeting called for the purpose of removing that director, and the meeting notice shall state that the purpose, or one of the purposes, of the meeting is removal of the director; (v) An entire Board of Directors may be removed under paragraphs (i) to (iv) above; and (vi) A director elected by the Board of Directors may be removed with or without cause by the vote of a majority of the directors then in office or such greater number as is set forth in the Bylaws; except that a director elected by the Board of Directors to fill the vacancy of a director elected by the voting members may be removed without cause by the voting members, but not the Board of Directors.

Section 4.5 Vacancies. Any vacancy occurring among the Directors may be filled by the affirmative vote of a majority of the remaining Directors, though less than a quorum. A Director elected to fill a vacancy shall be elected for the un-expired term of such Director's predecessor in office. Any directorship to be filled by reason of an increase in the number of Directors shall be filled by a vote of the members, and a Director so chosen shall hold office until the next election of the class for which such Director was chosen and thereafter until such Director's successor shall have been elected and qualified, or until such Director's earlier death, resignation or removal.

Section 4.6 Regular Meetings. A regular annual meeting of the Board of Directors shall be held during the month of _____ at a time and place determined by the Board, for the purpose of electing Officers and for the transaction of such other business as may come before the meeting. The Directors may provide by resolution the time and place for the holding of additional regular meetings.

Section 4.7 Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the President or any ____ () directors. The person or persons authorized to call special meetings of the Board of Directors may fix any place as the place for holding any special meeting of the board called by them. Notice stating the place, day and hour of every special meeting of the Board of Directors shall be given to each director by mailing such notice at least ____ () days before the date fixed for the meeting. The notice of a special meeting need not specify the purpose of the meeting.

Section 4.8 Quorum and Voting. A majority of the Directors shall constitute a quorum for the transaction of business at any meeting of the Board of Directors, and the vote of a majority of the Directors present in person at a meeting at which a quorum is present shall be the act of the Board of Directors. If less than a quorum is present at a meeting, a majority of the Directors present may adjourn the meeting from time to time without further notice other than an announcement at the meeting, until a quorum shall be present. No Director may vote or act by proxy at any meeting of Directors.

Section 4.9 Meetings by Telephone. Members of the Board of Directors or any committee thereof may participate in a meeting of the Board or committee by means of conference telephone or similar communications equipment by which all persons participating in the meeting can hear each other at the same time. Such participation shall constitute presence in person at the meeting.

Section 4.10 Presumption of Assent. A Director who is present at a meeting of the Board of Directors is deemed to have assented to all action taken unless: (i) the Director objects at the beginning of the meeting, or promptly upon arrival, to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to any action taken; (ii) the Director contemporaneously requests that the Director's dissent or abstention as to any specific action taken be entered in the minutes; or (iii) the Director causes written notice of the Director's dissent or abstention as to any specific action to be received by the presiding officer of the meeting before adjournment or by the Club promptly after adjournment. The right of dissent or abstention is not available to a Director who votes in favor of the action taken.

Section 4.11 Action Without a Meeting. Any action required by law to be taken at a meeting of the Board of Directors or any other action which may be taken at a meeting of Directors may be taken without a meeting if every member of the Board in writing either: (i) votes for such action or (ii) votes against such action or abstains from voting and waives the right to demand that action not be taken without a meeting. Action is taken only if the affirmative votes for such action equals or exceeds the minimum number of votes that would be necessary to take such action at a meeting at which all of the Directors then in office were present and voted. The action shall only be effective if there are writings, which describe the action, signed by all Directors, received by the Club and filed with the minutes. Any such writings may be received by electronically transmitted facsimile or other form of wire or wireless communication providing the Club with a complete copy of the document including a copy of the signature. A Director's right to demand that action not be taken without a meeting shall be deemed to have been waived if the Club receives a writing satisfying the requirements hereof that has been signed by the Director and not revoked as provided below. Actions taken shall be effective when the writings set forth a different date. Any Director who has signed a writing may revoke it by a writing signed, dated and stating the prior vote is revoked. However, such writing must be received by the Club before the last writing necessary to effect the action is received. All such actions shall have the same effect as action taken at a meeting.

Section 4.12 Compensation. Directors shall not receive compensation for their services as such, although the reasonable expenses of Directors of attendance at board meetings may be paid or reimbursed by the Club. Directors shall not be disqualified to receive reasonable compensation for services rendered to or for the benefit of the Club in any other capacity.

Section 4.13 Executive and Other Committees. By one or more resolutions adopted by the Board of Directors, the Board may designate from among it's the Directors an executive committee of the Board, as well as one or more other committees of the Club, each of which, to the extent provided in the resolution establishing such committee, shall have and may exercise the authority delegated by the Board of Directors, except as prohibited by the Nonprofit Law. Rules governing meetings of any committee shall be as established by the Board of Directors, or in the absence thereof, by the committee itself.

ARTICLE V OFFICERS

Section 5.1 Number and Qualifications. The elected officers of the Club shall be a President (who shall also serve as the Chairman of the Board), one or more Vice-Presidents, a Secretary and a Treasurer. The Board of Directors may also appoint such other officers, assistant officers and agents as it may consider necessary. One person may hold more than one office at a time, except that no person may simultaneously hold the offices of President and Secretary. Officers must be Directors of the Club and, therefore, must meet the qualifications of Directors as set forth in Section 4.1(b) of these Bylaws.

Section 5.2 Election and Term of Office. The elected Officers of the Club shall be elected by the Board of Directors at each regular annual meeting of the Club. If the election of officers shall not be held at such meeting, such election shall be held as soon as convenient thereafter. Each Officer shall hold office until the Officer's successor shall have been duly elected and shall have qualified, or until the Officer's earlier death, resignation or removal.

Section 5.3 Compensation. Officers shall not receive compensation for their services as such, although the reasonable expenses of Officers may be paid or reimbursed by the Club. Officers shall not be disqualified to receive reasonable compensation for services rendered to or for the benefit of the Club in any other capacity.

Section 5.4 Resignation. An Officer may resign at any time by giving written notice of resignation to the Club. The resignation is effective when the notice is received by the Club unless the notice specifies a later effective date.

Section 5.5 Removal. Any Officer may be removed by the Board of Directors whenever in its judgment the best interests of the Club will be served thereby, but such removal shall be without

prejudice to the contract rights, if any, of the person so removed. Election or appointment of an Officer shall not in itself create contract rights.

Section 5.6 Vacancies. A vacancy in any office, however occurring, may be filled by the Board of Directors for the unexpired portion of the term.

Section 5.7 Authority and Duties of Officers. The Officers of the Club shall have the authority and shall exercise the powers and perform the duties specified below and as may be additionally specified by the Board of Directors or these Bylaws, except that in any event each officer shall exercise such powers and perform such duties as may be required by law.

(a) President. The President shall be the Chairman of the Board, shall preside at all meetings of the Board of Directors, and shall perform all other duties incident to the office of the president and chairman.

(b) Vice-Presidents. The Vice-President or Vice-Presidents shall assist the President and shall perform such duties as may be assigned to them by the by the Board of Directors of the President. The Vice-President (or if there is more than one, then the Vice-President designated by the Board of Directors, or if there be no such designation, then the Vice-Presidents in order of their election) shall, at the request of the President, or in the President's absence or inability or refusal to act, perform the duties of the President and when so acting shall have all the powers of and be subject to all the restrictions on the President.

(c) Secretary. The Secretary shall (i) keep the minutes of the proceedings of the Board of Directors; (ii) see that all notices are duly given in accordance with the provisions of these bylaws or as required by law; (iii) be custodian of the Club records; and (iv) in general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to the Secretary by the President or by the Board of Directors.

(d) Treasurer. The Treasurer shall (i) be the principal financial officer of the Club and have the care and custody of all its funds, securities, evidences of indebtedness and other personal property and deposit the same in accordance with the instructions of the Board of Directors; (ii) receive and give receipts and acquittances for moneys paid in on account of the Club, and pay out of the funds on hand all bills, payrolls and other just debts of the Club of whatever nature upon maturity; (iii) be the principal accounting officer of the Club and as such prescribe and maintain the methods and systems of accounting to be followed, keep complete books and records of account, prepare and file all local, state and federal tax returns and related documents, prescribe and maintain an adequate system of internal audit, and prepare and furnish to the President and the Board of Directors statements of account showing the financial position of the Club and the results of its operations; (iv) upon request of the Board, make such reports to it as may be required at any time; and (v) perform all other duties incident to the office of treasurer and such other duties as from time to time may be assigned to the Treasurer by the President or the Board of Directors.

Section 5.8 Surety Bonds. The Board of Directors may require any officer or agent of the Club to execute to the Club a bond in such sums and with such sureties as shall be satisfactory to the Board, conditioned upon the faithful performance of such person's duties and for the restoration to the Club of all books, papers, vouchers, money and other property of whatever kind in such person's possession or under such person's control belonging to the Club.

ARTICLE VI STANDARD OF CONDUCT FOR DIRECTORS AND OFFICERS

Section 6.1 General. Each Director and Officer shall perform their duties as a director or officer, including without limitation their duties as a member of any committee of the Board, (i) in good faith, (ii) in a manner the Director or Officer reasonably believes to be in the best interests of the Club and (iii) with the care an ordinarily prudent person in a like position would exercise under similar circumstances. A Director or Officer, regardless of title, shall not be deemed to be a trustee with respect to the Club or with respect to any property held or administered by the Club including, without limitation, property that may be subject to restrictions imposed by the donor or transferor of such property.

Section 6.2 Reliance on Certain Information and Other Matters. In the performance of their duties, a Director or Officer shall be entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, in each case prepared or presented by the persons designated below. However, a Director or Officer shall not be considered to be acting in good faith if the Director or Officer has knowledge concerning the matter in question that would cause such reliance to be unwarranted. The designated persons on whom a Director or Officer are entitled to rely are: (i) one or more officers or employees of the Club whom the Director or Officer reasonably believes to be reliable and competent in the matters presented; (ii) legal counsel, a public accountant, or other person as to matters which the Director or Officer reasonably believes to be within such person's professional or expert competence; (iii) a committee of the Board of Directors on which the Director or Officer does not serve if the Director reasonably believes the committee merits confidence.

Section 6.3 Limitation on Liability. A Director or Officer shall not be liable to the Club or its members for any action the Director or Officer takes or omits to take as a director or officer if, in connection with such action or omission, the Director or Officer performs their duties in compliance with this Section.

ARTICLE VII CONFLICTS OF INTEREST

Section 7.1 Definition. As used in this Section 7.1: (i) "conflicting interest transactions" means a contract, transaction, or other financial relationship between the Club and a Director of the Club, or between the Club and a party related to a Director, or between the Club and an entity in which a Director of the Club is a director or officer or has a financial interest, and (ii) a "party related to a director" means a spouse, a descendent, an ancestor, a sibling, the spouse or descendent of a sibling, an estate or trust in which the Director or a party related to a Director has a beneficial interest, or an entity in which a party related to a Director is a director, officer, or has a financial interest.

Section 7.2 Procedure; Action; Disclosure. No conflicting interest transaction shall be void or voidable or be enjoined, set aside, or give rise to an award of damages or other sanctions in a proceeding by a member or by or in the right of the Club, solely because the conflicting interest transaction involves a Director of the Club or a party related to a Director or an entity in which a Director of the Club is a director or officer or has a financial interest or solely because the Director is present at or participates in the meeting of the Club's Board of Directors or of a committee of the Board of Directors that authorizes, approves, or ratifies the conflicting interest transaction or solely because the Director's vote is counted for such purpose if: (i) the material facts as to the Director's relationship or interest and as to the conflicting interest transaction are disclosed or are known to the Board of Directors or the committee, and the Board of Directors or committee in good faith authorizes, approves, or ratifies the conflicting interest transaction by the affirmative vote of a majority of the disinterested Directors, even though the disinterested Directors are less than a quorum; or (ii) the material facts as to the Director's relationship or interest and as to the conflicting interest transaction are disclosed or are known to the members entitled to vote thereon, and the conflicting interest transaction is specifically authorized, approved, or ratified in good faith by a vote of the members entitled to vote thereon; or (iii) the conflicting interest transaction is fair as to the Club. Common or interested Directors may be counted in determining the presence of a quorum at a meeting of the Board of Directors or of a committee, which authorizes, approves, or ratifies the conflicting interest transaction.

Section 7.3 Loans. No loans shall be made by the Club to its Directors or Officers. Any Director or Officer who assents to or participates in the making of any such loan shall be liable to the Club for the amount of such loan until the repayment thereof.

ARTICLE VIII CONFLICT RESOLUTION

If any member of the Club has a complaint against another member of the Club for an infraction of any Bylaw, rule, policy or procedure of the Club, other than skating rules, they may file a complaint in writing to the Board of Directors of the Club. Such

complaints will be investigated and resolved according to the Club's conflict resolution policy that the Club is required to adopt and have in effect in accordance with the Bylaws of U.S. Figure Skating.

ARTICLE IX INDEMNIFICATION

The Club shall indemnify any Director, Officer or agent of the Club to the fullest extent permitted by the Nonprofit Law and any other applicable laws of the State if (i) such person conducted himself or herself in good faith, (ii) such person reasonably believed (A) in the case of a director acting in his or her official capacity, that his or her conduct was in the Club's best interests, or (B) in all other cases, that such person's conduct was at least not opposed to the Club's best interests, and (iii) in the case of any criminal proceeding, such party had no reasonable cause to believe his or her conduct was unlawful. However, the Club may not indemnify a person either (i) in connection with a proceeding by the Club in which the person is or has been adjudged liable for gross negligence or willful misconduct in the performance of the person's duty to the Club or (ii) in connection with any proceeding charging improper personal benefit to the person, whether or not involving action in the person's official capacity, in which the person was adjudged liable on the basis that personal benefit was improperly received by the person (even if the Club was not thereby damaged). Any indemnification under this Article (unless ordered by a court) shall be made by the Club only if authorized in the specific case after a determination has been made that the person is eligible for indemnification in the circumstances because the person has met the applicable standard of conduct set forth in this Article and after an evaluation has been made as to the reasonableness of the expenses. Any such determination, evaluation and authorization shall be made by the Board of Directors by a majority vote of a quorum of the Board, which quorum shall consist of directors not parties to the subject proceeding, or by such other person or body as permitted by law.

ARTICLE X MISCELLANEOUS

Section 10.1 Records. The Club shall keep as permanent records minutes of all meetings of its members and Board of Directors, a record of all actions taken by the members or Board of Directors without a meeting and of actions taken by a committee in place of the Board of Directors, and a record of all waivers of notices of meetings of members, the Board of Directors or any committee. The Club shall also maintain the following records: (i) appropriate accounting records; (ii) its Articles of Incorporation and Bylaws; (iii) Board resolutions relating to the characteristics, qualifications, rights, limitations and obligations of members or any class or category of members, if any (iv) a list of the names and business or home addresses of its current Directors and Officers; (v) a copy of its most recent corporate report delivered to the State; (vi) a record of its members which permits preparation of a list of the name and address of all members in alphabetical order and, if applicable, by class which shows the number of votes each member is entitled to cast; (vii) all written communications within the past three (3) years to members; and (viii) all financial statements prepared for periods during the last three (3) years that a member of the Club could have requested under the State law.

Section 10.2 Inspection and Copying of Club Records. Upon written demand delivered at least five (5) business days before the date on which a member wishes to inspect and copy any of the Club records identified in Section 10.1 of this Article, a member, their agent or attorney is entitled to inspect and copy such records during regular business hours at the Club's principal office. The Club may impose a reasonable charge, covering the costs of labor and material, for copies of the documents provided. The charge may not exceed the estimated cost of production and reproduction of the records. A member may also inspect any other records at a reasonable location specified by the Club upon the same terms and

conditions. Members entitled to inspect these other records must also meet the following requirements: (i) the member must have been a member at least three (3) months immediately preceding the demand; (ii) the demand must be made in good faith and for a proper purpose; (iii) the member must describe with reasonable particularity the purpose and the records the member desires to inspect; and (iv) the records must be directly connected with the described purpose. The rights set forth herein may not be abolished or limited by the Articles of Incorporation or these Bylaws.

Section 10.3 Limitations on Use of Membership List. Unless the Board of Directors gives its consent, the Club's membership list or any part thereof may not be: (i) obtained or used by any person for any purpose unrelated to a member's interest as a member; (ii) used to solicit money or property unless such money or property will be used solely to solicit the votes of the members in an election by the corporation; (iii) used for any commercial purpose; or (iv) sold to or purchased by any person.

Section 10.4 Financial Statements. Upon the written request of any member, the Club shall mail to such member its most recent annual financial statements, if any, and its most recently published financial statements, if any, showing in reasonable detail its assets and liabilities and results of its operations.

Section 10.5 Conveyances and Encumbrances. Property of the Club may be assigned, conveyed or encumbered by such Officers of the Club as may be authorized to do so by the Board of Directors, and such authorized persons shall have power to execute and deliver any and all instruments of assignment, conveyance and encumbrance; however, the sale, exchange, lease or other disposition of all or substantially all of the property and assets of the Club shall be authorized only in the manner prescribed by applicable statute.

Section 10.6 Fiscal Year. The fiscal year of the Club should, but is not required to, correspond with the fiscal year of U.S. Figure Skating (i.e., beginning on July 1 and ending on June 30).

Section 10.7 Severability. The invalidity of any provision of these Bylaws shall not affect the other provisions hereof, and in such event these Bylaws shall be construed in all respects as if such invalid provision were omitted.

Section 10.8 Amendments. These Bylaws may be amended, altered, or repealed and new bylaws may be adopted by a vote of **two-thirds (2/3)** of the members present at any meeting of the members at which a quorum is present, and not otherwise.

BYLAWS CERTIFICATE

The undersigned certifies that he/she is the Secretary of

_____, and that he/she is authorized to execute this certificate on behalf of said Club and the foregoing is a complete and correct copy of the presently effective Bylaws of the Club.

Dated: _____.

Name: _____

Sample Budget

The following is a sample budget for a club. Depending on your club's activities, the revenue and expense line items may differ from this sample. You can use this as a guideline and adapt it to meet you club's needs.

January 2001-December 2001

<u>INCOME</u>			
Membership			
Standard			0.00
Junior			0.00
Competitive			0.00
Family			0.00
Coach			0.00
Special			0.00
Collegiate			0.00
Total Membership			0.00
Ice Time			0.00
Test Fees			0.00
Competitions			
Merchandise Sales			0.00
Programs			0.00
Ads			0.00
Total Competitions			0.00
Fundraising			0.00
Total Income			0.00

<u>EXPENSES</u>			
Ice Time			0.00
Competitions			0.00
Member Programs			
Test Sessions			0.00
Scholarships			0.00
Newsletter			0.00
Meeting			0.00
Skating Clinic			0.00
Member Benefits			0.00
Total Member Programs			0.00
Marketing			
Brochures			0.00
Ads			0.00
Total Marketing			0.00
Fundraising			0.00
Other			
Web Site			0.00
Merchandise			0.00
Office Rent			0.00
Postage			0.00
Copying and Fax			0.00
Computer			0.00
Office Supplies			0.00
Telephone			0.00
Insurance			0.00
Other			0.00
Total Other			0.00
Total Expenses			0.00
Net Income (Loss)			0.00

OFFICER JOB DESCRIPTIONS

President – It shall be the duty of the president to take charge of the club; to preside at all meetings of the club and of the Board of Directors. The president shall be responsible for the entire supervision and management of the Club and its property, pending the action of the Board of Directors; have the power to suspend any member for violating the bylaws or regulations of the club, pending the approval of the Board; may call special meetings and club meetings.

The president together with the secretary shall sign all agreements and contracts made by the club, upon approval of the Board of Directors.

The president also handles all aspects of grievance procedures, including assembling the grievance committee and running the grievance hearings.

Vice President – It shall be the duty of the vice president to assist the president in the discharge of his/her duties and in the president's absence to assume his/her duties and officiate in his/her stead. The vice president is considered to be president-elect in that it is the desire of the board to move a person from the vice-presidency to the presidency in the succeeding term.

Treasurer – The treasurer shall have charge of the funds of the club and shall keep a record of all receipts and disbursements and shall render a written report when requested by the president or Board of Directors. Disbursements shall be made only upon vouchers approved by the Board of Directors. The Board of Directors shall have the power whenever they deem it necessary to appoint an acting treasurer. The funds shall be deposited in the name of the club in a bank approved by the Board of Directors or in securities approved by the Board of Directors. Specific duties include:

- Pay out reimbursements
- Keep track of checkbook
- Report to President on finances
- Be responsible for handling tax issue of club or for finding a resource to handle these issues
- Help in the budgeting process for the club (see Attachment 1 – Sample Budget)
- Help provide for a checks and balance system for the club's finances
- Make bank deposits and do all bank dealings
- Attend board meetings and report monthly

Secretary – It shall be the duty of the secretary to keep the minutes of the meeting of the club and of the Board of Directors and to supervise all reports. In addition, document membership together with dates of their election and a record of all members elected, deceased, suspended or expelled. Other specific duties include:

- Supervise correspondence of the club
- Prepare and issue notices
- Reserve rooms for all meetings of the club and Board of Directors
- Responsible for club handbook updates
- Notify U.S. Figure Skating of club officer and board changes

Membership Chair – It shall be the responsibility of the membership chair to handle all applications for membership to the club and U.S. Figure Skating. This person will need to work closely with the treasurer to ensure that the membership dues are deposited and a check is cut to U.S. Figure Skating for the registrations. Other specific duties include:

- Distribute U.S. Figure Skating membership cards to club members
- Notify U.S. Figure Skating of address changes for club members
- Distribute information to prospective members
- Handle the yearly membership drive

Sanctions Chair – It shall be the responsibility of the sanctions chair to ensure that events being sponsored by the club are sanctioned, if necessary. Please see the sanctions section in this manual.

Test Chair - The club test chair is an invaluable position. This person is responsible for the planning, executing and reporting of each session. In smaller clubs, one test chair may be able to perform all of the tasks. In larger clubs or clubs with a large number of sessions, it may be necessary to split the job between a singles/pairs chair and a dance chair. Additional assistants may be selected to help each test chair with the many tasks involved. All parties involved must be responsible and organized.

PROGRAM DEVELOPMENT IN A FIGURE SKATING CLUB

Skating clubs have certain organizational features that contribute to their success, and foremost among these is a club's program. Activities which involve current members and potential new members, such as skating sessions, competitions, recitals, shows and basic skills programs, comprise a club's program and will probably be the most important factor in a club's ability to recruit and retain members. Programs should be designed to meet the specific characteristics of the membership and should change as needs change.

The decision as to what programs a club should pursue ultimately lies with the board of directors of the club. Board members are elected representatives of the membership (preferably from a variety of constituencies such as parents of competitive and non-competitive skaters, coaches, adult skaters, coaches, etc.) and policies made by the board should reflect the thinking of the membership. One way to help a board decide what programs its members are most likely to support is to periodically distribute a Needs Assessment Questionnaire (shown here as Exhibit 1). Analyze the results of this questionnaire and then establish program priorities.

Each activity on a club's calendar should be considered from the standpoint of whether the use of your resources is worth the benefit expected, but it should be kept in mind that "benefit" refers to more than money. For example, weekly club skating sessions often do not break even, especially at certain times of the year. This, however, is ice time where members can enjoy skating together and is also "reserved" ice time which can occasionally be used for other events such as shows or recitals. Although not financially profitable, weekly sessions may contribute greatly to the success of a club.

The following is a list of some of the possible club operations the board might consider:

- 1) Practice sessions for the following skating programs:
 - Moves in the Field
 - Freestyle
 - Dance
 - Pairs
 - Synchronized team skating
- 2) Conducting a Basic Skills program
- 3) Conducting U.S. Figure Skating test sessions
- 4) Hosting competitions
- 5) Hosting recitals (these are excellent for recruiting young members)
- 6) Fundraising
- 7) Hosting judges, referees and accountants schools
- 8) Hosting regional training camps
- 9) Conducting other programs such as off-ice training in figure skating theory, educational seminars, aerobics, jazz, ballet, or a summer skating school or show
- 10) Recreational or family skating

The board should weigh its established priorities, however, against such factors as:

- 1) The possibility that the arena could operate the same program more effectively (such as Basic Skills)
- 2) The total number of hours of ice available to the club
- 3) The availability of additional ice outside of club hours
- 4) The demographic status of the area
- 5) The current test and competitive levels of members
- 6) The resources available to the club in terms of personnel necessary to carry out the programs

Once a final order of priority is determined, the board can select the programs to be offered in the immediate future and those that will be included in the club's long range plans. It is important to note that club management now possesses a method of supporting the decisions made.

What makes these programs successful is the ability to meet the needs of the members and it is important to evaluate programs offered. Whenever possible schedules should stay consistent throughout an entire season, but programs should be constantly evaluated for possible future change.

When a calendar of programs has been decided upon, the club president (or the board) usually appoints committee chairs who will supervise events and programs. It is important to encourage member involvement in a club's activities. This approach reduces the workload and provides for social interaction among members. Ultimately, this participation translates to enthusiasm for the organization. Everything a president and board do to build the success of the club should be done with the awareness that goals are accomplished only by nurturing involvement from the members of the club. Delegation requires careful thought and considerable time, but avoiding the temptation to do it yourself is imperative.

One easy way to find out who in the club is interested in volunteering is to send volunteer forms with the membership applications (see Exhibit 2). List several general areas in which a person might wish to participate (including such basics as bringing food for a competition) and you will be surprised how many people are willing to get involved. It also helps to be sure your committee chairs come from different segments of the club, as then you are tapping different groups of people for volunteer workers. Give workers procedure manuals explaining the steps of a job. These can be added to each time the event is repeated. This keeps consistency in a program and also prevents "reinventing the wheel." In some clubs a particular program may be substantial enough in terms of the responsibility, the hours of time needed, and the work involved to consider a paid employee to administer the program. An example would be a large Basic Skills program that requires fifteen to twenty hours of work each week and a thorough knowledge of the contents of the program as well as administrative skills.

The board must be sure to exercise cost control because ultimately they are responsible for the financial solvency of the club. One of the best methods of cost control is the written budget. Committee chairs should prepare budgets for their projects and approval for cost overruns should be mandated. Budgets let volunteers know that the board is cost-conscious and expect fiscal responsibility. It is also imperative that the treasurer of the club prepare a monthly treasurer's report for the board and a yearly budget and treasurer's report to be presented to all members at the annual meeting.

Finally, please remember positive reinforcement for volunteers. Special notes that say “thank you,” articles in a newsletter and listing committee members on activity programs are good examples. Ceremonies and rituals also provide ways of giving positive reinforcement. Singling out volunteers at the club awards banquet, presenting a plaque for outstanding service and perpetual trophies for certain kinds of contributions are all examples of positive reinforcement that encourage volunteerism and promote the positive feelings of your club.

EXHIBIT 1 – NEEDS ASSESSMENT QUESTIONNAIRE

1. Which of the following programs do you feel should be included as part of our club program for the _____ season? Please check the program in the left column next to those programs you feel should be included and check the right column next to those programs in which you or your skater may participate.

	<u>Include</u>	<u>Participate</u>		<u>Include</u>	<u>Participate</u>
Moves in the Field	_____	_____	Educational Programs	_____	_____
Free skating	_____	_____	Basic Skills	_____	_____
Dance	_____	_____	Shows	_____	_____
Pairs	_____	_____	Recitals	_____	_____
Synchronized	_____	_____	Fundraising	_____	_____
Family Skate	_____	_____	Competitions	_____	_____
Off-Ice Training					
Ballet	_____	_____	Aerobics	_____	_____
Jazz	_____	_____	Jump class	_____	_____
Weight training	_____	_____			

Please comment on any of these programs or any other programs you feel might be beneficial to the club.

2. Are you interested in information about becoming a U.S. Figure Skating judge or a U.S. Figure Skating accountant?

NAME _____

Current Test Level _____

EXHIBIT 2 – INTEREST FINDER

Dear Parent or Senior Member,

Our club is responsible for many events during the year, which require many hours of volunteer work to be successful. Most people find it interesting and fun to get involved in the club. You meet many people and learn a lot about the “behind the scenes” of the sport. If you feel you might be able to help in some areas, please indicate below (feel free to write in any area not included). Also, please underline any special interests within a category. Please be assured that enthusiasm is the key requirement, not prior experience!

_____ HOSPITALITY: I can help organize or work meals for judges’ hospitality at our competitions. This might also include assisting at our parties, recitals and shows.

_____ ADMINISTRATION: I can help organize recitals, competitions, shows, etc.

_____ PROGRAMS: I can help with program layout and design logos for competitions.

_____ PUBLICITY: I can print media publicity, prepare press releases, etc.

_____ FUNDRAISING: I can approach potential advertisers for our competitions and shows. I can help solicit donations, which will in turn financially assist our skaters.

_____ FOOD CONTRIBUTION: I can bring food for competitions, recitals, etc.

_____ Interested in serving the board: _____

_____ OTHER: _____

NAME: _____

DAYTIME PHONE: _____

E-MAIL: _____

OCCUPATION: _____

THANK YOU!

EXHIBIT 3 - ICE RULES

Ice rules are necessary to keep a program running smoothly and to insure that every participant receives equal consideration. The local situation and any rules in effect at an arena will determine which rules, if any, are feasible to incorporate into a program structure. Typical rules are listed below as guidelines only.

General Rules

1. Safe skating is essential. All club members are expected to be considerate of other skaters at all times.
2. No hockey sticks, pucks, or food allowed on figure skating ice.
3. No socializing. Standing is allowed only next to the barrier.

Registration or Check-In

1. Every member must sign the registration book when entering the rink for the session.
2. Members must personally sign for and introduce their guests to the ice monitor of the session. Members are responsible for accompanying their guest and seeing that they observe the ice rules.
3. The same guest may be admitted to three sessions upon paying the guest fee to the ice monitor at the start of the session.

Free Skating

1. Not to exceed twenty-six skaters on the ice (depending on rink size and the level of the skaters).
2. Programs are played by rotation in the order the tapes are turned in.
3. The first program music will commence after a five-minute warm-up.
4. Any member wishing to practice a free skating program will have the right-of-way during his program music.

Dance Sessions

1. When lined up for the start, dancers should push off two measures of music after the previous couple and keep their distance on the pattern. If the dance is joined after the music is commenced, the start should be made from a glide in sufficient open space so as not to interrupt the dancers already on the ice.
2. The dance announced takes precedence. If dancers wish to dance other dance patterns, they must yield to those who follow the announced pattern.

THE U.S. FIGURE SKATING BASIC SKILLS PROGRAM

A wise club/program director will select win/win programs. These are programs where all participants can reach their desired objectives. The development of a Basic Skills program can provide pleasure and a sense of achievement and satisfaction to beginning skaters. The Basic Skills program is different from a “regular” club, however, it was designed so a sanctioned U.S. Figure Skating club, rink facility, recreation department, or private individual can run and utilize all facets of this program.

The Basic Skills Program

The Basic Skills program has been designed to create the highest degree of interest and enthusiasm possible in all areas of skating for participants of all ages. The objective of the program is to:

1. Teach correct technique of basic elements.
2. Provide an enjoyable and safe skating experience.
3. Develop social relationships through group instruction.
4. Provide incentive rewards.
5. Promote physical fitness.
6. Encourage skating as a lifetime sport.

The testing structure includes eight different skating curriculums with reward emphasis on the achievement of correct basic technique followed by each of the following optional categories:

1. **Snowplow Sam 1-3** – The Snowplow Sam levels are designed to help the preschool age skater develop preliminary coordination and strength necessary to maneuver on the ice. Snowplow Sam is a big, fuzzy, white bear who loves to skate. Time with Snowplow Sam will allow preschool children to become comfortable on the ice.
2. **Basics 1-8** – The “Basic Skills” are the fundamentals of the sport. These eight levels of the program introduce the fundamental moves- forward skating, backward skating, stops, edges, crossovers, turns, and mohawks. Upon completion of the Basic 1-8 levels, skaters will have the basic knowledge of the sport enabling them to advance to the more specialized areas of skating.
3. **Free Skate 1-6** – Skaters are always excited to graduate from the Basics to the free skate levels. Each free skate level is divided into 4 sections:
 - ◆ Moves in the Field
 - ◆ Dance/Footwork sequence
 - ◆ Spins
 - ◆ JumpsThe free skate levels are designed to give skaters a strong foundation on which to build up their skills. This is the point where the skater can chose whether to pursue a recreational or competitive approach to the sport of figure skating.
4. **Dance 1-6** – The dance badge program focuses on the components of ice dancing and reviews the basic edges and turns while skating to music. Skaters will learn the first six dance patterns in the U.S. Figure Skating test structure. These tests can be taken with or without a partner.

5. **Synchronized Team 1-6** – Synchronized team skating is the fastest growing aspect of skating today. The Basic Skills synchronized badge program is a fun introduction to the five basic elements:
 - ◆ Circle
 - ◆ Line
 - ◆ Block
 - ◆ Intersection
 - ◆ Wheel

The purpose of these tests is to introduce skaters to synchronized team skating and to familiarize them with elementary holds, formations and transitions. A group can consist of six or more skaters to get started.
6. **Hockey 1-4** – The hockey curriculum is designed to teach the fundamentals of hockey skating. In 4 badge levels, skaters will learn how to maneuver faster and be more agile on the ice. Proper skating techniques are the primary focus of the levels. All elements will be taught without a stick or puck. Skaters will learn the necessary fundamentals to be successful in game situations
7. **Adult 1-4** – The NEW adult curriculum is designed for the beginner adult skater. It will promote physical fitness, improve balance and coordination while learning proper skating techniques. Divided into four levels, adult skaters will progress at an individual rate while being challenged and motivated. This is a new exciting program for people who look to skating as an enjoyable way for a fit and healthy lifestyle.
8. **Artistry in Motion 1-4** – The NEW Artistry in Motion or AIM program is designed to educate skaters on the basic principles and philosophy of choreography and style. The badge program will give them a foundation in basic body alignment, movement and line. Using this program will contribute to the training of the complete figure skater. Artistry in Motion praises the creative mind of every skater.

Planning

A Basic Skills program requires a great deal of planning and organization to be successful. Programs have from 75 to 1500 members. Staffing such a program is crucial to its success. The individual charged with the responsibility of implementing and administering the program must be highly organized. A club/program may find it appropriate to explore the possibilities of hiring a knowledgeable skating director with organizational skills and a sincere love of people to manage the program.

The Course

Programs will vary but the following considerations should be addressed in the planning stages:

1. How long is your program?
2. How often will the classes meet?
3. How long will each class last?
4. What ages will be included?
5. Will ages be mixed?
6. Will enrollment be limited?
7. Will make up classes handled?
8. How many instructors will be scheduled per class?
9. What classes will be offered?
10. How will the program be priced?

Advertising

Promotion is essential to success of the program and should begin four to six weeks prior to the first session. Consider flyers and leaflets distributed to local public and private schools including colleges, Girl and Boy Scout offices, public libraries, day care centers, and local YMCA and YWCA offices. Make sure all promotional material includes a brief description of the program, the address or location of the rink, and a phone number for further information.

Enrollment and Registration

Once a program is designed, an effective method of registration and record keeping must be developed. Will registration take place on one or two days or during designated hours over a two-week time frame? Are late registrants accepted? Do you have the proper registration forms from U.S. Figure Skating? Can students be screened on-ice to assure placement in the proper class?

Professionals

This is the most important factor for success.

Be sure all instructors are well versed in the contents of the program and the clubs/programs expectations of their performance. It is highly recommended that group instructors be those that enjoy teaching groups. Some of the best professionals do not have the enthusiasm or patience required to be an asset to a group program. Every skater enrolled in your BS Program must be a member of U.S. Figure Skating for \$5.00 per year. (September 1st – August 31)

The First Day of Classes

It is helpful to have as much extra help on the first day as possible. Older skaters may volunteer to assist. Students should be checked in with a monitor prior to the class and receive a nametag. Color-coding to indicate class time, instructor and/or class level will be helpful. Assistants available to escort skaters to their classes can do much to calm the nerves of instructors, skaters and parents.

Testing

The instructors usually test students on the second to last or last day of class. Keep in mind that consistency in standards is important. Distribution of badges may be as the student passes the requirement or may be saved for a presentation at the end of the program.

Special Events

There should be at least one special event scheduled for each program. It may be an exhibition with special choreographed numbers for each group, a competition, ice show or just a "fun day." Find out if you need to apply for a performance sanction.

Re-enrollment

Posters and announcements should prepare students for re-enrollment in the next program. Such announcements should include registration dates and times. Each student should receive a card, letter, or certificate stating progress made and the class the skater should enroll in next.

For more information on the Basic Skills program contact U.S. Figure Skating headquarters for an administration packet.

Support materials available are:

Administration Packet

- Program Registration Form
- Administration Manual
- Insurance Benefit Summary Brochure
- Pad of registration forms with transmittal
- Registration instructions
- Compete With U.S. Manual
- On-line registration flyer
- Sample Record Book with one page of stickers
- Brochure
- Curriculum Outline
- Sheet of stickers
- Certificate of Achievement
- Program Price List
- STAR Program
- Pencil/Pen

Kick-Off Box

- Brochures
- 200 Registration Forms (4 Pads) / Transmittals
- Program Price Lists
- Instructor manual
- Attendance / Record Sheets
- Evaluation Sheets
- Curriculum Outline
- Change of contact info
- 5 pins
- Pens and pencils
- 10 stickers
- 2 certificates
- Poster

U.S. Figure Skating Bridge Program

A National Bridge Program from the U.S. Figure Skating Basic Skills Programs to Member Clubs

Introduction:

With the growing popularity and increasing membership of Basic Skills skaters, the Bridge Program is the essential link to **retaining** these beginning skaters in the sport of figure skating. The Bridge Program is designed to teach skating skills at a faster pace in a group lesson environment and to introduce the benefits of club membership.

The specifications of your program should be custom designed based upon the needs of your area. You may be able to draw kids from the Basic 3 level or you may have to limit this program to only the free skating levels. Much depends upon how many hours per week you can devote to this program. This will keep them in the rink, learning to skate, and will show them the benefits and opportunities offered to them through figure skating.

This program introduces skaters to a “training program” and offers them an introduction to all of the elements in skating and what is required if they choose to continue to skate recreationally or begin a competitive career. Parents will be eased into the expense involved with the sport. Parent meetings should be encouraged to educate them about their future involvement in figure skating. Encourage a mix of Basic Skills skating school staff and club professionals to instruct this program.

If you have any questions on administering a Bridge Program, please contact U.S. Figure Skating Membership Development Department at 719.635.5200.

Suggested Program Design:

Schedule an introductory meeting before the first class and at least one parent meeting during the session to discuss important topics such as the goal of the program, introduction of the coaching staff, and introduction of the club officers and membership chairs. Include special presenters if you can, for example, your club president, a boot and blade expert, a U.S. Figure Skating judge to explain these topics in more detail.

Other important topics to discuss include:

- Proper equipment
- Appropriate attire
- Ice etiquette
- Ice utilization and good practice habits
- USFSA testing and competitive structure
- Club functions
- Volunteering
- Private instruction

Fees:

The fees for the program should be higher than the group lesson fees in your area but not high enough to discourage people from participating.

Suggested Program Curriculum:

The skating curriculum should be specific to the ability of the skaters enrolled. If you include some of the lower basic levels in your Bridge Program make sure the emphasis for them is on their badge curriculum so they can officially pass those classes and earn their badges.

The on-ice skating curriculum should also include:

- Proper stretching techniques
- Warm-up and cool-down
- Stroking and edges
- Introductory Moves in the Field
- Introductory Dance
- Spins
- Jumps
- Artistry in Motion

Suggested Schedule: Two full time blocks (of 45-60 minutes) a week to be broken down as follows in 8-week sessions

- 1 full block (45-60 minute) free skating - divided between the two days
- ½ block (25-30 minute) Moves in the Field
- ½ block (25-30 minute) dance
- ½ block (30 minutes) off-ice conditioning or ballet
- On-ice conditioning, Artistry in Motion, synchronized team skating

Ability divisions: After all of the skaters are registered, you must sort them into smaller groups by ability. Be sensitive to how you do this to ensure that everyone will have a positive experience in the program. Sort first by ability and then age if possible. Try to have no more than seven skaters per instructor.

Potential grouping may look similar to this:

- Basic 3-4
- Basic 5-6
- Basic 7-Free skate 1
- Free skate 2-Free skate 4
- Free skate 5 & 6-Beginner
- Pre-Preliminary-Preliminary

Approximate Duration of the Program: A session should be no longer than 8 weeks in length consisting of all lesson time (16 time blocks). Skaters should be encouraged to attend at least one other time during the week to practice on their own and/or have a private lesson. It is suggested that groups be kept to no more than seven skaters each allowing for group and individual instruction periods. Testing should be done every eight weeks in each of the disciplines. Feedback should be given to the skaters immediately regarding their progress. U.S. Figure Skating test level perfection is not expected in this program.

RINK RELATIONS

One of the most essential components of any successful club operation is the ability to work well with your local rink. The relationship that the club is able to develop with the rink is a true partnership and should be approached this way. It is important to avoid an adversarial posture with the rink or to be perceived in this manner. This will limit the capabilities and the negotiating ability of both the club and the rink.

The club and the rink have many of the same goals and objectives. Together they will be able to provide a greater overall service to the paying customer while achieving these goals. Among these common goals is the desire to have a large and consistent flow of customers into the facility to support all skating programs. This will allow for a steady revenue flow for the rink and a continuous source of new members for the club. It can bring long-term financial benefits to both the club and the rink.

Each rink operation will be different and offer unique opportunities. Some rinks will rent the ice to the club and let the club operate figure skating and possibly even the Basic Skills program. Other rinks will operate their own figure skating and Basic Skills sessions, allowing the club to conduct the test sessions and competitions. It is at the option of the rink manager about which operation they select. Either way, the club and the rink need to establish a positive working relationship. Both methods of operation can work well for the club, providing there is a good relationship.

Communication with the rink management is essential to establishing the team approach. Developing this relationship is not always easy and may take some nurturing. Many rink managers do not understand the needs of figure skating and must be educated. Here is where a positive and helpful posture can assist in the club developing this positive working relationship.

A good approach with the rink manager is to demonstrate the benefits provided to a rink by having a strong club in the rink. These benefits include, but are not limited to, the following:

- ™A conduit to the national governing body for the sport of figure skating (U.S. Figure Skating membership);
- ™A conduit to competitive figure skating through U.S. Figure Skating;
- ™The ability to conduct official U.S. Figure Skating test sessions;
- ™The ability to conduct official U.S. Figure Skating competitions;
- ™The ability to provide continued opportunity for figure skaters;
- ™The programs available for the development of figure skaters from the basic level to the very top competitive levels, including a “bridge” program to move skaters to higher levels;
- ™The knowledge that clubs and coaches have in managing figure skating programs;
- ™The ability to bring additional skaters into the rink and programs to keep them returning;
- ™Business to the pro shop and concession stand;
- ™Advice for the pro shop about selected supplies to stock.

At the same time that you are demonstrating the benefits of having a strong club in the rink, the rink manager may need to be educated about the needs of figure skaters. These could include:

- ™Adequate and consistent scheduling of free skating, dance, pair, synchronized team and basic skills sessions;
- ™Quality ice conditions, free of ruts and holes;
- ™A quality sound system;
- ™A jump harness and other potential aids;
- ™Off ice space for off ice training, locker rooms, meeting rooms, etc.;
- ™Support operations within the rink including pro shop and concessions

Communication between these groups must be kept at a high level. Being involved with the management team of your facility is the only sure way to have good communication and a solid working relationship. In almost every negative situation, the issues come down to a lack of understanding of each other's concerns. Invite the rink management to attend your board meetings. If they take an interest in your club, and learn more about your issues, you will help them to understand the way you operate.

Be aware that the rink manager has to deal with other ice users in the facility. Hockey and public skating are very strong revenue streams for most rink operations. The rink manager will typically protect these areas of strong revenue. As a result, you should be realistic in the approach to obtain figure skating ice time. However, there are ways that figure skating can support these other areas of operation for the rink:

- ™Consider providing figure skaters to perform brief exhibitions during learn-to-skate periods. This may bring positive attention to the club and may provide inspiration for the new skaters;
- ™Exhibitions between periods of hockey games can provide good exposure;
- ™Consider providing learn-to-skate programs that focus on the skating aspect for hockey players;
- ™Consider a joint promotional effort to provide skating clinics for the public;
- ™Offer teaching assistance by the higher-level skaters for clinics and learn-to-skate programs;
- ™Consider exhibitions during public skating sessions;
- ™Consider joint promotions for the public skaters;
- ™Allow for the integration of learn-to-skate skaters into club activities. This may spur their interest and keep them in the sport at some level.

It is also important to establish a relationship with the other user groups within your facility, including the youth hockey club. A strong relationship will benefit the club when seeking extra ice time for competitions or test sessions, and will also help the club when trying to unload excess ice time.

The negotiation of the contract with the rink for ice time can be treacherous but if proper planning has occurred, it should move along well. Again, a relationship built on communication can help the club secure the best possible ice contract. The areas for focus in negotiations should include:

- ™Ice allocation;
- ™Hourly ice time rates – are there discounts available for bulk purchases?;
- ™Start and end dates for the season;

- ™The number of hours contracted;
- ™Specifics regarding special events;
- ™Insurance and liability issues – is the arena assigning all liability to the club regardless of cause?

Be certain that you have all issues in writing and signed by both the club and the rink. Keep a copy on file with the club records.

Again, keep the lines of positive and constructive communication open with the rink throughout the year. This will help each year when you begin negotiations for ice time, particularly when you can demonstrate the benefits and services provided to the rink operation during the previous year.

U.S. Figure Skating, in a joint venture with USA Hockey, formed SERVING THE AMERICAN RINKS (STAR) as a rink-membership association to serve the rink industry in the United States. This organization provides services for rink owners and operators, and promotes programs for the national governing bodies (NGBs) to rink management. STAR works with the facilities around the country to strengthen the rink and arena industry.

One of the primary objectives of this joint venture organization is to strengthen the relationship between user groups and facility operators to achieve full cooperation in the interest in promoting participation in skating activities. This spirit of mutual cooperation should exist at both the national and club levels

STAR's mission is to be "the premier national organization designed to foster the development, growth and success of ice skating rinks and in-line facilities in the United States." The club should be aware of the many ways to be supportive of these programs and should also try to link their home facility into these programs.

By working together and having good communication, the rink/user group relationship will be a positive one and will help to strengthen the skating industry as a whole.

FIGURE SKATING COACHES

One of the most essential components of any successful club or rink operation is the professional coaching staff. Coaches can be a tremendous asset to the programs offered by the clubs and rinks, as they are many times the implementers. Further, the coaches are the first level of communication to the skaters and can provide great leadership and assistance in shaping each program.

It is highly beneficial to have a positive working relationship with your coaching staff. The club, the rink and the coaching staff have many of the same goals and objectives. Together they will be able to provide a greater overall service to the paying customer while achieving these goals. Among those common goals is the desire to have a large and consistent flow of customers into the facility to support all skating programs. This will allow for a steady revenue flow for the rink, the coach and a continuous source of new members for the club. It can lead to financial security for all.

For the purposes of this manual, we will define the professional coaching staff as those who are compensated for the instruction of figure skating. We will not make any distinction between the terminology of coach, pro, instructor, teacher, etc., but rather refer to them as coaches. Also for the purposes of this manual, we understand that the rink and club will have different responsibilities as they relate to the coaching staff and that each situation will be somewhat unique.

The issue of “professional” in referring to coaches means only that this is their chosen profession. It does not refer to any eligibility issues since coaching for compensation is no longer deemed an activity that causes the loss of U.S. Figure Skating eligibility. Active competitive figure skaters are permitted to be compensated for coaching activities effective 5/97.

SELECTION OF A COACHING STAFF

The selection of a coaching staff has a tremendous impact on the operation of the club. Arrangements for hiring a coach differ from one end of the country to the other. Depending on the situation, a club, the rink or the members may hire the coaches. If the rink does the hiring, developing a good working relationship with rink management will allow for club input during the hiring process. (See Rink Relations section). The goals of both the rink and the club can be attained by working together to be certain that you have the right type of coach for your rink and club situation.

One of the most essential components of a professional coaching staff is having a good staff of developmental coaches. These coaches build the base of the program and are a conduit from the rink and club to the new skaters and their parents. The value of positive developmental coaches and programs will be demonstrated as the skaters progress and continue with the sport. The club and rink have the responsibility of ensuring that the coaching staff is of sound background and has the proper credentials for their situation. New parents can not be expected to know what qualifications are needed for the instruction of their skaters and are limited in their choices by the club and rink selection of coaches.

Not every rink/club needs to hire an Olympic caliber coach. There are very few at this level and they are typically difficult to lure from their current situation. Further, many figure skating programs are not designed for the development of Olympic caliber skaters and should not focus their programs for the benefit of a small few. Rather, programs should be focused for the development of a broad base of skaters, allowing those with Olympic aspirations to reach out for those goals.

Each rink/club should review the goals and objectives for their situation. The following areas should be considered:

- Is the club primarily recreational, developmental or highly competitive?
- Does the club cater to adults or children?
- What programs does the club offer?
- What levels of expertise are needed from the coaches?
- What areas does the club expect growth and development?
- What areas are targeted for growth?
- What can the club afford?
- What levels of experience are needed by the coaches to fulfill the objectives of the club?
- What qualifications does the coach need to be able to meet the expectations of the club? (A triple gold medalist with a PSA Master rating is certainly impressive but does a club need this caliber of coach to teach basic group lessons?)
- How many hours are available for a coach to earn a living?
- How many students are available?

Once these questions are honestly answered, a club will have some guidelines for the type of coach that they need for their situation.

Presently, any individual may call himself a coach and be compensated for instruction if someone is willing to pay. The quality control issues are very vague. One might assume that all coaches possess substantial knowledge of the sport and have an ability to impart this knowledge to their students. In fact, vast differences exist in the quality of instruction available to skaters.

The Professional Skaters Association has a rating and certification program that has been reviewed extensively and, as a result, endorsed by U.S. Figure Skating. This rating and certification system provides guidelines for the coaches' level of expertise. Many coaches are working their way through the credentialing process and have attained high levels of personal accomplishments in the sport. Coaches who attend coaches' seminars and workshops show a desire for continual improvement of their coaching skills. Remember to study the skating accomplishments, the coaching accomplishments, the PSA ratings and any areas of special abilities of any coach that is being considered. All coaches are not created equal.

THE HIRING PROCESS

After determining the needs of the club/rink, the initiation of the hiring process should begin. A club should strive to stay one season ahead of their staffing needs by advertising well in advance for the upcoming needs. It is difficult to find coaches in the middle of a season.

Advertising. Word of mouth is a good way to let people know that there is a job opening since the skating community is fairly well “plugged in.” It is often advisable to advertise in the major skating publications to obtain a list of qualified candidates. They are listed below.

SKATING Magazine
United States Figure Skating Association
20 First Street
Colorado Springs, CO 80906
719-635-5200

Professional Skater Magazine
Professional Skaters Association
3006 Allegro Park SW
Rochester, MN 55902
507-281-5122

Screening Process. Upon receipt of applications, the club should have a screening process to eliminate from consideration those coaches who do not meet the needs of the position opening. It may be important to set up interviews to meet the prospective coaches in advance. Also, it is strongly recommended that the club seek out employment history information to help determine which coach best fits the needs of the position.

Employment Classifications. There are two major classifications that the coach may be considered. One is as an employee and the other is as an independent contractor. In very general terms, if the coach is an employee, then the coach is entitled to receive all benefits that are available to all other employees. The club/rink has tax and social security obligations for all employees including the coach. Again, in very general terms, the independent contractor coach is not employed by the rink but still must have an agreement with the rink to be able to teach on the ice provided. Parents of the skaters would typically pay the coach directly and the coach would assume all legal obligations. Be familiar with the laws of your state as it relates to employment and independent contractor status.

Coaching Contracts. It may be appropriate to formalize the agreement between the coach and the club/rink. A contract will define the responsibilities of each party and minimize future potential disagreements.

Evaluations. Evaluations of the members of the coaching staff are an important function of management and should be conducted on a regular basis (annually). Keep the staff appraised of their strengths, their successes and their areas for improvement. This should be a part of the supervision process and should strengthen the communication links if handled properly.

Firing a Coach. It is never pleasant to terminate a coach but sometimes it becomes necessary. If necessary, it should be done in private and in person. All information and discussions should remain in the very strictest confidence. The club's position should be stated clearly with minimum words. The club should establish a reasonable time for termination or a reasonable severance in lieu thereof. A direct and honest approach is required. Proper documentation and disciplinary measures should be recorded and remain on file. Be aware of the employment laws in your state and do not hesitate to contact an attorney in advance.

DEALING WITH YOUR COACHING STAFF

Communication with the coaching staff is essential for establishing the team approach. Developing this relationship may take some nurturing and continuing maintenance.

Many clubs have established a coach liaison or a Coach Liaison Committee to deal with the coaching issues for the club. This committee should provide the mechanism for communication between the club and the coaches. Many times the coaches will select a coach liaison for the purpose of communicating with the club. Whatever the mechanism, it is essential that the club and coaches have an open line of communication to discuss any issues and for program development. The club's representatives should be knowledgeable in the sport, aware of the goals of the club and aware of the needs of the skaters, the rink and the coaches in order for this type of liaison program to be successful.

Many times coaches are represented on the club Board of Directors. Each club can provide for this in their bylaws but it is not a U.S. Figure Skating requirement and is purely the choice of the club. Presently, coaches may be eligible persons and have the privileges of eligible members of U.S. Figure Skating, however, you should refer to the membership rules in the U.S. Figure Skating Rulebook for the particulars of them serving on a club's board. This may provide another good method of communication between the club and the coaches.

The coaching liaisons could be responsible for some or all of the following:

- Establishing and maintaining job descriptions for the coaching staff
- Establishing and maintaining club contracts with the coaching staff
- Selecting coaches that best serve the needs of the club
- Developing and administering rules for the coaches and for members engaging the coaches
- Creating and sustaining a positive working relationship and atmosphere for the coaches, skaters and club
- Troubleshooting and problem solving – diplomacy is necessary at all times.

Insurance

Professional liability insurance is a must for all coaches. Many rinks and clubs require that each coach provide proof of liability insurance before being allowed to teach in their rink. This insurance protects both the club and the rink for any liability situations that the coach may incur. This insurance is very affordable and is available through the PSA and U.S. Figure Skating. Each offers the same levels of insurance.

Club Rules and Policies. The clubs and/or rinks should establish coaching policies in writing so that everyone is clear on the rules and policies. Each situation is potentially unique to the club situation. Some clubs restrict their coaches to teach exclusively on their ice while others have an open door policy for coaches. Some clubs have minimum credential standards for their coaching staff. Some clubs allow for coaches to only coach up to a certain level. Whatever the policies, the club and/or rink has a duty to be responsible for establishing the policies of the operation.

It is recommended that your club and/or rink adopt a set of professional staff rules that, if adhered to, will reduce the number of potential conflicts during the course of the year. A sample of possible rules is listed in Exhibit 1 of this section. These guidelines should be adapted to each club/rink operation.

Further, and this is very important to understand, the club and/or rink gives legitimacy to the coach by allowing them to teach in the facility and assumes some degree of liability that the coach is competent. The new skater assumes that the club and/or rink have secured only qualified and competent coaches and has an adequate screening process. The new skaters trust your selection of coaches.

Professional Ethics. Ethics define the principles of conduct, which govern an individual or group. Ethics deal with what is morally correct with respect to conforming to accept coaching standards of conduct. Clubs have a duty to administer their affairs in accordance with the non-profit motives of their charter. Club ethics may differ with the ethics of coaches with a profit motive. However, fair dealing requires that each person involved in a transaction or agreement recognize the expectation and needs of the other person.

EXHIBIT 1

**PROFESSIONAL STAFF RULES
for
(Name of Rink/Club/Organization)
(Starting Date) THROUGH (Ending Date)**

I, the undersigned, have full understanding and take full responsibility for the following and agree that I will abide by all Rules and Regulations of the (club name).

1. I am a member of PSA and abide by its CODE OF ETHICS.
2. I will carry liability insurance and provide proof of coverage to (name of organization). Without proof of insurance, I understand I will not be allowed to coach, nullifying any contracts with (name of organization).
3. I will encourage my students to pay all fees owed to (name of organization).
4. I will teach only my students and under no circumstances will I teach or give instruction to another student without their coach's full knowledge.
5. Any act of soliciting, and/or perception of soliciting will not be tolerated under any circumstances.
6. I will pay all fees and commissions owed to (name of organization).
7. I will encourage harmony, goodwill and ethical behavior among the skaters, parents, pros and rink personnel.
8. I will submit a copy of my lesson schedule for all students to be taught at (name of organization).
9. As a staff pro, I will participate and support (name of organization) activities.
10. As a staff pro, I will actively seed a PSA rating in my area of expertise.
11. I will dress and behave in a professional manner at all times. (No cut offs, tank tops, shorts, etc.)

My teaching fee is : _____ per hour. Commission rate: _____

Name (please print) Signature

Address

Phone Number: (H) _____ (W) _____

PROFESSIONAL SKATERS ASSOCIATION (PSA)

The PSA is a not-for-profit organization formed in 1938 for all professional coaches who are interested and involved in the general advancement of figure skating. It remains today as the only organization in the United States devoted exclusively for the figure skating coach. Membership is extended to all coaches from the introductory levels to the Olympic levels. Its membership includes individuals from all aspects of the skating industry.

PSA Coaches Education. Through educational opportunities offered by the PSA, coaches can obtain a wealth of knowledge which benefits skaters from the beginning to the elite levels. The PSA is recognized by U.S. Figure Skating as the official coaches education, certification and training program of U.S. Figure Skating to the United States Olympic Committee.

The PSA offers an International Coaches Conference, Professional Accreditation and Certifying Education programs, PSA seminars and state workshops among other educational programs. Many coaches take advantage of these programs to maintain and improve their coaching skills and to stay current in the ever-changing world of figure skating.

PSA Rating System. The PSA offers the PSA Rating System for all coaches who want to validate their skills. Ratings provide an assurance to clubs, rinks, parents and the general public that the professional they hire is technically qualified to instruct at the level at which they are rated. More and more clubs and rinks are requiring a PSA rating when securing coaches.

Ratings are awarded to coaches on the basis of their coaching accomplishments and an exam administered by the PSA. The rating is intended to establish that the coach is current and knowledgeable at a particular level and within a particular discipline. Coaches are required to attend a certain number of educational programs during the year to maintain their current rating.

Other PSA Services. Clubs should be aware of other services offered by the PSA.

- Job Placement Services are available to both clubs and rinks looking for employment opportunities
- Group health insurance, professional liability insurance and retirement programs
- Publication of the Professional Skater magazine, a membership directory and other skating-related publications
- Red Cross/USOC Sport Safety Training programs
- Apprentice teaching programs
- PSA Seal of Endorsement and Approval

Ethics and Professional Conduct. The Professional Skaters Association has a set of ethics and professional conduct rules (Exhibit 2 of this section) that, if adhered to, will make your club activities more enjoyable and successful for all.

EXHIBIT 2

(This is taken from the 1999 PSA Membership and Resource Directory.)

Article V.

A Code of Ethics and Professional Conduct is hereby adopted to the end that the public respect and the status of the association members in the profession may be enhanced and secured and that ethical principles are to be followed to avoid all actual or perceived impropriety.

The following basic rules shall govern the conduct and relations of members of the Professional Skaters Association. Any complaint concerning breaches thereof shall be dealt with by the Committee on Professional Standards acting as a grievance committee according to the procedures that are adopted from time to time by the Board of Governors of the Professional Skaters Association.

1. Members of the Professional Skaters Association, (hereafter referred to as "Members") shall at all times exercise the greatest care and discretion in their relationships with other members, pupils and pupils of other members.
2. Prior to acting as a coach the member shall determine the nature and extent of any earlier teaching relationship with that skater and other members.
3. No member shall in any case solicit pupils of another member, directly or indirectly, or through third parties.
4. Members shall dress neatly and in a clean and appropriate manner as is becoming a member of the Professional Skaters Association. Members shall be ever mindful of the influence they exercise over their pupils and under all circumstances this trust should never be abused.
5. Members shall at all times be mindful that he or she has the responsibility to influence his or her student to act with dignity, ethically and with high moral conduct. The members shall never place the value of winning above the value of instilling the highest desirable ideas of character in his or her student nor shall the member act in any manner inconsistent with a high standard of ethical and moral conduct.
6. The members shall take an active role in the prevention of drugs; alcohol and tobacco abuse and under no circumstances should authorize the use of such products.
7. All members recognize that they shall act in a manner which avoids verbal or physical abuse of any skaters, other coach, parent or official. Members shall not engage in, nor shall a member permit, any skater with whom they are charged with the responsibility of coaching, to engage in any offense in violation of federal, state or local law, or laws of a foreign government.
8. A member shall at all times avoid conflicts of interest which can be considered to exist at any time when the actions of the member for his or her self or on behalf of a skater would involve the obtaining of an improper advantage.

The Board of Governors of the Professional Skaters Association is authorized to change, alter or modify the above rules as occasion may require. Such change, alteration or modification shall be effective upon written notification sent to the entire membership to his or her last known address.

THE INSURANCE PROGRAM

The current General Liability and Sports Accident Insurance programs, with effective dates of July 1 through June 30, are written with United States Fidelity and Guaranty Insurance Company and Guaranty Trust Life Insurance Company. We are providing \$1,000,000 Commercial General Liability coverage and \$50,000 Excess Accident coverage. The insurance broker for both of these programs is Entertainment and Sports Insurance Experts (ESIX). Their offices are located at 1117 Perimeter Center West Suite N 400, Atlanta, GA 30338. Their telephone number is (800) 342-4371. Contacts at ESIX are Trish Beyer, Paul Marshall and Aimee Bell. The insurance programs are free to member clubs and are taken care of automatically by U.S. Figure Skating.

Certificates of Insurance: All member clubs are provided Certificates of Insurance at the beginning of the policy term indicating coverage for their sanctioned and supervised club activities. All third party (rink/arena landlords) certificates are also issued at this time. Special certificates are required if the event is taking place in a rink other than those you have listed with U.S. Figure Skating. Should special certificates be needed, a proper request should be made at least two weeks prior to the event. **Certificates cannot be post-dated.** Certificate of Insurance requests should be directed to U.S. Figure Skating Headquarters at 719/635-5200.

COMMERCIAL GENERAL LIABILITY COVERAGE

Named Insured:	UNITED STATES FIGURE SKATING ASSOCIATION ITS MEMBER CLUBS AND BASIC SKILLS MEMBER ORGANIZATIONS	
Covered Activities:	All duly sanctioned skating and skating related activities	
Limits of Liability:	Each Occurrence	\$1,000,000
	Aggregate Limit-per event	\$3,000,000
	Products Aggregate	\$1,000,000
	Personal & Advertising	
	Injury	\$1,000,000
	Fire Legal Liability	\$ 50,000
	Medical Payments	
	(Excluding Participants)	\$ 5,000
	Participant Legal Liability	\$1,000,000

Description of Coverage: The General Liability program provides insurance coverage for liability imposed by law, up to the policy limit. The liability must stem from an occurrence, which results in Bodily Injury to members of the public or damage to their property. The insurance company will provide defense even if the allegations of the suit are groundless, false or fraudulent.

The coverage is broadened by the following extensions:

- **Contractual Liability:** Covers legal liability for Bodily Injury or Property Damage arising from certain written contracts relating to your usual operations. All contracts should be reviewed by USFSA and/or ESIX and/or American Specialty Insurance prior to being signed.

- **Participant Legal Liability:** Protects against suits brought by participants in covered activities. Participants include skaters, coaches, team leaders, managers, staff members, team workers, and game officials who have been granted proper authorization to enter any restricted area(s) both during practices for or while participating in any competition or exhibition sponsored and/or sanctioned by a Named Insured.
- **Personal & Advertising Injury:** Covers your legal obligations for injury to others from: a) drug testing (in conjunction with the USADA or WADA), b) false arrest, detention, imprisonment or malicious prosecution, c) libel, slander, defamation or violation of right of privacy, and d) wrongful entry or eviction or other invasion or right of private occupation.
- **Host Liquor Liability:** Provides coverage for damage arising out of the providing (not selling) of alcoholic beverages by or on behalf of the Insured during a covered activity.
- **Fire Legal Liability:** Provides Property Damage Liability of \$50,000 for losses arising out of fire to real property rented to or temporarily occupied by the Named Insured with the permission of the owner. This does **NOT** take the place of property insurance.
- **Incidental Medical Malpractice:** Covers the Insured's Legal Liability arising out of rendering or failing to render certain emergency medical services. **THIS COVERAGE DOES NOT APPLY TO LICENSED MEDICAL PROVIDERS EMPLOYED BY YOU OR WORKING ON YOUR BEHALF.**
- **Limited Worldwide Liability:** Extends the policy territory to anywhere in the world provided the original suit for damage is brought within the U.S, its territories or possessions, or Canada.
- **Additional Persons Insured:** Broadens the Named Insured to include employees and volunteers of the Insured while acting within the scope of their duties.
- **Medical Payments:** Coverage provides for medical expenses from Bodily Injury caused by an accident; however, coverage is excluded for persons participating in athletics. **THIS COVERAGE DOES NOT APPLY FOR PARTICIPANTS OF THE MEMBER CLUBS OR THE BASIC SKILLS CLUBS. IT IS NOT "SPORTS ACCIDENT" COVERAGE FOR SKATERS, BUT INSTEAD APPLIES TO SPECTATORS OR OTHER THIRD PARTIES INJURED BY OR DURING COVERED ACTIVITIES.**

Policy Exclusions/Restrictions

- **Bodily Injury or Property Damage:** Expected or intended from the standpoint of the Insured (deliberate acts to injure/damage).
- **Bodily Injury or Property Damage:** Arising out of ownership, maintenance, use or entrustment to others of any auto. (Auto coverage should be provided by the owner's automobile policy. If the auto is rented, it would be necessary to purchase the additional insurance provided by the rental agency, to have previously put a

rider on your personal auto policy, or to put the rental car on a type of credit card which automatically provides the user with the necessary insurance.)

- **Bodily Injury or Property Damage:** The policy **DOES NOT** respond to any event or activity, workout or organized practice except when scheduled under the direct physical supervision of a coach or staff member approved by the Named Insured.
- **Property Damage:** To property in the care, custody or control of, owned by, rented to or leased to an insured.
- **Product Liability:** Coverage is excluded for SALE of equipment MANUFACTURED by you or others to your design specifications.
- **Asbestos:** All asbestos related claims are excluded.
- **Pollution:** All pollution related claims are excluded.
- **War or act of war or Terrorism**

THIS IS NOT INTENDED AS A COMPREHENSIVE LIST OF EXCLUSIONS. OTHER EXCLUSIONS MAY APPLY.

SPORTS ACCIDENT COVERAGE

Named Insured:	UNITED STATES FIGURE SKATING ASSOCIATION	
Covered Activities:	Injuries sustained as a result of skating-related accidents by members, including practices and competitions. Basic Skills Participants are also included.	
Limits of Insurance:	Excess Accident Maximum	\$50,000
	Excess Deductible	\$ 2,500
	Excess Accident Dental Maximum	\$ 2,000
	Maximum per tooth	\$ 250
	Physical Therapy Limitation (per visit-maximum 5 visits)	\$ 25
	Chiropractic Care Limitation (per visit-maximum 5 visits)	\$ 25
	Accidental Death & Dismemberment	\$10,000

Description of Coverage: When a covered injury to an Insured person requires treatment by a legally qualified physician, care given by a graduate nurse, confinement in a hospital, ambulance service to and from the hospital and services and supplies ordered by a physician, the Company will pay the usual and reasonable expenses incurred on a Primary Excess or Full Excess basis (see definitions), less the deductible, up to the policy maximum. The first expense must be incurred within 60 days of a covered accident. To be covered any further, expense must be incurred within 365 days of the date of injury. Benefits for injury to sound natural teeth are subject to the \$2,000 Maximum Dental Limit, which is included in the overall policy maximum for medical expenses. If covered injury results in loss of limb(s) or sight, the Company will pay the benefit as described in "DEFINITIONS". Only one benefit, the largest to which the insured is entitled, will be paid for all losses that result from any one accident. Injury must be result in loss within 365 days of the accident.

DEFINITIONS

- **Full Excess:** The Company will pay the covered expenses incurred which are in excess of those paid or payable to another Plan Providing Medical Expense

Benefits to the maximum selected. Deductibles must be satisfied before benefits are paid.

- **Plan Providing Medical Expense Benefits:** Any group type policy contract or other arrangement for benefits or services for medical or dental care or treatment. This can include participation on an Employers Group Health Plan, a Personal Health Insurance policy, and being a dependent on a parents policy.
- **Accidental Dismemberment:** A “MEMBER” means a hand, foot or sight of eye. Loss of hand or foot means complete severance through or above the wrist or ankle joint; with regard to sight, the entire and irrecoverable loss of sight. Payment for “Two Members” is 100%; Payment of “One Member” is 50%.
- **Accidental Death:** The Company will pay the Accidental Death Benefit when a covered injury results in the Insured’s death. Death must occur within 365 days after the Accident occurs. If dismemberment benefits have been paid for a loss resulting from the same accident, the Accidental Death Benefit will not be payable.

Policy Exclusions/Restrictions

- **Dental Treatment:** Except as a result of injury to sound, natural teeth.
- **Services of treatment rendered by a Doctor, nurse or other person employed or retained by the Insured:** Including services or treatment rendered by a Doctor or nurse who is the Insured or a member of his/her immediate family.
- **War or any act of war or Terrorism.**
- **Replacement of eye glasses:** Including eye examinations for the correction of vision or fitting of glasses.
- **Any intentionally self-inflicted injury.**
- **Workers’ Compensation:** Any injury for which the Insured is covered under Workers’ Compensation or similar law.
- **Felonious or illegal acts:** Any injury for which the Insured’s part in committing a felony or as the result of the Insured’s involvement in an illegal occupation.
- **Automobile No-Fault:** That part of medical expenses where mandatory automobile no-fault benefits are due.
- **Charges which are not usual and reasonable:** For services in the geographical area where performed.
- **Sickness or Disease.**

THIS IS NOT INTENDED AS A COMPREHENSIVE LIST OF EXCLUSIONS. OTHER EXCLUSIONS MAY APPLY.

CONDUCTING U.S. FIGURE SKATING TEST SESSIONS

Skaters qualify for various levels of competition based on their test level. There is a test structure for each of the disciplines in our sport. The official test structure includes:

1. **Moves in the Field** – Moves tests are divided into eight classes taken in the following order: pre-preliminary, preliminary, pre-juvenile, juvenile, intermediate, novice, junior and senior. These tests are the prerequisite to the corresponding free skating and pairs tests.
2. **Free Skating** – Free skating tests are divided into eight classes taken in the following order: pre-preliminary, preliminary, pre-juvenile, juvenile, intermediate, novice, junior and senior. Free skating is the artistry of figure skating combined with jumps and spins and other moves on ice usually skated to music. As stated above, the corresponding moves in the field test must be passed before the free skating test can be taken.
3. **Pair** – preliminary, juvenile, intermediate, novice, junior and senior are offered in the U.S. Figure Skating structure. Pairs skating is free skating by two people of the opposite sex in unison and harmony. The pair test consists of single skating moves skated simultaneously with their partner, lifts and partner assisted jumps. As stated above, the corresponding moves in the field test must be passed before the pair test can be taken.
4. **Dance** – preliminary, pre-bronze, bronze, pre-silver, silver, pre-gold, gold and junior and senior international dance tests are all offered. In addition, there are free dance tests available. Ice dancing tests require movements characteristic of each dance in established patterns on the ice with a partner. Correct steps, strong edges, good form, good rhythm, expression and partner unison are required to pass. In 1997, U.S. Figure Skating added a solo dance track as well.
5. **Synchronized team** - These tests are available but are not required by U.S. Figure Skating.
6. **Adult** – moves in the field, free skate, and dance test available. Prerequisites as stated above.

Test sessions are held only under the auspices and control of a U.S. Figure Skating member club. While there are many ways to conduct a test session, it is important for club officers to be familiar with the Test Rules, the Judges Rules and Skating Standards Regulations as set forth in the U.S. Figure Skating *Rulebook*.

U.S. Figure Skating Headquarters has published a booklet called *Guide for Test Chair* to assist you. This booklet details more fully the position as well as key steps in conducting a test session. A master set of judging forms is also available. Upon request one official U.S. Figure Skating rulebook will be sent to the test chair of the club.

HOSTING A COMPETITION

Figure skating clubs host competitions for many reasons:

1. Competitions act as a marketing tool; they increase the club's visibility amongst skaters, parents, coaches, judges, and the general public.
2. Competitions act as motivators for skaters to improve their proficiency for public display before parents and friends.
3. Competitions serve to act as a forum for comparison of the athletic and artistic skills of skaters relative to other skaters rather than against a test standard. Skaters, parents, coaches and clubs can all benefit from such a comparison.
4. Competitions can serve to develop a esprit among parents, volunteers and members working together to accomplish the myriad of tasks that hosting an event requires.
5. Competitions can serve to induce a team spirit or feeling of belonging amongst skaters within a club.
6. Competitions can be profitable for the club if well managed.

TYPES OF COMPETITIONS

To represent the United States in the World Championships or the Olympic Winter Games, a skater must qualify for placement on the United States World Team through the U.S. Figure Skating competitive structure. These are classified by U.S. Figure Skating as "qualifying" competitions.

Qualifying Competitions – There are three levels of qualifying competitions; regional, sectional and national. A registered and eligible member of U.S. Figure Skating will be eligible to enter a regional competition providing he/she has passed the test level required for the category in which he/she would like to compete. (See CR 8.09) The exceptions are in the juvenile singles, juvenile pairs and dance, adult, and intermediate classification:

Juvenile singles: a skater must have passed the required test level and not have attained the age of thirteen prior to September 1st in the year the competition is held.

(See CR 8.20, CR 8.24)

Juvenile Pairs and Dance: a skater must have passed the required test level and not have attained the age of sixteen prior to September 1 in the year the competition is held.

(See CR 8.20, CR 8.24)

Intermediate events: a skater must have passed the required test level and not have attained the age of eighteen prior to September 1 in the year the competition is held.

(See CR 8.20, CR 8.23)

Adult events: a skater must be twenty-five years of age or older

The categories of qualifying competitions are: (see CR 9.00)

- Singles - Mens and Ladies: Juvenile, Intermediate, Novice, Junior, Senior, Championship Adult Gold and Championship Adult Masters.
- Pairs - Juvenile, Intermediate, Novice, Junior, Senior and Adult.
- Dance - Juvenile, Intermediate, Novice, Junior, Senior and Championship Adult.

Placement in the final round of each category determines the skaters who will advance from regional to sectional competitions. Normally not more than four entrants in each novice, junior and senior singles, junior and senior pairs and junior and senior dance advance from sectionals to the U.S. Championships.

Nonqualifying Competitions – Nonqualifying competitions provide additional competitive experience as skaters work their way up to each higher test level. Nonqualifying competitions are classified in two groups:

1. Club Competitions – In a club competition, entries are limited to only those competitors belonging to the host club. Sanctions are not required for club competitions.
2. Sanctioned Competitions – Nonqualifying competitions are often referred to as “Invitational” or “open” competitions because skaters who are not members of the host club may make application to compete. These events require a sanction which can be obtained through the Competitions Committee.

Basic Skills Competitions – Mission Statement: The purpose of the competition is to promote a fun, introductory, competitive experience for the beginning skater.

U.S. Figure Skating Basic Skills competitions incorporate moves from the Basic Skills program into a competition format that can be easily and successfully conducted by U.S. Figure Skating registered Basic Skills programs or member clubs. Any group hosting a competition must be registered with U.S. Figure Skating as an official Basic Skills Program. The competition is open to all beginner skaters who are enrolled in a U.S. Figure Skating Basic Skills Program and/or are current full members of U.S. Figure Skating. Basic Skills competitions are designed to promote competition experience at the grassroots level and have been a very large success.

PLANNING A COMPETITION

Hosting a competition requires considerable time and effort in the planning stages. Club management and the person appointed to chair the competition should have a thorough understanding of the Competition Rules (CR) set forth in the *Rulebook*. Applications for a competition sanction are available from U.S. Figure Skating Headquarters or the Regional Vice Chairs of the U.S. Figure Skating Competitions Committee. Applications submitted must be accompanied by information with respect to when the competition will be held. Any competition open to Canadian skaters, which is held in the United States,

also requires a sanction from the Skate Canada. The address of the 865 Shefford Road, Gloucester, ON K1J 1H9.

The following material is presented to assist a competition committee in planning and holding a sanctioned nonqualifying competition.

Many of the tasks involved in hosting a competition require completion long before the event will take place. A club must:

1. Request application for sanction from their regional vice chair of the Competitions Committee. The person responsible for requesting an application should try to verify that the date(s) selected will not interfere with another local competition or a qualifying competition.
2. Design the competition announcement and an entry application to conform to CR 31.00 in consultation with your chief referee.
3. Return the sanction application, copies of the announcements and the entry application to the regional vice chair.
4. Schedule officials in accordance with CR 35.00.
5. Mail announcements and entry applications. A final copy of the announcement must be sent to the approving officer.
6. Upon receipt of entries, work with the referee to develop a schedule for events and a judge's schedule. Distribute schedules and order awards.

THE COMPETITION OFFICIALS

The host club, subject to approval of the appropriate vice chair of the U.S. Figure Skating Competitions Committee normally selects the officials for a sanctioned nonqualifying competition. Necessary officials include referees, judges and accountants as prescribed in CR 35.00.

The Referee – The referee is the person in charge of all decisions relative to the competition. It is best to check with the referee first. Among other duties as listed in CR 36.00, the referee will assign judges and assistant referees to events, be responsible for the final time schedule of events and superintend all accounting.

The Accountant – One or more accountants are responsible for calculating the standings from the judges' sheets and producing results forms.

Judges – An odd number of judges, but not less than three, must be used in each event. Judges are authorized to judge competitions as listed in JR 6.00 – 8.00. Not all judges have competition appointments and, in general, two judges having a competition appointment are needed on a panel of three judges. A chart outlining authorization to judge is located at the end of the Judges Rules (JR) in the *Rulebook*.

Music Coordinator (if deemed necessary) – Please refer to the officials directory and/or contact the Music Committee.

FACILITIES AT THE ARENA

Initial planning of the competition requires arranging for use of the facility and equipment. This may be a contractual arrangement for the ice, dressing rooms, concessions and lobby areas. The agreement may also include the public address system and other apparatus perceived to be necessary. Consideration should be given to:

1. The referees need to have easy access to judges, music players, announcers and ice monitors.
2. The accountants need a room with adequate work space, tables and chairs, a photocopier and proper electrical outlets for the computer. Back-up equipment in the event of a failure of a copier, printer or computer could turn a disaster into just another planning success.
3. The judges need a clear view, in elevated positions near center ice. Provide chairs with backrests and a writing surface.
4. A space for judges' hospitality.
5. A space for coaches' hospitality.
6. A designated area to post results.

DURING THE COMPETITION

Music – Music players should be well rehearsed in the mechanics of the system including how to turn it on and off, volume control, how to put the tapes in, how to rewind tapes, and where to find help if something goes wrong. Background music when the ice is being resurfaced is a nice additional touch.

Tapes supplied by competitors should be labeled with the skaters name and collected at registration. They should be delivered to the music area about fifteen minutes before an event is to start. A committee supplies dance tapes. The main tape should be turned in and a backup held by the coach.

Leaders should be taken up on the tapes during warm-up. This is desirable so that when a tape is started, the music starts promptly.

Solo and pair events do not have music played during the warm-up. For dance the competitors warm up for a brief period, usually one to two minutes without music and then for a period of about three minutes with music.

There are two important basic rules that a person playing music needs to be aware of:

1. Music should never stop unless the referee so directs by blowing the whistle.
2. If the referee stops the music, a tape should never be rewound unless the referee orders it done.

After the event is over, competitor's tapes should be delivered to a predetermined location where they may be retrieved.

Monitors – The job of the monitor is to get the competitors where they are supposed to be when they are supposed to be there. Communication between monitors and the referee is essential if the competition is to be maintained in conformance with the schedule. (See sample monitor instructions.)

Before an event, competitors need to be directed to the correct dressing room. During an event, monitors should have the next competitor ready to take the ice as quickly as possible.

Hospitality – It is traditional to provide a hospitality room for officials. All officials will appreciate knowing what plans have been made. Judges and officials can work two hours before a break is required and having hospitality arrangements in advance assists in their scheduling.

Announcer – The announcer is depended upon to keep things moving. At the direction of the referee, they instruct competitors as to when their warm-up begins and ends. In addition, they introduce skaters and officials and generally keep the audience informed of the progress of the competition. The announcer should ascertain that the public address system is in working order. As a matter of courtesy, it is appropriate to review the program to be sure that competitors' and officials' names can be pronounced correctly.

The referee is the announcer's source of direction, however, a general form of announcement is as follows: "The next event is Juvenile Ladies, Group B; would the following competitors please take the ice for warm-up." Each competitor in the warm-up should be named without club affiliation. When the warm-up is underway, an announcement may be made of the officials for the event.

After a period of time, from two to four minutes depending on the event, an announcement should be made to notify skaters that there is one minute left in the warm-up. The referee may tell the announcer to make the announcement or he may designate the timing to the announcer. After the one minute warning, an announcement is made for the skaters to clear the ice.

After the warm-up has finished and the competitors have left the ice, an announcement of the skater's name and club affiliation will be made as each skater takes the ice. There is usually a slight pause after the first skater while the referee averages the marks awarded by the judges. The announcer should wait until given a signal by the referee to proceed with the next competitor.

Runners – Referees, other officials and the event organizers will need to communicate with each other and runners assist the process. Older, responsible club skaters often fill these positions. At the end of each event, the judges' forms need to be brought to the accounting room. The referee must sign the form before the results can be considered official. These forms must be taken to the referee of that event, wherever he may be at that time. It is imperative that the runner be discreet about the contents of the forms. After obtaining a signature from the referee, a runner may then make the necessary number of copies for posting, delivery to the official's room and perhaps to the registration area if copies are to be sold.

Other Tasks – Volunteer workers will be needed throughout a competition for the registration desk, program and souvenir sales, to handle practice monitoring, assisting in the accounting room and a myriad of other tasks.

Proper planning allows volunteer workers to work together to conduct a successful competition.

Future Events – Once a club hosts a competition, the next one is always easier. It is appropriate for the competition chair to maintain a written account of his experience to develop a club's own internal guide for planning and hosting future events.

A complete competition manual may be acquired from U.S. Figure Skating Headquarters at no charge.

OFFICIALS

Judges, referees and accountants are individuals who, because of their love of skating and their desire to encourage skaters, volunteer their time to allow skaters to measure themselves against others in competitions. Judges perform the additional task of testing skaters as they progress through the structure.

Clubs benefit from encouraging members to become judges, referees and accountants. The most obvious benefit is that clubs, especially those in remote areas, may reduce the cost of tests and competitions by avoiding the need to reimburse officials for travel and lodging. A more subtle advantage flows from having skaters and parents interact with local officials thereby removing the awe of a remote authority. Skaters and parents develop respect for officials devoting their time on a volunteer basis and working diligently to improve, much as the skater does.

JUDGING CATEGORIES

Judges are appointed as test or competition judges based on trial judging performance and peer comments. There are three disciplines of test judges. Figure judges study figures. Singles/Pairs judges study moves in the field, free skating and pairs. Dance judges specialize in the various aspects of ice dancing and may judge moves in the field. All qualified test judges may become competition judges. Synchronized team judges differ in that each level may serve as a competition and test judge. There are various levels of judges within each category just as there are various levels to which the skater aspires. A judge may qualify in one discipline or in all.

HOW TO BECOME A JUDGE

A person interested in becoming a judge must join U.S. Figure Skating. The prospective judge, now an eligible member in good standing with a U.S. Figure Skating identification number, may contact a test chair and request permission to trial at a test session. It is essential to contact U.S. Figure Skating Headquarters for a current Trial Judge Kit. The information is also available online at www.usfigureskating.org.

The prospective judge must have a good working knowledge of the *Rulebook*. The Skating Standards section of the *Rulebook* is essential study material. This publication and other publications and materials that will assist a prospective judge may be obtained from U.S. Figure Skating Headquarters. If a would-be judge has not skated himself, it makes a lot of sense to get together with a professional and get a demonstration on ice.

A prospective singles/pairs judge may trial pre-preliminary, preliminary, pre-juvenile and juvenile free skating and moves in the field, and preliminary pair test. The prospective dance judge may trial judge preliminary, bronze and pre-silver dances as well as adult bronze and pre-silver dances and moves in the field. The number of trial judges allowed for free skating and dance tests is not specifically limited by rule.

Prospective judges must also trial judge at clubs other than their own. Away from home experience assists in familiarizing a prospective judge with the application of standards at other locations and it is a chance to meet others in the sport.

Appointment as a bronze singles/pairs judge or bronze dance judge is awarded by U.S. Figure Skating upon completion of the requirements detailed in Judges Committee Guidelines, "*Requirements for U.S. Figure Skating Judges Appointments*". These guidelines are available from Headquarters and are posted online at www.usfigureskating.org. To receive an appointment requires attaining age eighteen, attending a sanctioned judges school or seminar, passing the written judges examination; and meeting the trial requirements noted in the guidelines. When the foregoing requirements have been met and the prospective judge has demonstrated through his trial judging experiences that his results generally can be expected to agree with the results of appointed judges, a prospective judge may apply for appointment. A club president or test chair may assist the prospective judge to complete an Application for Appointment and properly submit it to the appropriate regional vice chair of the U.S. Figure Skating Judges Committee.

A low figure judge, bronze singles/pairs judge or bronze dance judge may judge all the categories previously trialed. He may judge sanctioned non-qualifying competitions as a member of a panel including judges as set forth in the *Rulebook*.

The purpose of skating tests is to help a skater grow and measure their progress, always striving to improve and come closer to perfection. A judge helps in the quest by measuring the skater's performance against the standard. A judge must evidence proficiency in such measurement before being granted an appointment.

Competition judging requires additional training. While non-competition judges may judge the low levels of nonqualifying competitions, those who want to judge a regional, sectionals or U.S. Championships must trial judge the appropriate event before applying for appointment. Competition judging varies from test judging in that the skater is ranked against other skaters rather than against a standard for the level.

A prospective synchronized team judge must request permission, in writing, to trial judge events. This request is submitted to the regional vice chair of the trial judge's residence region at least ninety days before the start of the championship.

Judges receive their appointments from U.S. Figure Skating; they are valid until the first publication of the *Rulebook* following that date, at which time appointments must be renewed. The judge is eligible for re-appointment if he has judged at least four tests for which he is qualified during that year, has taken the annual judges' examination and has attended at least one sanctioned judges' school or seminar within the last four consecutive years.

The judging of a competition is different from the judging of tests. Instead of marking one skater against a standard, a judge must rank a skater's standing within a specific group. The same 0-6 marking range is used. There may be three to nine judges on a panel depending on the type of competition and the level of the skater. Each judge does his best to rank the skaters in the flight. The accountants publish the final placement of each skater based on majority placement by the judging panel. For example, a skater who receives three firsts from a panel of five judges would be in first place. Actual marks given at a competition are not as important as those given on a test because the only purpose of a mark at a competition is to rank skaters with respect to each other. One judge may give a skater a 4.0 technical merit score and another judge may give the

same skater a 4.5. Those scores do not mean that both judges have not placed the skater in the same position relative to the other skaters.

QUALITIES NEEDED TO BECOME A JUDGE

A judge should have a sincere desire to further the sport of figure skating and be willing to devote time and effort to help the skaters. The judge must be objective and not influenced by friendship or personality. His goal is to be known as fair, perhaps tough, but fair. A judge must be equally friendly to all skaters, their parents and their coaches. A judge must be knowledgeable about the sport and keep current by attending seminars and schools and studying the changes, which appear in the new *Rulebook* each year. Most of all a judge must love the sport!

BEING FAIR TO JUDGES

Judges are human beings and people first! They are volunteers. They have established that their judging is generally consistent with the results of other judges. They make mistakes!

Give a judge the benefit of the doubt; no single event or competition will establish the success or lack of success of any figure skater.

REFEREES

U.S. Figure Skating-sanctioned competitions require a referee. The referee acts as the chair of the judges and makes assignments of judges to events. He or she consults with the sponsoring club and is responsible for the final time schedule and the scheduling of events.

The *Rulebook* sets forth a multitude of duties for which the referee is responsible (CR 24.00). In general, the referee is the authority at a competition and his or her interpretation of the rules as well as his decisions on all questions not covered by the rules shall be final.

ACCOUNTANTS

It is the function of the accountant at U.S. Figure Skating sanctioned competitions to determine and publish the results in accordance with the placements of the individual judges. The computation process will be found in sections CR 16.00 et seq. of the *Rulebook*. The process set forth in such sections is mandatory for qualifying events. For information relative to becoming an accountant, you may contact the national vice chair for accountants of the Competitions Committee.

A SANCTIONS PRIMER **FOR U.S. FIGURE SKATING CLUBS AND THEIR MEMBERS**

So, you've been asked to skate at a "Community Ice Festival" or do a synchronized skating team exhibition during a hockey game intermission, or skate as a guest in a skating show. What a wonderful opportunity! Any figure skater would be anxious for that chance to demonstrate their skills and talents to an appreciative audience after many long hours of practice.

If you are a registered member of U.S. Figure Skating, your appearance in exhibitions is governed by a set of rules that protect your eligibility for competitions, tests, and other U.S. Figure Skating governed activities. These are called sanctions rules. They are spelled out in great detail in the U.S. Figure Skating Rulebook. They apply to every U.S. Figure Skating skater from the most basic beginner to World and Olympic champions. Most U.S. Figure Skating member clubs have a sanctions chair who is in charge of sanction regulations for your club and its members.

PERFORMANCE SANCTIONS

Sanctions are issued by U.S. Figure Skating to protect the eligibility of its members. The rules of the Sanctions and Eligibility Committee govern all carnivals and exhibitions held by member clubs. Each club has a U.S. Figure Skating sanction officer and alternate assigned to them each season, and it is their job to approve all performance sanctions submitted by member clubs. Each member club also may have someone designated as their club sanctions officer. The club sanctions officer prepares performance sanctions and submits them to the U.S. Figure Skating sanctions officer for approval.

With few exceptions, all carnivals, exhibitions, appearances or entertainment of any kind where U.S. Figure Skating eligible skaters participate must be sanctioned. Sanctions are required when any of the following conditions apply:

1. Admission is charged or admission is contingent upon a donation.
2. The sponsor or promoter is a recipient of some pecuniary benefit.
3. Skaters, other than those who are members of the host club, have been invited to participate.
4. Ineligible persons in skating have been invited to participate.
5. The performance is held at a location other than the principal skating headquarters of the host club.
6. The event is advertised or the public is invited to attend.
7. Skaters or synchronized skating teams exhibit at hockey games.

Any printed announcement, program, notice or form of advertising at any sanctioned carnival or exhibition must state that the event is presented by the sponsoring club and sanctioned by U.S. Figure Skating.

When you are invited to skate in ANY exhibition or demonstration that is not sponsored by your home club, you must ask the following questions.

1. **Is the event sanctioned by U.S. Figure Skating?**
 - A. If the event is a show or exhibition that is being held by another U.S. Figure Skating club, then it probably is

sanctioned. That host club should contact an officer in your club to confirm the sanction and formally ask for permission for you to skate. The host club may request a signed permission letter.

- B. If the organization holding the event has never heard of U.S. Figure Skating or has no idea what a "sanction" is then you need to take responsibility for the sanction.

2. You and your club need basic information about the event and the organizers.

- A. Who is organizing the event and why? Get a full name, address and phone number of someone in authority for the event.
- B. When and where is the event being held?
- C. Is the event free to the public or is admission being charged?
- D. What are the figure skaters expected to do as part of the event?

3. Getting an event sanctioned.

- A. A U.S. Figure Skating club fills out a Performance Sanction Application at least 30 days prior to the event. This application describes the event and its participants.
- B. The application is then forwarded to a U.S. Figure Skating sanctions officer for inspection and approval, and it is then forwarded to U.S. Figure Skating Headquarters. While the Sanctions & Eligibility Committee is printed in the directory, the sanction officers are broken down into different geographic areas for approvals. Please refer to the mailing sent each July to member clubs or contact Headquarters.
- C. Headquarters records the event and returns the sanction certificate to the club.

Only a member club may apply for a performance sanction. A coach, parent or arena manager cannot request a sanction.

COMPETITION SANCTIONS

Except as specified, all U.S. Figure Skating competitions held in the United States must be sanctioned by the chair of the Competitions Committee or by the appropriate sectional or regional vice chair. The Competitions Committee approves competition sanctions **ONLY**. Do not send your performance sanctions to these committee people.

The Skater's (and Parent's) Responsibilities

- 1. To obtain a current U.S. Figure Skating Rulebook and become acquainted with the eligibility rules for skaters.
- 2. To question whether a skating event is properly sanctioned for U.S. Figure Skating skaters.

3. To contact your club for a letter of permission to skate, and to make certain it is mailed or taken to the club organizing the event.

The U.S. Figure Skating Member Club's Responsibilities

1. To apply for sanctions for its own events in a timely manner.
2. To confirm the sanction status of other U.S. Figure Skating clubs' events to which members have been invited and provide letters of permission to skate.
3. To formally invite guest skaters to a club event that is sanctioned.
4. To check on the details of unsanctioned events to which its members have been invited and to apply for a U.S. Figure Skating sanction if appropriate.
5. To provide a posted notice at sanctioned events that the event is "Sanctioned by U.S. Figure Skating ", and to arrange for this information to be stated in any printed material.

The U.S. Figure Skating Club Officers' Responsibilities

1. To question the sanction status for all events when your members have been invited to either exhibit or demonstrate as guest skaters for other clubs, schools or any skating events.
2. To sign permission letters for your club's skaters for events that have been appropriately sanctioned.

CARNIVALS

Carnivals are gala performances where skating furnishes the principle entertainment for spectators. Performers are predominantly eligible skaters. Member clubs hosting carnivals must apply for a performance sanction. In carnivals, there are typically costumes, props, music, solo and group events. While it is common to hear carnivals referred to as "ice shows", club officers must be aware that the performance sanction application refers to this event as a carnival.

A club may elect to host a carnival for many reasons:

1. They are fun and exciting events for skaters.
2. They raise funds for the club.
3. They promote figure skating.
4. They demonstrate how much skaters have improved during the year.
5. They provide an opportunity to spotlight local and guest skating talent.

The carnival needs to be promoted to draw as large an audience as possible. Posters, radio and/or television announcement, and newspaper advertising are commonly used.

Carnivals require long months of planning. Some of the committees that may be

established are:

1. **Costumes** – Responsible for the design and acquisition of skating attire for the event. Many clubs assess a small fee to the skaters to assist in paying for the costumes.
2. **Music** – Responsible for the selection of music including practice and performance tapes. This committee could also be charged with playing the music at the performances.
3. **Script/Announcer** – Responsible for the preparation of the script. The committee could also arrange for an announcer for each performance.
4. **Monitors** – Responsible for providing persons to oversee performers, making sure they are properly costumed and where they are supposed to be at the appointed time.
5. **Props** – This committee provides props and could arrange for placing the props on the ice, removing them after each number and storing them between performances. Stage or curtain considerations could also be assigned to this committee..
6. **Technical** – Responsible for the lighting and sound systems used. This committee could arrange for any lights which may be needed and provide for an appropriate sound system.
7. **Program** – Responsible for the design and preparation of the published program and for selling advertisements printed therein. The committee may also oversee the distribution and sale of the program before and at the performances.
8. **Tickets** – Responsible for preparation of the tickets and arranging for their sale before and at the performances. The committee may also be responsible for ticket collection at the event.
9. **Refreshments** – Responsible for the sale of refreshments at performances. The committee may establish pricing structure and provide for product availability, distribution and cleanup at the performances.

In addition to regularly scheduled ice, it may be necessary to obtain additional ice time for dress rehearsal and perhaps for the technical crew to set up or take down lights, speakers, etc.

EXHIBITIONS

An exhibition is a skating performance by an eligible person(s) by itself or as part of some other entertainment. Exhibitions usually involve eligible skaters. The member club hosting an exhibition must apply for a performance sanction. There normally are no props or special costumes. There may be solos and/or group events. In many clubs, exhibitions take place between the periods of a hockey game, or at the

conclusion of a skating season. They are also common after a major competition, such as our U.S. Figure Skating Championships.

Clubs may host exhibitions:

1. To provide an opportunity to promote figure skating.
2. To provide an opportunity for selected skaters and/or groups to perform before an audience in preparation for a competition.

Approved Contracts

U.S. Figure Skating has provided the Eligible Skaters Compensation Agreement (ESCA) to enable U.S. Figure Skating eligible athletes to receive payment for their participation in non-sanctioned skating performances or commercial endorsements while protecting their eligibility to compete in U.S. Figure Skating, ISU and/or Olympic competitions.

Eligible skaters may make personal appearances, participate in non-sanctioned skating performances or permit their name or photograph to advertise any commercial product, service or enterprise for financial compensation, provided that they have obtained U.S. Figure Skating approval through the ESCA.

U.S. Figure Skating advises that the athlete or his/her representative agree to the terms of the activity with each sponsor or promoter through the means of a written contract. U.S. Figure Skating requires that athletes are compensated a minimum of \$50.00 per activity. These payments to the athletes are not tax deductible.

Please note that an ESCA is not required when athletes accept financial “gifts” in any amount from family members, friends or businesses, provided that the athlete does not perform or provide any reciprocal service to the private sponsor/donor. There is no tax advantage to the private sponsor/donor for providing such a gift, and athletes are not required to notify U.S. Figure Skating of any such gifts.

To receive an ESCA, please contact U.S. Figure Skating at 719.635.5200 or download from www.usfigureskating.org.

MARKETING

BASIC MARKETING CONCEPTS

Marketing can be an important component of your club's overall success. If you are successful in marketing your club within the community, your club may see the results in a variety of ways, including an increased interest in figure skating, greater membership numbers, and a healthier financial status.

As you begin to develop the marketing plan for your club, you will need to ask yourself the following questions:

- 1) What is the product or service you are trying to sell?
- 2) What is the value of that product or service?
- 3) Who are you trying to sell it to?
- 4) How are you going to sell it?

What is the product or service you are trying to sell?

What is the primary goal of your marketing efforts? Are you attempting to generate more memberships in your club? Are you interested in creating greater awareness about figure skating? About a specific event being hosted by your club? Are you trying to accomplish a combination of these things? Identifying your product or service will enable you to stay focused in your marketing efforts.

What is the value of that product or service?

If you are trying to sell memberships in your club you will need to determine the value of a membership not only in terms of dollars, but more importantly, in terms of its benefits. What is a person getting out of a membership? Are the benefits health related? Does a membership provide social opportunities?

Keep in mind that skating is a luxury. It is a recreational activity that is not essential to life. Your club is competing for the same dollars as every other sports club and organization in your community and marketing your club effectively can help you stand out from the rest.

Who are you trying to sell to?

It is important that you determine exactly to whom you are trying to market. Is it children? Adults? Men? Women? Is there a specific age group you are trying to sell to? Do you want to reach families? Be as specific as you can. For example, you may decide that your largest pool of future members includes children ages 4 – 10 who live within a 20 mile radius of the rink (your "target market"). The more specific you can be, the easier it will be to reach them via your marketing efforts.

How are you going to sell your product or service?

There are a million ways to sell something, some of which cost money and some of which don't. If you are fortunate enough to have a marketing budget, there are many ways to spend money selling your product/service, ranging from advertising in local newspapers, on the radio or on television, to developing a direct-mail campaign. If you don't have a marketing budget you will have to be more creative, depending more on the free exposure that results from your publicity efforts. Either way, be sure to tap into any and all resources available to you through your club members. Do any of your club members have connections to resources that can help design a brochure or an advertisement for you? Do any club members have ties with the local media? Can anybody help you generate a few sponsorship dollars that you could put towards marketing the club? Have you considered joining forces with your rink to develop a marketing plan that utilizes your joint resources and in return benefits you both?

Lastly, don't forget to tap into your club membership to help provide manpower for your activities. Marketing your club will be a challenging task that requires a team effort from your club. If done correctly, it can be a rewarding experience for everyone involved.

MEDIA RELATIONS

This section has been designed to offer you a few basic guidelines needed to establish an effective media relations campaign for your U.S. Figure Skating club. The first step in creating a media relations plan for your club is to select a media relations contact. The media relations contact person should have a good understanding of the sport of figure skating and a desire to learn about and work with the media. Good writing and communications skills are also a necessity but are not required.

E-mail Newsletter

An easy first step in communicating information regarding your club is an e-mail newsletter.

With today's technology, anyone can create and distribute a professional e-mail newsletter. In the beginning, the media contact will gather and formulate an e-mail database. This can be as simple as a group of e-mail addresses. The second step is the creation of the newsletter. Again, to keep it simple, this can be a simple word document that clearly identifies the figure skating club and outlines what is happening. Common areas can include an event schedule, list of club contacts, registration information, U.S. Figure Skating club information and special club events, etc.

The newsletter is a very effective way to reach a large audience at little or no cost. When formulating your e-mail list, include the local media representatives.

Finally, be consistent with delivery of the newsletter. Whether it is weekly, bi-weekly or monthly, communicating a clear and consistent message will provide you with a better-informed club and a consistent approach with the media.

DEVELOPING GOOD MEDIA CONTACTS

It is important that you establish a good working relationship with the media who are responsible for covering your local area. The media is in the information for profit business and your role is to assist reporters and editors by being a resource for them.

The key to building a good relationship with the media is to be professional. Although you may be a volunteer, you should not be perceived as a volunteer, but rather as a professional publicist.

It is equally important that you understand that the media may pass at your first attempts, but don't be afraid to try again!

MEDIA ORGANIZATIONS

The media consists of many different outlets that can effectively serve to promote your club and the sport of figure skating. In your position it is necessary to be familiar with these outlets and how each of these can provide coverage for you.

Media outlets in your area may include:

- Daily Newspapers
- Weekly Newspapers
- Magazines
- Trade Papers
- Television
- Radio
- Internet

CREATING A MEDIA LIST

A media list is simply a listing of all of the people whom you want your news to reach. With a little research you will be able to easily identify the people who are responsible for putting the information in print and on television and radio. Establishing an accurate and up-to-date media list is essential to receiving good publicity for you club. In addition, utilizing a common database (ex. Microsoft Access) makes it easy to up-date information and print mailing labels.

Your media list should contain the following information:

1. Media Contact's Name
2. Title
3. The Publication's Title or Station's Name
4. Address
5. Phone Number of Reporter and Assignment Editor (if possible)
6. Media Outlet Fax Number
7. E-mail Address of Reporter

Contacting the Media

Now that you have established a media list, you need to decide how you are going to disseminate you information to your contact. The three most common options include:

1. Contacting the media directly by phone

The most direct way of contacting the media is by phone. Contacting the media over the phone is a more personal approach than the media release and allows you to connect on a personal level. Be aware that the sports department in daily newspapers primarily begin work in the early afternoon and continue through the evening. In television this is also true, however television often requires more lead-time to allow camera crews to be assigned. It is a necessity to be well prepared prior to making any contact and remember to be concise and professional.

2. Writing a Press Release

The purpose of the media release is to inform the media, in writing, of a story, event or happening. When properly prepared, it can be a very effective tool of communication between your club and the media. It is also the most common form of information the media receive and is utilized by almost every other organization in your area. To avoid having your media release overlooked;

- Keep it clear, concise and accurate
- Keep it short (one page), avoid being wordy
- Make it easy to read and understand
- Make it interesting

Organize your release to include who, what, where, when, why and how. These are the main points that you will build your release around.

Timing the distribution of your media release can be critical to receiving coverage. Avoid releasing your materials in conjunction with major sporting events (Super Bowl etc...). Find out from your media contacts when deadlines occur and time the release to accommodate those deadlines.

Finally, find out how your contact prefers to receive information. In this age of technology many contacts are utilizing e-mail as their main source of gathering information. Although faxing is still widely accepted, e-mailing your release may make it easier to ensure your information gets printed.

3. Issuing a Media Alert

The media alert is a condensed version of the media release that contains only the bare facts of the event you are promoting. It simply lists the who, what, where, when, why and how.

The media alert is often used as a reminder or follow-up in the days preceding your event.

THE MEDIA KIT

The press kit may be the most valuable tool available to promote your club. The press kit serves as a background of information for the media. The press kit will not sell an idea or guarantee you any coverage, but it will allow the reporter to research the basic information on your club when he or she is writing the story.

The following is a suggested list of materials you may want to include in your press kit:

1. A fact sheet on your club listing contact information, number of members etc...
2. Short biographies on your top competitive skaters
3. Schedule of events for your club
4. A U.S. Figure Skating Fact Sheet (available from U.S. Figure Skating Headquarters)

It is important to keep your press kit up-to-date and issued in a timely manner. It is best to mail your press kits to the media prior to the competitive season. This will ensure the media has the correct information when covering local skaters at local, regional, sectional and national competitions.

SUGGESTED TECHNOLOGY

Although you do not require much more than a telephone to get started, there are many pieces of equipment available to make your task easier. The following list of equipment and products will allow you to be more efficient with your time;

1. Personal computer with modem and printer
2. Word processing software (ex. Microsoft Word, Word Perfect)
3. Database software (Microsoft Access)
4. Fax Machine
5. Internet software
6. E-mail access

While not all the above items are required, each will make your job easier and faster when communicating with the media. Depending on the resources of your club, each of these may be readily available to you.

U.S. FIGURE SKATING MEDIA RELATIONS DEPARTMENT

The U.S. Figure Skating Media Relations Department can provide member clubs information resources including: schedules, team envelope rosters, athlete biographies and media guides. For more information, contact the U.S. Figure Skating Director of Media Relations at 719.635.5200. Information is also available on the web site at www.usfigureskating.org

THE MEMORIAL FUND

Since 1961, the Memorial Fund has been providing financial assistance to competitive figure skaters. The fund exists as a tribute to the 1961 United States World Figure Skating Team, all of whom perished in a tragic airplane crash en route to the World Championships.

Each year, hundreds of individuals, figure skating clubs, corporations and foundations contribute to the Fund. Their donations are used to fund a grant program that helps qualified athletes subsidize their training expenses through the competitive Skater Assistance Program (CSAP) and the Academic Scholarship Program.

Additionally, contributions can be restricted to a designated club through "Restricted Donations". The designated club is notified of the award received and may determine, through a vote of its own board of directors, how the award will be used within its own club. The award monies are kept in a U.S. Figure Skating account until a club officer requests them.

ATHLETE AWARDS

The Awards & Allocations Subcommittee of the Memorial Fund oversees the allocation of awards to athletes in the singles', pair and dance programs. The responsibilities of the subcommittee include determining the criteria to be used in granting awards. This criteria is reviewed each year to ensure that the support will be provided to those most deserving. Applications are available each year in May; the deadline to apply is mid-July. Awards are given in September/ October. To apply, the athlete must meet the program criteria.

Competitive Skater Assistance Program (CSAP) – While the criteria is subject to change from year to year, the emphasis is on financial need of the athlete and his/her competitive history for the current and prior year at the U.S. Junior Championships and sectional championships.

Awards for the CSAP may be used to subsidize training expenses for the athlete to include equipment, costumes, ice time, coaching fees, choreography and dance classes, competitive travel, off-ice training expenses, sports medicine and sport psychology.

Academic Scholarship Program – For college student/athletes or former athletes who are enrolled in an accredited college or graduate school, assistance may be requested through the Memorial Fund Academic Scholarship Program. Award emphasis is based on financial need, competitive history, and grade point average. Former athletes must also be actively involved in volunteer skating related activities (judging, serving on a club board, serving on the U.S. Figure Skating board, etc.). Synchronized team skaters may also apply for this award.

CONTRIBUTIONS AND REVENUE

The Memorial Fund, as part of U.S. Figure Skating, is tax-exempt under Section 501©3 of the Internal Revenue Code of 1986. Contributions received by the Memorial Fund are tax-deductible as charitable contributions for federal income tax purposes.

***Corporate Donations** – Corporations have recognized the Memorial Fund as a worthy cause to which to contribute. Some have supported through the annual appeal; others have contributed in conjunction with a U.S. Figure Skating corporate sponsorship. Additionally, some corporations have a “matching program” that matches or doubles a contribution to an organization identified by one of its employees, provided that the employee has contributed.

***General Contributions**

***Annual Appeal** – Each year, a special fund-raising pamphlet is produced and mailed to past contributors outside of the U.S. Figure Skating membership and to current members of U.S. Figure Skating asking for their support.

***Alumni Appeal** – This is a select opportunity for former Olympic and World Team members to support today’s generation of potential champions.

***Other** – These are donations received from individuals who send contributions for the sole reason of supporting the Memorial Fund. They have not designated nor restricted the gift for any specific reason.

***Individual Donations**

****In Memory of...** – This form of donation recognizes the passing of an individual. In many cases, the family of the deceased will request that donations in memory of their loved one be made to the Memorial Fund. These donations are acknowledged in SKATING magazine and on the web site.

****In Honor of...** – When an individual, club, corporation or foundation wishes to recognize or honor a person, they do so by sending a contribution along with a letter indicating their intentions. For example, many of these contributions recognize the success of a skater, serve as a thank you to judges or officials, or recognize a special occasion in someone’s life (marriage, graduation, skating test passed, etc.). These donations are acknowledged in SKATING magazine and on the web site.

***Restricted Contributions** – Like many of the categories previously listed, an individual, corporation or foundation may make a contribution to a specific U.S. Figure Skating member club via the Memorial Fund. Ninety percent of the contribution is restricted to the named club. Ten percent of the contribution is allocated to the Memorial Fund.

The named club received notice of the contribution. The club may then, through its Board of Directors, designate how the monies will be used. Receipts are submitted to the Memorial Fund by the club and funds are disbursed to the club on an as-needed basis. This type of donation makes it possible for donors to

receive a tax benefit (by making the contribution to the Memorial Fund) as many clubs do not have a 501(c)3 status.

***Assessment Fees for Club-Sanctioned Events** – This portion of revenue is generated from club-sanctioned shows, exhibitions, etc. This revenue is earned when a club has indicated that the event is designated solely as a fundraiser for the Memorial Fund, or when the event is being held in conjunction with another non-profit organization and U.S. or World Figure Skating Team members are participating in the event.

***Estates and Wills** – At the request of an individual, his/her estate, partial or full, is designated in a formal will to be given to the Memorial Fund. The will may designate restrictions on the donation.

***Investment Interest** – The Memorial Fund has monies that have been endowed or reserved in special accounts. The yearly interest earned off of the principal in these accounts is used to reserve and supports the total effort of the CSAP and Academy Scholarship Program.

ATHLETE FUNDING AND SUPPORT

Finding resources to subsidize the training required for competitive athletes has been a challenging endeavor since the beginning of skating. Each year, as costs continue to rise, more families are faced with the question of how they will continue to keep their son or daughter active in the sport without monopolizing too many of the family resources. While it is not possible for U.S. Figure Skating to subsidize every skater's career, the USFSA is committed to assisting accomplished skaters through a number of programs.

Memorial Fund (see section on Memorial Fund)
Athlete Support Program (ASUPP)
Eligible Skaters Compensation Agreement (ESCA)
Vice President's Emergency Fund
Chevrolet Scholastic Honors Team

***Athlete Support Program (ASUPP)** – ASUPP is a program administered by the U.S. Figure Skating International Committee. Each year, the International Committee selects athletes to the Team Envelope Program. Once named, these athletes become eligible for funding from the ASUPP program. The funds are intended to assist with their competitive training expenses. Award amounts vary, depending upon the competitive level of the athlete.

***Eligible Skaters Compensation Agreement (ESCA)**– This program exists so that an athlete is allowed and encouraged to earn money via skating without jeopardizing his/her eligibility status. The program allows for the following:

***Commercial Sponsorship** – An athlete may make an agreement with a commercial sponsor to provide a service to the sponsor, with the sponsor agreeing to support an athlete either through financial assistance and/or by providing goods/services to the athlete. While many tend to think that such a commercial sponsor is a major national or international company, like Coca-Cola, most sponsors are local to the athlete's own town or city.

An example of this is that a local gym may wish to sponsor an athlete by providing some funding, plus free use of gym facilities, in return for the athlete allowing the gym to use his/her photo on their promotional materials, and by providing personal testimony on radio/television commercials, etc.

Commercial films, motion pictures, etc. – Athletes participating in the filming of motion pictures or other commercial films must have approval of the ESCA before participating.

Exhibition monies – Under U.S. Figure Skating and ISU Rules, skaters are allowed to receive monies that do not exceed 400 Swiss Francs (600 Swiss Francs if skater is current World Team competitor, or 800 Swiss Francs if skater is a current World Medallist) for participating in a skating exhibition/show. An ESCA is not required if the skater is to receive the equivalent of or less than the Swiss Franc allowance.

However, if an event organizer or club wishes to pay a skater in excess of the Swiss Franc allowance, the skater may apply for an ESCA to receive the additional funds.

ESCA's may be obtained from Headquarters. The agreement must be submitted to and approved by U.S. Figure Skating prior to the athlete participating in any of the outlined agreements. U.S. Figure Skating does not encourage athletes to provide services to sponsors without compensation to the athlete.

***Vice President's Emergency Fund** – Each of U.S. Figure Skating's three vice presidents are given a limited yearly allowance to assist athletes within their own section who are faced with an unusual or dire emergency situation. Some examples of past awards include assistance to a skater, whose father was undergoing long-term hospitalization and was on medical disability. Another award was given to a skater whose family home was destroyed in a fire.

Athletes eligible to apply for these awards must compete at the sectional level. For more information, contact specific sectional vice president directly.

***Scholastic Honors Team** – The Program Development Committee and Chevrolet award 10 \$1000.00 scholarships to members of the Scholastic Honors Team. Team members are selected from applicants who meet the following criteria:

- Be an eligible skater and current member of the U.S. Figure Skating.
- Be a full-time student entering the junior or senior of high school (in the upcoming fall). Applicant must be enrolled in a fully accredited secondary school, attend classes and carry the minimum number of credit hours necessary to be a full-time student.
- Maintain at least a 3.4 GPA (based on a 4.0 scale) or 93% (based on a 100% scale) during the last two years.
- Must have competed in a U.S. Figure Skating qualifying competition at the novice, junior or senior level during the past two years.

OTHER SOURCES OF FUNDING

***Gifts/Donations** – Athletes may receive monetary gifts or donations in any amount from private individuals, including family members, organizations, or businesses, who do not expect any goods/services in return for their gifts. These monies do not jeopardize the eligibility of the athlete, and the athlete is not required to notify U.S. Figure Skating of these gifts. However, in these circumstances, such contributions are generally not a tax benefit to the donor, i.e., contributions or gifts are not tax deductible.

TAX ISSUES

U.S. Figure Skating is required to report to the IRS any and all awards given to an athlete that equal \$300 or greater (cumulative) each calendar year. IRS 1099 Forms are issued to every such award recipient. Athletes are advised to consult with their tax advisor on how these awards will affect the athlete's tax filing.

Likewise, any income earned through the Eligible Skaters Compensation Agreement (ESCA) should be discussed with a tax advisor.

NOTE: Memorial Fund Academic Scholarship Awards are exempt from 1099 reporting as they are intended for college tuition.

U.S. FIGURE SKATING TEAM **And** **U.S. TEAM ENVELOPES**

Each year, approximately 80 athletes are selected to represent U.S. Figure Skating in designated international figure skating competitions. These athletes are members of the U.S. Figure Skating Team. They are selected based on their ability, past and present competition record and potential to win medals for the U.S.

U.S. Figure Skating attends approximately 25 international competitions each year, including the World Junior Championships, the World Championships and the Olympic Winter Games (in Olympic years). The competition season begins in August and concludes in April, and includes some novice, but mostly junior and senior level events.

If an athlete is selected to compete internationally, his/her expenses for the competition (airfare, housing and meals) are paid for by U.S. Figure Skating. Additionally, U.S. Figure Skating pays for airfare for the athlete's primary coach as well as provides a meal per diem and housing stipend. Teams are sent abroad under the leadership of a U.S. Figure Skating appointed team leader, U.S. Figure Skating international judges, and in some cases, U.S. Figure Skating medical personnel. Team members also receive some form of U.S. Team apparel.

In order to be selected to the U.S. Figure Skating Team, an athlete must first be named to the team envelopes. This selection is generally made following the U.S. Championships. This is a more broad-based program that categorizes athletes into different groups or envelopes, depending upon their level and ability. Athletes are placed into these envelopes with hopes that they will continue their successful development in the sport and progress to higher levels in the envelope system. Athletes named to the envelopes can expect to receive different levels of support from U.S. Figure Skating that could include:

- Distinction as a U.S. Figure Skating elite athlete
- Eligibility to participate in USOC Programs or Training Special Programs at the U.S. Olympic Training Centers (Colorado Springs, Lake Placid, San Diego)
- Athlete funding (U.S. Figure Skating and/or USOC)
- Invitations to participate in U.S. Figure Skating seminars
- Invitations to participate in U.S. Figure Skating training camps
- Invitations to represent the USA in international competition

Athletes named to the *team envelopes have excelled at the national level (U.S. Championships or U.S. Junior Championships).

- Team A
- Team B
- Team C
- Reserve Team
- Developmental Team (named from U.S. Junior Championships)

The International Committee of U.S. Figure Skating is responsible for selecting athletes to the team envelope program as well as naming those who will represent U.S. Figure Skating in international competition.

* Please refer to the team envelope criteria for details

U.S. FIGURE SKATING MAILINGS Time Line and Contacts

There are various mailings that go out from U.S. Figure Skating Headquarters each year.
Following is an idea of those mailings.

What & From Whom	When	To Whom	Description
Basic Skills Renewal List <i>By Member Services</i>	Monthly	Basic Skills Contact	Listing of those members due to renew the next month. NOTE: This only applies to those clubs running the Basic Skills Program.
Regional Training Camp <i>By National Program Dept</i>	January		If you are interested in hosting a camp, please contact Deb Weidman. Camps are held March – August.
Governing Council Announc. <i>By Member Services & Admin.</i>	January	Secretary	Announcement to the meeting, delegate/proxy information and appointment forms.
Committee Recommendations <i>By Executive Business Director</i>	January	President	To recommend club members to serve on U.S. Figure Skating committees.
Bid Package for U.S. Adult Championships <i>By Events Department</i>	January	President	Information on bidding to host the competition.
Bid Package for Jr. Olympics	January	President	Information on bidding to host the competition.
Basic Skills Roster <i>By Member Services</i>	January	Basic Skills Contact	Roster of all skaters registered for the season (Sept to present)
Bid Pkg For Governing Council <i>By Executive Business Director</i>	February	President	Bidding information to host the Governing Council meeting. NOTE: This meeting rotates sections each year and only the related section would receive the packet.
Club Rosters <i>By Member Services</i>	February	Membership Chair	Roster of all members of the club including mailing address and subscription expiration date, if applicable.
Yearly Test Activity <i>By Member Services</i>	February	Test Chair	Listing of all tests taken by club members during the previous calendar year.
Club Officer Information <i>By Member Services</i>	April	Secretary	Request for information to be published in the U.S. Figure Skating Directory.
Judges Verification Letter <i>By Member & Technical Svcs</i>	April	Registered Judges	A letter with name, address, phone, fax & email information to be used for publication in the U.S. Figure Skating directory.
Memorial Fund Awards & Scholarships <i>By Athlete Funding</i>	April	Qualified Skaters	Training awards for competitive athletes & college tuition support. NOTE: Although this goes to the skaters, the club can make sure the skaters are aware of the program. Call U.S. Figure Skating Headquarters for additional information.

Annual Renewal Mailing <i>By Member Services</i>	April	Membership Chair	Renewal forms and miscellaneous information related to the new season.
Club Officer Follow-up <i>By Member Services</i>	May	President	A follow-up letter re: club officer information.
Renewal Mailing Follow-up <i>By Member Services</i>	May	President	A letter & return postcard to verify that renewals have been received.
Scholastic Honors Team App. <i>By Program Development Cmte</i>	June	President	Application to distribute to skaters meeting the program criteria.
Club Dues Renewal <i>By Member Service</i>	July	Treasurer	Renewal for the next season.
Insurance Certificates <i>By Member Services</i>	July	Insurance Contact	Certificate of Insurance for the next fiscal year.
Basic Skills Roster <i>By Member Services</i>	July	Basic Skills Contact	Roster of all skaters registered for the season (Sept to present)
Precision Team Renewals <i>By Member Services</i>	August	Team Contacts	Renewal for the next season.
Judges Exam <i>By Technical Services</i>	August	<u>Registered</u> Judges	NOTE: Please ensure trial judges are registered as such to receive exam.
Accountants Exam <i>By Technical Services</i>	September	<u>Registered</u> Accountants	NOTE: Please ensure prospective accountants are registered as such to receive exam.
Referees Exam <i>By Technical Services</i>	October	<u>Registered</u> Referees	NOTE: Please ensure prospective referees are registered as such to receive exam.
Bid Package for Nationals <i>By Events Department</i>	October	President	Bidding information to host the U.S. National Championships. Note: This competition rotates each year and only the related section will be sent the information.
Trophies, Medals & Caddy Boxes <i>By Technical Services</i>		Competition Chair	If you are hosting a regional or sectional competition, these items will be mailed 30 days prior to the event.

ITEMS AVAILABLE FROM HEADQUARTERS

Athlete Funding Department – Athlete Funding Brochure, Memorial Fund Competitive Skaters Assistant Programs (CSAP), and Academic scholarship, Chevrolet Scholastic Honors Team, and Eligible Skaters Compensation Agreement

Events Department – Events schedules & ticket information (on web site as well)

Member Services –

Tests: Master Judging Forms, Trial Judging forms, Guide for Test Chair, Test Verification form

Regular Membership: Registration Forms, Transmittal Forms, Change of Home Club, Change of Headquarters/Name form, Club Rosters, mailing labels, labels for Competitions announcement mailings, Competition Lists, Insurance Information, Parent Handbook U.S. Figure Skating Brochure, Competition Manual, Sanction forms, price list for Promotional Materials, Record Keeping and Finance Guide, Formation of a NonProfit Corporation, How to Start a Theatre on Ice Team manual and application, FOCUS for parents newsletter subscription application, Adult skating manual, and Change of Officer Forms

Basic Skills: Basic Skills Brochure, Competition Manual, price list for Basic Skills items, Bridge Program Manual, Attendance/Record sheets, Evaluation sheets, Curriculum List, Area Representatives list, Contact Update Form, and Administration Manual

Synchronized Skating – Team registration form, Synchronized Team Management Manual, and Synchro Skating Scene subscription application

Order Department – See various price lists or visit our web site www.usfsa.org

Technical Services – Trial Judge Kit

Many of the price lists, forms, and manuals listed above are available to download on our web site www.usfigureskating.org

APPENDIX

(Sample)

NOTE: THE FOLLOWING IS USED BY U.S. FIGURE SKATING HEADQUARTERS FOR STAFF AND VOLUNTEERS; ADAPT AS NEEDED

RE: CONFLICT OF INTEREST DISCLOSURE

Enclosed please find the Principles of Ethical Behavior and Conflict of Interest and the Conflict of Interest Disclosure Form that was initiated by the Ethics Committee in 1994. Please review this document carefully. Return only the completed two sides of the Conflict of Interest Disclosure Form and keep the rest of the information for your records.

GR 1.023 of the USFSA 2002 Rulebook states the following:

Prior to appointment as an Officer, member of the Board of Directors, Committee Chair, Subcommittee Chair, paid USFSA Staff, or to any outside organization, the member must execute a Conflict of Interest and Ethical Behavior statement without amendment or alteration. The Ethics Committee Chair shall oversee an annual review of the Conflict of Interest and Ethical Behavior statements for continuing appointments and paid staff.

The timeline presented is the following:

June 12, 2002	Disclosure forms mailed from Headquarters
June 30, 2002	Completed disclosure forms due at Headquarters
	Ethics Committee reviews and reports to Executive Committee

Forms signed on both sides must be returned to Headquarters by June 30, 2002, and may not be altered in any way to be accepted.

Should you have any questions regarding this form or the process, please do not hesitate to contact Pat St. Peter, Chair of the USFSA Ethics Committee, or Headquarters Staff, Dalean Greenlee or Bob Crowley. We appreciate your willingness to support this process.

DUE DATE: June 30, 2002

UNITED STATES FIGURE SKATING ASSOCIATION

PRINCIPLES OF ETHICAL BEHAVIOR AND CONFLICT OF INTEREST

Those who choose to serve the United States Figure Skating Association (USFSA), whether as volunteers or paid professionals, are held to the highest standards of conduct. The USFSA is the National Governing Body (NGB) of the sport of figure skating and represents our sport to the U.S. Olympic Committee. What may be considered acceptable conduct in some businesses may be inappropriate in Olympic service.

Those who serve the USFSA must do so without personal gain, must avoid any institutional loss or embarrassment, and must behave in such a way that the organization's trust and public confidence are enhanced. It is important to avoid any real conflict of interest as well as to avoid even the appearance of a conflict of interest.

While no set of guidelines can guarantee acceptable behavior, the general principles that guide behavior in this area are disclosure, physical absence and nonparticipation in the decision making process where personal or family gain is a possibility, and a commitment to honor the confidentiality of organizational information.

The USFSA is not directly comparable to most businesses and in many ways is not comparable to many other sports national governing bodies. One of the purposes of this Statement is to provide certain standards that are directly applicable to the USFSA and its particular form of governance.

In the USFSA, a conflict of interest can arise either as a "representational" conflict of interest or as an "individual" conflict of interest. A representational conflict of interest may arise if you are a representative of another entity (e.g., a USFSA member club, the PSA, or a USOC committee member) and you are concurrently a delegate to Governing Council, a member of the Executive Committee, a member of the USFSA Board of Directors, or serve on USFSA committees. For example, if you are a representative of a USFSA member club and at the same time a member of the USFSA Board of Directors, and an issue comes before the Board of Directors that affects your club financially, you have a representational conflict of interest. As a further example, if you are a member of a USFSA committee and are concurrently a member of a committee of another organization (e.g., PSA or USOC) that is considering proposals or activities that are not favorable to the USFSA and its policies, you have a representational conflict of interest. When a representational conflict of interest arises, you must make that conflict of interest known to the chair, and must excuse yourself from participation in the discussion of the issue under consideration unless the chair asks you to remain in the meeting to provide needed information. You must not, of course, vote on a matter in which you have a representational conflict of interest.

An individual conflict of interest will arise when an issue comes before a committee, the Board of Directors, or Governing Council that directly affects either you, individually, or directly affects someone in your family, individually. For example, if the Board of Directors is considering your appointment as a judge, referee, or other official (or the appointment of someone in your immediate family), then you must leave the meeting room and you must not participate in the discussion of the subject and must not vote on the issue.

It will not be considered an individual conflict of interest if the issue under consideration affects a class of individuals (e.g., judges) and you happen to be included in that class of individuals, unless the class of individuals is so small that it must reasonably be concluded that the matter under consideration is intended to affect you individually.

In addition, as an officer, director, committee chair, employee, volunteer or member of the USFSA, you must:

1. Strive to ensure that the USFSA adheres to all applicable rules, regulations and policies of federal, state and local government, and national and international sport governing bodies with which the Association is affiliated.
2. Refrain from using USFSA properties, services, opportunities, authority, and influence for private benefit.
3. Devote yourself and the USFSA to conduct which, in letter and spirit, is lawful, honest, dependable and fair.
4. Conduct yourself in ways that promote the aims and enhance the reputation of the USFSA and figure skating.
5. Place the interests of the entire USFSA ahead of local and personal interests in figure skating.
6. Give prudent consideration to issues affecting the USFSA, taking into account established USFSA policies and precedents, the need for confidentiality regarding proprietary and sensitive information, and the legal, financial and administrative effect of proposed actions.
7. Guard confidential information acquired by virtue of your position or employment with the USFSA and never permit such information to be used for any person's private gain.
8. Fully inform responsible USFSA officials in a timely documented form of matters about which those officials may be unaware, including not only business opportunities, policy alternatives, and organizational needs, but also any actions, no matter who is responsible for those actions, which are contrary to policy or are damaging to the USFSA, or which are unethical, or unlawful.
9. Assist the USFSA's employees, volunteers, and Directors to create and maintain an effectively functioning organization, always respecting the responsibility and authority of those to whom implementation of USFSA policies and goals has been entrusted.
10. Provide a full, constructive and timely reply in the form required to requests from USFSA officials for information and decisions.
11. Neither give nor receive gifts, loans or favors that tend to influence you in the discharge of your duties, except those of nominal value exchanged in the normal course of business.
 - A. The trading of pins and mementos is accepted conduct.
 - B. Invitations from sports, media, or other organizations to attend sports and social events of more than nominal value may be accepted if they are part of open and generally accepted practices, serve to promote the best interest of the USFSA, would not embarrass the individual or the USFSA if publicly disclosed and do not compromise the objectivity or integrity of the recipient or donor.
 - C. Gifts and favors of more than \$100 value should not ordinarily be accepted, but if the circumstances render it awkward to refuse such a gift the donor should be thanked and told that the gift is being accepted on behalf of, and will be delivered to, the USFSA.
12. Disclose the nature and extent of an actual or potential conflict of interest when it occurs in the evaluation of an issue and must abide by the guidelines pertaining to a representational conflict of interest and an individual conflict of interest.
13. Complete a conflict of interest form if you are included in the group of individuals required to do so.

- A. The completion of this form is a prerequisite for participation with the USFSA.
 - B. Annually, the internal auditor, working with the Ethics Committee, shall send to each appropriate person a disclosure statement form concerning the conflict of interest policy. These forms are to be completed and returned to the internal auditor and will then be available only to the President, Executive Director, legal counsel (when necessary) and the Ethics Committee.
 - C. The Ethics Committee will review these disclosures and will maintain the information so revealed in confidence. Each individual should openly and forthrightly identify any areas that represent a potential conflict of interest. Individuals will contact the Chair of the Ethics Committee to update or amend their disclosure forms as circumstances change.
 - D. Each individual will disclose all of the directorships and officer positions held in for-profit or not-for-profit organizations, as well as any consulting and employment relationships in any concern with which you have reason to believe the USFSA does business or from which the USFSA will secure goods or services, and which you have reason to believe may be affected by your actions on behalf of the USFSA. Individual or family ownership in business ventures where more than five percent of the total value of the company is owned or where more than ten percent of the outstanding shares are owned, requires disclosure.
 - E. Each individual will also disclose family relationships in which you or your immediate family are employed by or render services to any outside concern that does business with the USFSA. "Family" is defined to include spouse, children, parents, brothers and sisters.
 - F. Each individual will also disclose any confidential information of USFSA that has been used or disclosed for any purpose other than to carry out your duties.
14. Exhibit honesty, loyalty, candor and professional competence in your relationships with the USFSA and with each other.
- A. Travel is a significant cost of conducting the Association's business. Those who travel at USFSA's expense have the responsibility to adhere to USFSA policies and to assist in reducing costs associated with travel.
 - B. Accurate and reliable records are of critical importance to the Association. Individuals must ensure the accuracy of all USFSA accounts, reports, bills, invoices, records, and correspondence. USFSA documents or information from Association records may not be released to anyone outside the Association without the consent of the Board of Directors.
 - C. USFSA employees shall report only true and actual numbers of hours worked by them. Reporting, charging or shifting costs to inappropriate contracts or budget accounts is prohibited.
15. Make every reasonable effort to avoid the appearance of conflict of interest and unethical behavior. Appearance can be as damaging to the USFSA as actual violations.

This Statement sets both general principles and certain specific standards. Where specific standards are set forth, you must abide by those standards.

**UNITED STATES FIGURE SKATING ASSOCIATION
PRINCIPLES OF ETHICAL BEHAVIOR AND CONFLICT OF INTEREST
CERTIFICATION
FOR DIRECTORS, EMPLOYEES AND OTHER AGENTS OF THE USFSA**

I, _____, certify that I have read and understand the Principles of Ethical Behavior and Conflict of Interest of the United States Figure Skating Association, (USFSA). I agree to comply with the Principles and affirm that, to the best of my knowledge and belief, I am not involved in any activity and have no interest that conflicts or suggests a potential conflict with the best interest of the USFSA; except as follows (if none, so state):

I also agree, during the term of my tenure with the USFSA, to report to the Chair of the USFSA Ethics Committee promptly any future situation that involves or might appear to involve me in any conflict with the best interest of the USFSA.

Signature

Date

DUE DATE: June 30, 2002

(Sample)
CODE OF CONDUCT

ABC Figure Skating Club

Due to certain trends in youth sports whereby both parents and Members are letting their emotions manifest themselves in abusive and sometimes physical violence, ABC Figure Skating Club supports a zero tolerance policy for unsportsmanlike behavior. Its Members, Coaches and Parents (if Member is under 18 years old) should continually raise the standard of behavior – both on and off the ice.

Membership in the ABC Figure Skating Club is a privilege and should carry a sense of pride. Participation in programs offered on will require that members and parents (of Members under 18 years old) accept certain responsibilities.

Members Responsibilities:

I will not verbally or physically abuse any of my fellow members, other USFSA members, USFSA officials, club Board members, volunteers, or coaches.

I understand that poor sportsmanship, on or off ice, will not be tolerated.

Parents/Guardian Responsibilities:

I will encourage sportsmanship by showing positive support for all members, coaches, Board members and other officials during all on and off ice sessions.

I will encourage my child to treat all other members, coaches, Board members, other member's parents and other officials with respect.

I will refrain from coaching my child or "manipulate" other Members during any on and off ice sessions.

I will not verbally or physically abuse any club members (including my own child), coaches, club Board members, officials, other member parents, or volunteers.

I will represent myself positively and not undermine the authority of coaches, club Board members, officials, or other club volunteers.

Course of Action:

Should a parent or Member not adhere to the above, the ABC Board of Directors holds the Member and/or parent accountable and the Board of Directors is empowered to take necessary action. Actions could be as simple as a verbal warning to the parent or Member up to disciplinary hearings before the Board of Directors leading to suspension or expulsion from the ABC Figure Skating Club.

Implementation:

Anyone may file a complaint, in writing and signed, to the President of the HFSC.

Member Signature

Date

Parent/Guardian Signature (if under 18)

Date

Parent/Guardian Signature (if under 18)

Date

(Sample)
STANDARD ICE AGREEMENT

THIS AGREEMENT entered into this _____ day of _____, by and between _____ (hereinafter "ARENA") and the _____ (hereinafter "CLUB").

WHEREAS, ARENA is the owner and/or operator of a multi-purpose sports facility located at _____ (the "Facility");

WHEREAS, the Facility includes (*one, two, three, etc.*) ice surfaces (same as "ice sheet(s)") and CLUB desires contracting for the use of those ice surface(s) on behalf of its members (such use being hereafter referred to as "ice time"); and

WHEREAS, ARENA is willing to grant CLUB priority in the scheduling of ice time as well as certain other benefits in consideration of CLUB's long term commitment to utilize the Facility as its primary source of ice time.

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

1. Term of Agreement. This Agreement shall be for a term of _____ (____) years commencing _____, _____. CLUB agrees that in the event its scheduled hours of ice time for any given skating season/skating year are less than _____ (____%) percent of the total number of hours represented by the Anticipated Ice Time Use set forth in Section 2 above, ARENA shall have the option of reducing Anticipated Ice Time Use or terminating this contract effective the next year of the contract. For purposes of this agreement, a skating season/skating year shall run from _____ through _____.

2. Scheduling of Ice Time. ARENA agrees that CLUB shall be afforded first priority in the scheduling of ice time on the Facility's ice surface(s) commonly known as (*one, two, three, etc.*). CLUB acknowledges that the (*amateur hockey association*) shall be granted an equal priority for scheduling on the Facility's ice surface (*one, two, three, etc.*) and CLUB agrees to work in cooperation with the (*amateur hockey association*) in the scheduling of their respective ice times. CLUB further agrees to meet with the (*amateur hockey association*) and ARENA at least _____ (____) months in advance of each new skating season and/or year of this contract for the purpose of scheduling ice time for the ensuing new skating season and/or year.

3. Utilization of the Facility. CLUB shall utilize the Facility for the scheduling of ice time for its members. Although economic conditions and other factors have an impact on the total ice time required by CLUB for any given year, CLUB anticipates that its annual use of ice time shall be comprised as follows:

Anticipated Ice Time Use

_____ hours per week during the Fall season (_____ through _____).

_____ hours per week during the Winter season (_____ through _____).

_____ hours per week during the Spring season (_____ through _____).

_____ hours per week during the Summer season (_____ through _____).

CLUB agrees that it shall, in any event, utilize the Facility as its primary provider of ice time for the following minimum hours per week. CLUB also agrees to designate the Facility as its primary United States Figure Skating Association (hereinafter "USFSA") Home Club Headquarters and ARENA agrees to honor such Home Club Headquarters designation pursuant to USFSA Bylaws and Rules.

Minimum Ice Time Use

_____ hours per week during the Fall season (_____ through _____).

_____ hours per week during the Winter season (_____ through _____).

_____ hours per week during the Spring season (_____ through _____).

_____ hours per week during the Summer season (_____ through _____).

4. Rental Rate. CLUB acknowledges that the initial rate for ice time shall be \$_____ per hour. The rental rate paid by CLUB for ice time shall be increased by _____ (___%) percent of any increase in the standard rate charged by ARENA to other users, but in no event shall the rental rate paid by CLUB be increased by more than _____ (___%) in any one year. Provided, however, the aforesaid _____ (___%) percent cap shall not apply in the event that ARENA's operating expenses for the Facility for the prior year increased by an amount in excess of _____ (___%) percent of the total rental received in such year from all users of ice time. As used in this paragraph, operating expenses refer to all costs and expenses incurred by ARENA with respect to the Facility including, without limitation, property taxes and assessments; utilities; ice making supplies; ice making operating equipment; repairs; and, maintenance.

5. Rental Payment. Payments for rental of ice time shall become due on the _____ (___) day of the month for which ice time will be contracted for use.

6. Additional Ice Time. CLUB will have a right of first refusal for additional ice time that may become available during the course of a year subject to CLUB advising ARENA of the need for such additional ice time and not inconsistent with the general understanding of the joint scheduling arrangement between the (*amateur hockey association*) and CLUB. Special consideration will be given to scheduling regular yearly events including but not limited to ice show/carnival, qualifying and non-qualifying figure skating and synchronized team skating competitions sanctioned by USFSA, and any unanticipated additional requirements will be met in an equitable fashion including but not limited to the scheduling of additional ice time and use of ARENA's facilities.

7. Option to Renew. CLUB, if not in default under any of the terms hereof, shall have the option to renew this Agreement (*one or two*) _____ (___) year periods by giving ARENA

written notice to that effect at least ____ (____) months prior to the expiration of the original term or any renewal thereof. The terms and conditions applicable to the original term shall also apply to any renewal term, except the right of further renewal.

8. Additional Uses. During the term of this Agreement, CLUB shall also be granted, at no additional fee, the use of the Facility's ballet studio. Such use shall not exceed ____ (____) hours per month and must be scheduled at reasonable times and upon reasonable notice and subject to the availability of this facility. Any booking of the Facility's ballet studio in excess of ____ (____) hours per month shall be at the usual and customary rate then being charged to other users.

9. Miscellaneous Space. During the term of this Agreement, CLUB shall be afforded a space in the Facility for the erection of a trophy and/or photo display case with plans receiving prior approval by ARENA and costs for erection and maintenance being borne by CLUB.

10. ALTERATIONS AND IMPROVEMENTS. Any improvements, alterations, additions or installations made to the Facility by the CLUB shall comply with all applicable laws and insurance requirements, shall be performed in a good and workmanlike manner, and shall remain the property of the CLUB until the earlier of the CLUB dissolving or it vacates the Facility when title to such improvements, alterations, additions or installations shall transfer to ARENA. CLUB shall not place any signs on or above the Facility without the prior written consent of ARENA, which approval shall not be unreasonably withheld, and any sign installation shall comply with applicable municipal laws and ordinances. Any alterations to the structural portions of the Facility by CLUB is prohibited without prior written consent of ARENA, which consent shall not be unreasonably withheld, conditioned or delayed. For purposes of this agreement, the "structural portions" of the Facility shall mean the foundation, floor, roof, roof membrane, exterior walls and skin, load bearing walls and columns, parking lots, driveways, utility systems located on the exterior of the Facility (but not fixtures relating to said systems), HVAC, and fire suppression systems. Notwithstanding the foregoing provisions to the contrary, CLUB may make nonstructural alterations to the Facility with ARENA's prior written consent, provided that (a) such alterations do not cost more than \$1,000.00 per occurrence, (b) CLUB obtains all necessary government permits, and (c) all work is done in a good and workmanlike manner.

11. Applicability of Standard Rules and Regulations. CLUB agrees to be subject to the posted written standard rules, regulations, policies, and practices adopted by ARENA from time to time to govern the operation of the Facility in general and the use of the ice surface(s) in particular. For the safety and enjoyment of all users of the Facility, all members of CLUB shall comply with ARENA's rules, regulations, policies, and practices or be subject to sanctions and/or expulsion by ARENA management. In addition, all members of CLUB shall sign the standard Release form used by ARENA prior to such member's use of the Facility.

12. Figure Skating Programs. The goals and objectives of the CLUB are outlined in its bylaws and rules, a copy of which receipt is acknowledged by ARENA. ARENA acknowledges and agrees that so long as CLUB maintains its USFSA Home Club membership status, CLUB shall oversee all USFSA SANCTIONED figure skating programs agreed to in writing with ARENA. ARENA and CLUB understand and mutually agree to encourage skaters advancing from basic skills or learn-to-skate programs promoted by either party to continue in pursuit of their figure skating interests by becoming an active member in CLUB and registering for regular figure skating ice sessions with private lessons. ARENA agrees and understands that any clarification of the goals and objectives of the CLUB shall, in fact, be fully and finally interpreted by the Board of Directors of CLUB.

13. Advisory Committee. ARENA agrees to designate a representative to meet on a regular basis with representatives of CLUB and the (*amateur hockey association*) to discuss issues of mutual concern and interest.

14. Personal Liability. ARENA agrees and understands that no personal liability will attach to individual members of the CLUB, its Board of Directors or agents, to the terms of this Agreement.

15. Entire Agreement. This Agreement constitutes the entire agreement between the parties with regard to the subject matter herein and any amendment or modification shall be in writing and signed by both of the parties.

16. Binding Effect. This agreement shall be binding upon, and inure to the benefit of, the parties and their respective representatives, successors and assigns.

WITNESS:

Figure Skating Club

By: _____
Its: _____

Date

ARENA Owners

By: _____
Its: _____

Date

Credits

We would like to give credit and thanks to the following people who contributed the updates for the Club Management Manual.

Dalean Greenlee
Susi Wehrli
Kristin Matta
Bob Dunlop
Tanja Slack
Diana Jones
Susan Strauss
Mark Perry
Caren Camhi