



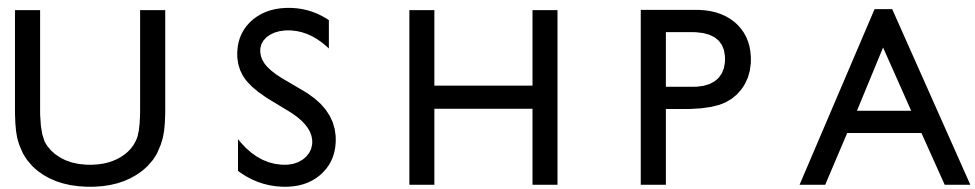
USHPA

The United States Hang Gliding and Paragliding Association

USHPA Fall 2006 BOD Meeting Information Packet
October 5-8, 2006 San Francisco, CA



Excuse me, may I be excused? My brain is full.



USHPA Fall 2006 BOD Meeting Agenda

October 5-8, 2006 San Francisco, CA

1. Call to order	Lisa Tate
2. Roll Call	Liz Sharp
3. Approval of Minutes	Lisa Tate
4. Treasurer's Report	Mark Forbes
5. President's Report	Lisa Tate
6. Executive Committee Report	Liz Sharp
7. Executive Director's Report	Jayne DePanfilis
8. Old Business	Lisa Tate / Mark Forbes
Region 9 Director Resignation	
9. E-Collaboration Options	Rick Butler



USHPA

The United States Hang Gliding and Paragliding Association

Friday, October 6, 2006

8:30- 9:30	Committee Meetings		
	Awards	Len Smith	
	Planning Committee	Riss Estes	
	Elections	Mark Forbes	
	National Coordinating	Dennis Pagen	
9:30-9:45	BREAK		
9:45 -11:30	Committee Meetings		
	Planning Committee (cont.)	Riss Estes	
	Competition Committee	Jim Zeiset	
	Publications	Urs Kellenberger	
	Safety and Training	Dave Broyles	
11:30 -1:00	LUNCH		
1:00 -2:45	Committee Meetings		
	Bylaws	Bill Bolosky	
	Tandem Committee	Paul Voight	
	AM Committee overflow		
2:45 – 3:00	BREAK		
3:00 -6:00	Committee Meetings		
	Membership & Development	Dick Heckman	
	Insurance / Finance Committee	Mark Forbes / Bill Bolosky	Cypress I
	Site Committee	Russ Locke	
	Towing Committee	Steve Kroop	
6:00 -8:00	Committee Overflow		



USHPA

The United States Hang Gliding and Paragliding Association

Saturday October 7, 2006

8:00 -12:00 General Session Peninsula Ballroom

Powered Harness Task Force Report
Tandem Committee Report
Elections Committee Report
Bylaws Committee Report
Membership and Development Report
National Coordinating Committee report
Publications Committee Report
Awards Committee Report
Site Committee Report
Competition Committee Report
Finance Committee Report
Towing Committee Report

12:00 -1:30 LUNCH

1:30 -3:00 General Session Peninsula Ballroom

Safety and Training Committee Report
Insurance Committee Report
Planning Committee Report

3:00- 5:00 General Session Peninsula Ballroom

New Business	Lisa Tate
Election of Officers	Mark Forbes
Meeting location Spring 2007	Lisa Tate / Jayne
Kaizen Forum Discussion	Tracy Tillman
Adjourn	Lisa Tate

6:00 Pilot Summit and Dinner Peninsula Ballroom

Sponsored by the Bay Area flying clubs. **Tickets by advance purchase only.** Banquet dinner, entertainment and educational forums. For ticket information contact Ben Rogers ben.rogers@gmail.com.

Sunday October 8, 2006

Reserved for Association business overflow if necessary



USHPA

The United States Hang Gliding and Paragliding Association

Competition Committee Agenda

Jim Zeiset Chair

- 1) Steward problems with the 2007 World Meet.
- 2) RD action items on New Fly-ins and Meets
- 3) Support for World Competition Pilots via USHPA Budget
- 4) Prepare a list of Review Sanction applications for 2007
- 5) Approve sanctioned meets for 2007
- 6) Appoint new chair for NTSS Committee
- 7) Review CIVL potential candidates for CCC
- 8) Review of Action Items

Membership & Development Committee Agenda

Dick Heckman, Chair

Peter Birren, Internal Marketing Subcommittee Chair

- 1) Membership report by Rick Butler
- 2) Old Business
 - a. Surveys
 - b. Fly-ins and Regional Competitions
 - c. Mentoring
- 3) Internal Marketing Committee
 - a. Member Retention
 - i. Welcoming new members-strategies
 - ii. Non-renewing member "We want you back" letter
 - b. Instructor Counter Cards
 - c. Magazine – New Pilot Edition
 - d. Monthly e-news



USHPA

The United States Hang Gliding and Paragliding Association

Site Committee Agenda

Russ Locke, Chair

- 1) Resurrection of the old Site Committee Manual
- 2) Relationship between Site Committee and the Foundation.
- 3) NPS Management Policies
- 4) Vista Point Update
- 5) US Forest Service Plan for Southern California.

Awards Committee Agenda

Len Smith, Chair

- 1) Review awards nominations
- 2) Review awards SOP for completeness
- 3) Discuss external awards
- 4) Open discussion on new ideas for recognition



USHPA

The United States Hang Gliding and Paragliding Association

Organization & Bylaws Committee Agenda

Bill Bolosky, Chair

- 1) Proposed amendment to Article IX, Section 4 of bylaws
- 2) Review tabled proposal to eliminate honorary director positions
- 3) SOP Revisions:
 - a. SOP 2-9 Regional Director Recall
 - b. SOP 2-10 Communications Policy
 - c. SOP 3-2 Competition Committee
 - d. SOP 12-5 Directors/Examiners/Observers, etc.
 - e. SOP 3-16 Safety & Training - Clear up ambiguous language that Accident Review is indeed reporting to S&T.
 - f. SOP 12-2 Part 104 Pilot Proficiency - Adding references for Tandem Special Skills
 - g. SOP 2-3 Committee System - At the recommendation of Legal, remove statements about Moral Obligation as well as review should the aforementioned proposal for Article IX, Section 4 be approved.
- 4) Bylaws - At the recommendation of Legal Counsel, changing the text to use the 90-day advance notice standard for both calling special membership meetings by the board and by a member.
- 5) Discuss an action plan for replacing USHGA with USHPA throughout the Policy Manual.

National Coordinating Committee Agenda

Dennis Pagen, Chair

Tracy Tillman Sport Pilot Subcommittee, Chair

- 1) Sport Pilot Sub Committee Review
- 2) NAA Observers



USHPA

The United States Hang Gliding and Paragliding Association

Planning Committee Agenda

Riss Estes, Chair

- 1) Prioritize strategic plan action plans

Safety & Training Committee Agenda

Dave Broyles, Chair

Steve Roti PG Accident Subcommittee, Chair,

Joe Gregor HG Accident Subcommittee, Chair

- 1) Reevaluate the proposed changes to SOP 3-16 on confidentiality.
- 2) Jeff Greenbaum has proposed a few corrections to questions on the PG Novice test to present to S & T.
- 3) Discussion of proposal by Gayle Smith and Peter Birren as follows.
 - a. Lower site designations from H3/P3 to H2/P2. So most sites are accessible to H2/P2 pilots.
 - b. Allow H3/P3 pilots to launch H2/P2 pilots.
 - c. Standardize training to include first mountain soaring flights or towing to soar flights.
 - d. Graduate new pilots the way every other sport does: Ready to participate in the sport. Not 10 hours and 1 full rating short of being able to launch and fly most sites.
- 4) Discuss corrective actions for PG Tandem instructors who accidentally launch with one side not hooked in. I will be presenting comments from Ken Baier about the possible problem of one of the carabiners having the release button pressed and becoming unhooked in the process of a tandem reverse inflation, which is because of the spreader bars is a tangle of straps and cords. We will also consider the possibility of the instructor failing to hook in one side.
- 5) Half-Moon Patch Program which has been tabled by S&T since Rochester. Current motion to eliminate program and strike it from the SOP's
- 6) The USHPA staff was assigned the following action item, "create a requirement for all USHPA chapters to have an assigned safety officer." I statused this action item as follows recently, "ED reports that legal counsel approves the change but recommends development of requirements for Safety Officer to explain why the Safety Officer should make a difference. Hold off on update to SOP 6-1 A until the requirements are written. ED will notify Safety and Training to develop requirements for Safety Officer."



USHPA

The United States Hang Gliding and Paragliding Association

Tandem Committee Agenda

Paul Voight, Chair

- 1) Review action items from previous BOD
- 2) Review current list of Administrators for currency (keep/delete as needed)
- 3) Discuss any new requests (for new Administrator candidates)
- 4) New business. Office issues/requests.
- 5) Discuss accidents

Towing Committee Agenda

Steve Kroop, Chair

No agenda items

Insurance Committee Agenda

Mark Forbes, Chair

- 1) Presentation and Discussion Professional Liability Policy by Tim Herr
- 2) Status Insurance for Aerotowing
- 3) Insurance FAQ per the strategic plan
- 4) Review claims history and premium forecast
- 5) Powered harness insurance now existing, future status
- 6) Discuss other prospective insurance products, value to members?

Finance Committee Agenda

Bill Bolosky, Chair

- 1) ED requests feedback regarding the Board's preferences for financial reporting.
- 2) Request for a line item in the budget that will provide for financial assistance to World Competition pilots. These funds to be administered by the Competition Committee



USHPA

The United States Hang Gliding and Paragliding Association

Publications Committee Agenda

Urs Kellenberger Chair

Steve Roti, Website Subcommittee, Chair

- 1) Magazine Advertising
- 2) Magazine Costs
 - a. Current cost with paper and postage increases
 - b. Alternative printing options: Publication Printers vs. Printbridge
 - i. Polybagging
 - ii. Perfect binding (square binding)
 - iii. Paper options
 - iv. 16 page signature and additional postage for added weight
 - v. Producing fewer issues per year.
 - c. New Pilot Edition vs. online versions.
- 3) Review other flying associations: Web vs. Print Information / Publications
- 4) Calendar Sales
- 5) Contributor t-shirt
- 6) Contributor's trade for advertising
- 7) Redesign round orange USHGA sticker to include new name, paragliders and rigid wings.
- 8) Ad Space exchange with other publications such as skydiving, wind surfing and rock climbing.
- 9) Downloadable ads from USHGA web site for schools and instructors to easily add their schools information for local advertising. Ongoing
- 10) USHGA discussion bulletin board, recommendations page on web site.
- 11) A new on line competition section for competitions with links, scores, stories and highlights.
(Since members wish to see less competition news in the magazine)
- 12) Sell ad space on USHGA web site to offset cost to print magazine.
- 13) Local stories data base from articles written about HG and PG.
- 14) Separation of HG/PG content in magazine by flopping covers. (Only works with dust cover or polybag)
- 15) ED suggests a bi-annual review of all magazine-related agreements including the Contributor's agreement, advertising agreements, job descriptions for the Editor, Art Director and Photo Archivist, and agreements for same (excluding pay rate information.)



USHPA

The United States Hang Gliding and Paragliding Association

- 16) Website subcommittee report - Given by Rick Butler, acting as chair of the Website subcommittee in absence of chair

Elections Committee Agenda

Mark Forbes, Chair

- 1) Consider request to somehow have "region 6" recognized by name, even though it doesn't have enough members to be a region. It was merged with region 11, and the combined region is still below the norm for population, but less so now.
- 2) Review current regional membership allocations.
- 3) Review status of regional director election currently underway.
 - a. Recommendation to revising the SOP regarding regional director elections so that the "date of record" for the RD vote is the 15th (same day as the magazine labels are run).
- 4) Review the office policy for implementation of regional director nomination solicitations.
- 5) Action Item for Martin Palmaz - To document the office procedure for the regional director nomination solicitation process. (The documentation is scheduled for development.)

REGINA DEICH
Accounting & Payroll Service
4595 Hilton Parkway #110
Colorado Springs, CO 80907
(719) 594-6523

SEPTEMBER 20, 2006

MEMO TO: MEMBERS OF THE BOARD
UNITED STATES HANG GLIDING & PARAGLIDING ASSOCIATION INC.

COMPARISONS FOR THE YEARS OF:	AUG 2006	AUG 2005
CASH AND INVESTMENTS	198789.12	239483.00
RECEIVABLES	12054.19	10781.00
INVENTORY	20514.12	11840.00

THE FINANCIAL STRENGTH OF THE ORGANIZATION CAN BE SEEN
IN A COMPARISON OF CURRENT ASSETS TO CURRENT LIABILITIES.

% OF LIABILITIES TO ASSETS	12%	26%
----------------------------	-----	-----

CURRENT ASSETS ARE 7% LESS THAN A YEAR AGO.
CURRENT LIABILITIES ARE 59% LESS THAN A YEAR AGO.

CASH AND LIABILITIES SHOW A DECREASE. THE INSURANCE PREMIUM
WAS PAID IN AUGUST THIS YEAR, SEPTEMBER LAST YEAR.

TOTAL ASSETS ARE VIRTUALLY THE SAME AS A YEAR AGO (\$263.47 MORE).
TOTAL LIABILITIES ARE 10% LESS THAN A YEAR AGO.

MEMBERSHIP REVENUE	- INCREASE OF 0.1%
MAGAZINE REVENUE	- DECREASE OF 3.6%
MERCHANDISE SALES	- INCREASE OF 35.6%
MEMBERSHIP EXPENSES	- DECREASE OF 8.1%
MAGAZINE EXPENSES	- INCREASE OF 3.2%
NATIONAL HEADQUARTER EXPENSES	- DECREASE OF 4.0%

	2005/2006
OVERALL INCREASE IN REVENUE	= 2.0%
OVERALL DECREASE IN EXPENSES	= 1.1%

REGINA DEICH

Accounting & Payroll Service
4595 Hilton Parkway #110
Colorado Springs, CO 80907
(719) 594-6523

SPECIAL NOTE TO THE BOARD OF DIRECTORS:

IN MY MANY YEARS OF WORKING AS A PUBLIC ACCOUNTANT, I AM SO GRATEFUL TO WORK WITH A STAFF THAT IS TRULY DILIGENT IN PROVIDING THE BEST FINANCIAL INFORMATION POSSIBLE TO THE BOARD. THE ETHICS I FIND AT THE HEADQUARTERS IS REFRESHING. I HAVE ALWAYS STRIVED TO PROVIDE HIGHLY ETHICAL STANDARDS TO MY CLIENTS AND IN TURN EXPECT THE SAME FROM THE ORGANIZATION OR COMPANY.



Financial Statement Summary
August 2006
Prepared by: M. Palmaz Business Mgr
Supervised by: Jayne DePanfilis

Total Assets – August vs. July 2006

August 2006	July 2006
\$718,440	\$676,101

Total assets increased \$42,339 from \$676,101 in July to \$718,440 in August due primarily to an increase in 2007 calendar inventory and prepaid expenses. 2007 calendar inventory increased in August as a result of having made the first two of three monthly payments for calendar printing totaling approximately \$8,490. The final third payment of \$5,346 will be made in October.

Prepaid expenses increased \$51,885 from \$25,376 in July to \$77,261 in August due to the 2nd biannual premium payment for third party liability insurance, which was paid in September last year.

YTD cash assets decreased \$18,853 from \$217,642 in July to \$198,789 in August. Cash decreased \$40,694 from \$239,483 in August 2005 to \$198,789 in August 2006 due primarily to the third party liability insurance payment which occurred one month earlier this year.

YTD Net Income – July vs. August 2006

YTD net income increased \$12,273 from \$34,437 in July 2006 to \$46,710 in August 2006.

YTD Merchandise Income

YTD merchandise income increased \$15,212 from \$42,714 in 2005 to \$57,926 in 2006. YTD DVD magazine archive income totals \$6,765. YTD publication sales increased \$1,042 from \$14,715 in 2005 to \$15,757 in 2006. YTD DVD/video sales increased slightly from \$9,271 in 2005 to \$9,615 in 2006. YTD merchandise postage income increased \$3,642 from \$5,056 in 2005 to \$8,698 in 2006. YTD calendar sponsorship income increased \$4,000 from \$800 in 2005 to \$4,800 in 2006. YTD calendar sales increased \$986 from \$8,315 in 2005 to \$9,301 in 2006. Merchandise sales increased as a result of improved merchandise marketing. Merchandise is marketed more effectively using the membership renewal application. Order forms are inserted in renewal packets & flyers are revised more frequently.

YTD Rental Income

YTD rental income increased \$6,120 from \$11,480 in 2005 to \$17,600 in 2006. The increase in rental income includes 3 additional months, January – March 2006, since the USHPA purchased the office building at the end of March 2005.

YTD Magazine Advertising Income

While YTD magazine advertising income decreased \$3,300 from \$85,577 in 2005 to \$82,277 in 2006, magazine advertising revenue increased \$1,429 from \$9,777 in July 2006 to \$11,206 in August 2006. Several short term display ads account for this increase.

YTD Advertising Revenue August 2004-2006

	Total	\$ Change	% Change
2004	\$93,936	from	2004
2005	\$85,577	(\$8,359)	-8.90%
2006	\$82,277	(\$11,659)	-12.41%

YTD Membership Income

YTD membership revenue is nearly equal to last year at \$459,000. YTD hang gliding membership revenue decreased \$8,967 from \$206,379 in 2005 to \$197,412 in 2006, while YTD paragliding membership revenue increased \$4,321 from \$151,373 in 2005 to \$155,694 in 2006. YTD one-month membership revenue also increased \$3,254 from \$26,536 in 2005 to \$29,790 in 2006. YTD pilot rating revenue decreased \$2,950 from \$24,151 in 2005 to \$21,201 in 2006.

Membership Income – Actual Receipts May – August 2006 vs. 2005

	May	June	July	August
2005	\$50,930.00	\$52,231.00	\$53,307.00	\$53,520.00
%		2.55%	4.67%	5.09%
2006	\$63,311.00	\$52,508.00	\$52,841.00	\$62,450.00
%		(-17.06%)	(16.54%)	(1.36%)

Actual receipts for membership income (as opposed to membership income recognized on the financial statement as a result of the rolling average calculation) show a dramatic increase of income in May and August 2006 compared to May and August 2005. The increase in May's revenue is most likely a result of the increase in renewals by members wishing to avoid the \$10.00 dues increase effective June 1st. (NOTE: Those members who rushed to renew, did so at the old dues rate.) June and July membership income decreased primarily because of the rush to renew in May before the deadline. The increase in August membership revenue is the result of the \$10.00 dues increase with all new and renewing members paying the higher fee.

YTD Expenses

YTD expenses decreased \$6,600 from \$592,355 in 2005 to \$585,785 in 2006.

YTD National Headquarters Expense

YTD national headquarters expenses decreased \$4,655 from \$115,441 in 2005 to \$110,786 in 2006. This decrease is largely due to the reduction of expenses in telephone, rent and relocation costs. YTD telephone expenses decreased \$1,093 and owning the building saved USHPA \$12,670 in rent. The savings from last year's relocation costs reduced the Association's expenses an additional \$3,139.

YTD Magazine Expenses

YTD magazine design fees increased \$1,192 from \$20,500 in 2005 to \$21,692 in 2006 due to an increase in the contract rate of \$300 per month effective March 2006. YTD professional fees increased \$2,000 from \$1,600 in 2005 to \$3,600 in 2006 due to 4 additional months (January – April) in 2006 vs. 2005 for photo archivist fees.

YTD magazine postage increased \$1,620 from \$36,035 in 2005 to \$37,655 in 2006 due to the increase in postal rates effective January 2006. YTD printing expenses are nearly equal to last year at \$63,075 even though in April, the cost of paper increased. A second increase in the cost of paper of \$280/month, effective in August, will bring the new monthly magazine printing expense to approx \$8,255. Postage and printing expenses might have increased as much as \$1,000/month if it weren't for the fact that fewer magazines are being printed in 2006.

Salary Expense / Payroll Allocation

YTD expenses by department indicate that total departmental expenses have increased or decreased primarily as a result of the 2006 payroll re-allocation. The 2006 payroll allocation reflects the resource allocation required to support strategic plan initiatives.

Budget vs. Actual – August 2006

Budget – August	Actual - August	Variance - August
\$5,521	\$12,273	\$6,751

Budget vs. Actual – YTD August 2006

Budget – YTD August	Actual – YTD August	Variance – YTD August
\$11,414	\$46,710	\$35,296

Projected Net Income for 2006 is \$19,659. YTD net income exceeds this amount by \$27,052.

Building Net Income – August 2006 vs. 2005

August 2006	August 2005
\$1,288	-\$421

YTD Building Net Income – August 2006 vs. 2005

August 2006	August 2005
\$8,440	\$6,258

Building

YTD savings on rent of \$12,670 plus YTD rental income of \$17,600 equals a YTD net benefit of \$30,270 to the Association as a result of owning the office building.

USHPA was recently notified by the Colorado Division of Property Taxation that the request for property tax exemption was denied. Annual real property taxes totaling approx. \$6,000 are included in the 2007 operating budget.

Respectfully Submitted,

Martin Palmaz
Business Manager

Reserve Cash Target Formula Worksheet

(For further information, please refer to SOP 4.02.05)

Month	8	
YTDe	\$585,784.99	
E3	\$219,666.37	
CL	\$36,005.57	
UR	\$284,965.93	
PE	\$77,261.21	
RP	\$407,901.43	
COH	\$198,789.12	
Cash Target		\$178,410.73
Delta		\$20,378.39

Date 09/18/06
08-06-6298

U. S. HANG GLIDING ASSOC. INC.
Balance Sheet
As of 08/31/06

Page 1
Rept 7004

ASSETS

CURRENT ASSETS

Cash - Wells Fargo	\$	198,736.60	
Cash - Paypal Acct		52.52	

TOTAL CASH	\$		198,789.12

Accounts Receivable	\$	12,054.19	

TOTAL RECEIVABLES	\$		12,054.19

Inventory-Calendar - HG	\$	5,309.41	
Inventory-Calendar - PG		4,920.32	
Inventory-Publications		4,697.67	
Inventory-Videos		3,600.07	
Inventory-Accessories		1,986.65	

TOTAL INVENTORY	\$		20,514.12

Prepaid Member & Site Ins.	\$	51,912.71	
Prepaid Business & WC Ins.		6,189.80	
Prepaid D & O Insurance		560.70	
Prepaid UPS Deposit		150.00	
Prepaid Postage Deposits		1,000.00	
Prepaid Expenses		16,448.00	
Deposits Refundable		1,000.00	

TOTAL PREPAID EXPENSES	\$		77,261.21

TOTAL CURRENT ASSETS	\$		308,618.64
----------------------	----	--	------------

FIXED ASSETS

Building	\$	357,901.43	
Office Furniture & Fixtures		14,622.25	
Office Equipment		63,653.78	
Website		111,118.98	
Less: Accum Depr		(187,475.41)	
Land		50,000.00	

TOTAL FIXED ASSETS	\$		409,821.03
--------------------	----	--	------------

TOTAL ASSETS	\$		718,439.67
--------------	----	--	------------

=====

Date 09/18/06
08-06-6298

U. S. HANG GLIDING ASSOC. INC.
Balance Sheet
As of 08/31/06

Page 2
Rept 7004

LIABILITIES & FUND BALANCE

LIABILITIES

CURRENT LIABILITIES

Accounts Payable	\$ 11,671.30
Accrued Payroll	11,053.50
Accrued Vacation	9,757.85
FICA - Employee	276.71
State Income Tax Withheld	516.00
403B Payable	1,076.00
Sales Tax Payable	4.21
Competition Deposits	1,650.00

TOTAL CURRENT LIABILITIES		\$ 36,005.57
---------------------------	--	--------------

UNEARNED REVENUE

Rent Deposits	\$ 2,050.00
Deferred Membership Dues/HG	147,661.08
Deferred Subscriptions	5,366.44
Deferred Advertising	4,165.40
Deferred Membership Dues/PG	125,723.01

TOTAL UNEARNED REVENUE	\$ 284,965.93
------------------------	---------------

NET ASSETS

Unrestricted Net Assets	\$ 350,758.53
YTD Net Income	46,709.64

TOTAL FUND BALANCE	\$ 397,468.17
--------------------	---------------

TOTAL LIABILITIES & FUND BALANCE	\$ 718,439.67
----------------------------------	---------------

=====

U. S. HANG GLIDING ASSOC. INC.
Comparative Income Stmt - Summary
For the Period 01/01/06 Through 08/31/06

Account	Current Year				Prior Year			
	Current Period	%	Year-To-Date	%	Current Period	%	Year-To-Date	%
INCOME								
Membership Revenue	59070.17	67.75	458900.73	71.16	54993.35	70.67	458428.81	72.49
Magazine Revenue	12292.71	14.10	91677.87	14.22	10511.50	13.51	95134.36	15.04
Merchandise Sales	9271.34	10.63	57926.12	8.98	6522.80	8.38	42713.71	6.75
Sanction Fees	0.00	0.00	450.00	0.07	-2150.00	-2.76	-1252.00	-0.20
Contribution Revenue	380.96	0.44	3943.96	0.61	750.00	0.96	7706.05	1.22
Other Program Revenue	500.00	0.57	3750.00	0.58	550.00	0.71	5780.00	0.91
Other Revenue	5667.54	6.50	28269.95	4.38	6642.42	8.54	23881.78	3.78
TOTAL INCOME	87182.72	100.00	644918.63	100.00	77820.07	100.00	632392.71	100.00
EXPENSES								
Membership Expenses	25525.17	29.28	203116.46	31.49	29775.70	38.26	221038.81	34.95
Magazine Expenses	22790.52	26.14	181188.15	28.09	22145.12	28.46	175346.33	27.73
Cost of Merchandising Sales	5848.68	6.71	40122.40	6.22	5363.52	6.89	41735.02	6.60
Development	1812.76	2.08	23532.60	3.65	0.00	0.00	3924.57	0.62
Board and Committee Projects	3405.86	3.91	27039.55	4.19	2856.81	3.67	34869.57	5.51
National Headquarters	13974.15	16.03	110785.83	17.18	15451.63	19.86	115440.54	18.25
TOTAL EXPENSES	73357.14	84.14	585784.99	90.83	75592.78	97.14	592354.84	93.67
NET INCOME BEFORE DEPRECIATION	13825.58	15.86	59133.64	9.17	2227.29	2.86	40037.87	6.33
Depreciation Expense	1553.00	1.78	12424.00	1.93	1700.00	2.18	13600.00	2.15
NET INCOME	12272.58	14.08	46709.64	7.24	527.29	0.68	26437.87	4.18

Date 09/18/06
08-06-6298

U. S. HANG GLIDING ASSOC. INC.
Comparative Inc Stmt - Board Report
For the Period 01/01/06 Through 08/31/06

Page 1
Rept 7002

Account	Current Year				Prior Year			
	Current Period	%	Year- To-Date	%	Current- Period	%	Year- To-Date	%
Membership Revenue								
Hang Gliding Membership	24812.17	28.46	197412.46	30.61	25234.32	32.43	206378.67	32.63
Family Membership	2109.00	2.42	12985.00	2.01	2052.00	2.64	11718.00	1.85
One-Month Membership	6280.00	7.20	29790.00	4.62	4470.00	5.74	26536.00	4.20
Paragliding Membership	20214.00	23.19	155694.22	24.14	18994.88	24.41	151372.61	23.94
Site and Event Insurance	1825.00	2.09	42185.00	6.54	-100.00	-0.13	38161.68	6.03
Pilot Ratings	3850.00	4.42	21201.00	3.29	4286.00	5.51	24151.44	3.82
Overnight Revenue	0.00	0.00	20.00	0.00	40.00	0.05	158.50	0.03
Membership Discounts Allowed	-20.00	-0.02	-194.95	-0.03	-27.85	-0.04	-160.70	-0.03
Overpayment Membership	0.00	0.00	-104.00	-0.02	44.00	0.06	-129.13	-0.02
Short/Over	0.00	0.00	-88.00	-0.01	0.00	0.00	241.74	0.04
Total Membership Revenue	59070.17	67.75	458900.73	71.16	54993.35	70.67	458428.81	72.49
Magazine Revenue								
Subscription Revenue	925.40	1.06	7476.76	1.16	914.00	1.17	7652.49	1.21
Magazine Advertising Rev	11206.31	12.85	82277.11	12.76	9202.50	11.83	85577.25	13.53
School Sales	0.00	0.00	0.00	0.00	0.00	0.00	-7.38	0.00
Magazine Postage	161.00	0.18	1924.00	0.30	395.00	0.51	1912.00	0.30
Total Magazine Revenue	12292.71	14.10	91677.87	14.22	10511.50	13.51	95134.36	15.04
Merchandise Sales								
Calendar Sales	2208.50	2.53	9301.50	1.44	1588.00	2.04	8314.90	1.31
Calendar Advertising-HG	400.00	0.46	2800.00	0.43	0.00	0.00	800.00	0.13
Calendar Advertising-PG	0.00	0.00	2000.00	0.31	0.00	0.00	0.00	0.00
Calendar Postage	0.00	0.00	1271.00	0.20	434.00	0.56	2858.83	0.45
Publication Sales	3020.65	3.46	15757.23	2.44	2157.25	2.77	14714.80	2.33
Video Sales	1265.00	1.45	9615.74	1.49	1340.80	1.72	9270.85	1.47
DVD Magazine Archive	300.00	0.34	6765.00	1.05	0.00	0.00	0.00	0.00
Apparel Sales	0.00	0.00	0.00	0.00	0.00	0.00	131.80	0.02
Accessory Sales	314.15	0.36	1717.95	0.27	286.65	0.37	1582.30	0.25
Merchandise Postage	1763.04	2.02	8697.70	1.35	716.10	0.92	5056.48	0.80
Magazine Back Issues	0.00	0.00	0.00	0.00	0.00	0.00	-16.25	0.00
Total Merchandise Sales	9271.34	10.63	57926.12	8.98	6522.80	8.38	42713.71	6.75
Sanction Fees								
Sanction Fees	0.00	0.00	450.00	0.07	-2150.00	-2.76	-1252.00	-0.20
Contribution Revenue								
USHGA-General Fund Contributio	380.96	0.44	3943.96	0.61	750.00	0.96	7706.05	1.22
Other Program Revenue								
Annual Inst Fee	500.00	0.57	3750.00	0.58	550.00	0.71	5780.00	0.91
Other Revenue								
Reports, Labels & Mailing List	118.80	0.14	289.50	0.04	0.00	0.00	175.40	0.03

Date 09/18/06
08-06-6298

U. S. HANG GLIDING ASSOC. INC.
Comparative Inc Stmt - Board Report
For the Period 01/01/06 Through 08/31/06

Page 2
Rept 7002

Account	Current Year				Prior Year			
	Current Period	%	Year- To-Date	%	Current- Period	%	Year- To-Date	%
MBNA Revenue	2964.30	3.40	5556.60	0.86	3233.60	4.16	5985.40	0.95
Interest Income	0.00	0.00	-0.50	0.00	0.00	0.00	2469.73	0.39
Finance Charges	36.51	0.04	130.73	0.02	0.00	0.00	273.14	0.04
Realized Gain(Loss) Invest.	0.00	0.00	0.00	0.00	0.00	0.00	-2583.91	-0.41
Admin/Rent Income(USHGF)	0.00	0.00	1000.00	0.16	500.00	0.64	4000.00	0.63
Rent Income	2200.00	2.52	17600.00	2.73	2150.00	2.76	11480.42	1.82
Utilities/Trash Income	293.25	0.34	2417.02	0.37	601.97	0.77	1183.62	0.19
Internet Income	228.48	0.26	1142.38	0.18	0.00	0.00	0.00	0.00
Miscellaneous Income	-173.80	-0.20	134.22	0.02	156.85	0.20	897.98	0.14
Total Other Revenue	5667.54	6.50	28269.95	4.38	6642.42	8.54	23881.78	3.78
TOTAL INCOME	87182.72	100.00	644918.63	100.00	77820.07	100.00	632392.71	100.00
Membership Expenses								
Membership Administration	11203.69	12.85	104767.65	16.25	16286.37	20.93	123041.96	19.46
Site and Member Insurance	12144.68	13.93	91818.41	14.24	11134.33	14.31	90931.85	14.38
NAA Dues - Members	2176.80	2.50	6530.40	1.01	2355.00	3.03	7065.00	1.12
Total Membership Expenses	25525.17	29.28	203116.46	31.49	29775.70	38.26	221038.81	34.95
Magazine Expenses								
Magazine Expense	22790.52	26.14	181188.15	28.09	22145.12	28.46	175346.33	27.73
Cost of Merchandising Sales								
Calendar Expense, HG	869.39	1.00	5430.90	0.84	0.00	0.00	2718.56	0.43
Calendar Expense, PG	445.80	0.51	1477.76	0.23	0.00	0.00	1571.07	0.25
Publication Expense	1839.13	2.11	10691.05	1.66	1689.79	2.17	11075.03	1.75
Video Expense	521.87	0.60	5033.47	0.78	827.32	1.06	5334.70	0.84
Apparel Expense	0.00	0.00	0.00	0.00	0.00	0.00	59.80	0.01
Accessory Expense	133.71	0.15	808.69	0.13	139.00	0.18	370.54	0.06
Magazine Archive	0.00	0.00	3064.46	0.48	0.00	0.00	2005.90	0.32
Merchandise Administration	2038.78	2.34	13616.07	2.11	2707.41	3.48	18599.42	2.94
Total Cost of Mdse Sales	5848.68	6.71	40122.40	6.22	5363.52	6.89	41735.02	6.60
Development								
FAI Development	0.00	0.00	2288.09	0.35	0.00	0.00	2130.47	0.34
Schools & Member Development	1812.76	2.08	21169.51	3.28	0.00	0.00	688.60	0.11
Executive Director Expenses	0.00	0.00	0.00	0.00	0.00	0.00	1015.50	0.16
Web Site Development	0.00	0.00	0.00	0.00	0.00	0.00	90.00	0.01
Sport Pilot	0.00	0.00	75.00	0.01	0.00	0.00	0.00	0.00
Total Development Expense	1812.76	2.08	23532.60	3.65	0.00	0.00	3924.57	0.62
Board and Committee Projects								
Board of Directors Expenses	2586.06	2.97	26219.75	4.07	2856.81	3.67	34504.57	5.46
Board Meetings - Staff	819.80	0.94	819.80	0.13	0.00	0.00	365.00	0.06

08-06-6298

U. S. HANG GLIDING ASSOC. INC.
Comparative Inc Stmt - Board Report
For the Period 01/01/06 Through 08/31/06

Rept 7002

Account	Current Year				Prior Year			
	Current Period	%	Year-To-Date	%	Current-Period	%	Year-To-Date	%
Total Board and Committee Proj	3405.86	3.91	27039.55	4.19	2856.81	3.67	34869.57	5.51
National Headquarters								
National Headquarters	13974.15	16.03	110785.83	17.18	15451.63	19.86	115440.54	18.25
TOTAL EXPENSES	73357.14	84.14	585784.99	90.83	75592.78	97.14	592354.84	93.67
NET INCOME BEFORE DEPRECIATION	13825.58	15.86	59133.64	9.17	2227.29	2.86	40037.87	6.33
Depreciation	1553.00	1.78	12424.00	1.93	1700.00	2.18	13600.00	2.15
NET INCOME	12272.58	14.08	46709.64	7.24	527.29	0.68	26437.87	4.18

Date 09/18/06
08-06-6298

U. S. HANG GLIDING ASSOC. INC.
Comparative Inc Stmt - Exp Detail
For the Period 01/01/06 Through 08/31/06

Page 1
Rept 7003

Account	Current Year				Prior Year			
	Current Period	%	Year- To-Date	%	Current- Period	%	Year- To-Date	%
Membership Administration								
Contract Labor	0.00	0.00	7761.96	1.20	0.00	0.00	10856.52	1.72
Gifts and Awards	175.00	0.20	588.00	0.09	108.00	0.14	381.00	0.06
Mail House Services	407.99	0.47	4786.76	0.74	389.76	0.50	3422.28	0.54
Office Supplies & Expense	0.00	0.00	71.00	0.01	0.00	0.00	225.22	0.04
Payroll Taxes	656.10	0.75	4630.78	0.72	875.88	1.13	6078.42	0.96
Postage & Shipping	765.31	0.88	14037.34	2.18	2221.30	2.85	11877.14	1.88
Printing	1006.31	1.15	11141.04	1.73	1848.12	2.37	13080.84	2.07
Salary Expense	8100.04	9.29	60338.28	9.36	10813.36	13.90	75042.24	11.87
Website Expense	92.94	0.11	1412.49	0.22	29.95	0.04	2078.30	0.33
Total Membership Administration	11203.69	12.85	104767.65	16.25	16286.37	20.93	123041.96	19.46
Site and Member Insurance								
Insurance	9723.99	11.15	71924.62	11.15	9377.15	12.05	76286.71	12.06
Payroll Taxes	181.38	0.21	1490.64	0.23	131.67	0.17	1148.03	0.18
Salary Expense	2239.31	2.57	18403.15	2.85	1625.51	2.09	13497.11	2.13
Total Site and Member Insurance	12144.68	13.93	91818.41	14.24	11134.33	14.31	90931.85	14.38
NAA Dues - Members								
Dues & Subscriptions	2176.80	2.50	6530.40	1.01	2355.00	3.03	7065.00	1.12
Magazine Expense								
Contributors Fees	890.00	1.02	6355.00	0.99	931.22	1.20	5761.22	0.91
Editor	3713.00	4.26	29380.45	4.56	3605.00	4.63	28025.00	4.43
Office Supplies & Expense	0.00	0.00	0.00	0.00	0.00	0.00	166.49	0.03
Payroll Taxes	181.80	0.21	1429.59	0.22	154.06	0.20	1471.40	0.23
Postage & Shipping	4503.99	5.17	37655.38	5.84	4777.21	6.14	36035.60	5.70
Printing	7957.30	9.13	63075.26	9.78	7875.71	10.12	63196.04	9.99
Magazine Design	2800.00	3.21	21692.00	3.36	2500.00	3.21	20500.00	3.24
Professional Fees	500.00	0.57	3600.00	0.56	400.00	0.51	1600.00	0.25
Salary Expense	2244.43	2.57	17649.36	2.74	1901.92	2.44	18264.19	2.89
Computer Hardware	0.00	0.00	351.11	0.05	0.00	0.00	326.39	0.05
Total Combined Issue Expense	22790.52	26.14	181188.15	28.09	22145.12	28.46	175346.33	27.73
Calendar Expense HG								
Advertising & Promotion	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.02
Cost of Goods Sold	20.86	0.02	1391.86	0.22	0.00	0.00	2547.11	0.40
Payroll Taxes	29.13	0.03	229.05	0.04	0.00	0.00	0.00	0.00
Postage & Shipping	55.83	0.06	55.83	0.01	0.00	0.00	0.00	0.00
Salary Expense	380.77	0.44	2994.15	0.46	0.00	0.00	0.00	0.00
Supplies/Shipping/Other	382.80	0.44	760.01	0.12	0.00	0.00	71.45	0.01
Calendar Expense PG								
Advertising & Promotion	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.02
Cost of Goods Sold	192.78	0.22	1038.95	0.16	0.00	0.00	1440.45	0.23

U. S. HANG GLIDING ASSOC. INC.
Comparative Inc Stmt - Exp Detail
For the Period 01/01/06 Through 08/31/06

[illegible]

Date 09/18/06
08-06-6298

U. S. HANG GLIDING ASSOC. INC.
Comparative Inc Stmt - Exp Detail
For the Period 01/01/06 Through 08/31/06

Page 3
Rept 7003

Account	Current Year				Prior Year			
	Current Period	%	Year- To-Date	%	Current- Period	%	Year- To-Date	%
Total FAI Development	0.00	0.00	2288.09	0.35	0.00	0.00	2130.47	0.34
Schools & Member Development								
Administrative	0.00	0.00	0.00	0.00	0.00	0.00	688.60	0.11
Advertising & Promotion	0.00	0.00	4303.57	0.67	0.00	0.00	0.00	0.00
Payroll Taxes	135.83	0.16	1105.84	0.17	0.00	0.00	0.00	0.00
Professional Fees	0.00	0.00	2000.00	0.31	0.00	0.00	0.00	0.00
Salary Expense	1676.93	1.92	13760.10	2.13	0.00	0.00	0.00	0.00
Total Schools & Member Development	1812.76	2.08	21169.51	3.28	0.00	0.00	688.60	0.11
Executive Director Expenses								
Airfare	0.00	0.00	0.00	0.00	0.00	0.00	765.50	0.12
Meals & Entertainment	0.00	0.00	0.00	0.00	0.00	0.00	200.00	0.03
Travel	0.00	0.00	0.00	0.00	0.00	0.00	50.00	0.01
Total Executive Director Expense	0.00	0.00	0.00	0.00	0.00	0.00	1015.50	0.16
Web Site Development								
Administrative	0.00	0.00	0.00	0.00	0.00	0.00	90.00	0.01
Total Development Expense	1812.76	2.08	23532.60	3.65	0.00	0.00	3924.57	0.62
Board of Directors Expense								
Airfare	0.00	0.00	1451.38	0.23	250.00	0.32	2003.45	0.32
Editors Expenses	0.00	0.00	421.92	0.07	0.00	0.00	551.49	0.09
Training/Activities	0.00	0.00	538.50	0.08	0.00	0.00	0.00	0.00
Insurance	304.73	0.35	2437.84	0.38	300.44	0.39	2403.52	0.38
Gifts and Awards	0.00	0.00	636.50	0.10	0.00	0.00	819.25	0.13
Lodging	0.00	0.00	0.00	0.00	332.15	0.43	525.80	0.08
Meals & Entertainment	0.00	0.00	1434.91	0.22	0.00	0.00	1279.62	0.20
Office Supplies & Expense	0.00	0.00	189.33	0.03	0.00	0.00	627.10	0.10
Payroll Taxes	170.91	0.20	1420.51	0.22	125.39	0.16	962.65	0.15
Postage & Shipping	0.39	0.00	49.03	0.01	52.35	0.07	202.96	0.03
Printing	0.00	0.00	0.00	0.00	0.00	0.00	318.99	0.05
Professional Fees	0.00	0.00	0.00	0.00	0.00	0.00	11863.80	1.88
Salary Expense	2110.03	2.42	17536.52	2.72	1548.08	1.99	11884.64	1.88
Telephone	0.00	0.00	103.31	0.02	248.40	0.32	1061.30	0.17
Total Board of Directors Expense	2586.06	2.97	26219.75	4.07	2856.81	3.67	34504.57	5.46
Board Meetings - Staff								
Airfare	714.80	0.82	714.80	0.11	0.00	0.00	0.00	0.00
Meals & Entertainment	105.00	0.12	105.00	0.02	0.00	0.00	165.00	0.03
Meeting Expenses	0.00	0.00	0.00	0.00	0.00	0.00	200.00	0.03
Total Board Meetings - Staff	819.80	0.94	819.80	0.13	0.00	0.00	365.00	0.06

Account	Current Year				Prior Year			
	Current Period	%	Year- To-Date	%	Current- Period	%	Year- To-Date	%
Total Board & Committee Projects	3405.86	3.91	27039.55	4.19	2856.81	3.67	34869.57	5.51
National Headquarters								
Accounting	534.00	0.61	9118.50	1.41	472.00	0.61	7825.60	1.24
Bank Charges	1143.55	1.31	8878.90	1.38	1007.79	1.30	7297.46	1.15
Donations	1357.00	1.56	12777.00	1.98	1135.00	1.46	10627.33	1.68
Dues & Subscriptions	0.00	0.00	440.95	0.07	0.00	0.00	30.00	0.00
Employee Health Insurance	1933.75	2.22	13128.87	2.04	1868.76	2.40	11296.41	1.79
Training/Activities	0.00	0.00	361.10	0.06	99.00	0.13	269.00	0.04
Equipment Lease-Post Mtr	250.07	0.29	2000.56	0.31	250.07	0.32	2000.56	0.32
Insurance, Bldg	244.33	0.28	2076.73	0.32	258.25	0.33	1291.25	0.20
Janitorial	292.07	0.34	2158.53	0.33	180.00	0.23	796.84	0.13
Insurance	139.08	0.16	1518.66	0.24	147.56	0.19	1557.43	0.25
Legal	2320.00	2.66	13075.15	2.03	0.00	0.00	7153.71	1.13
Licenses	0.00	0.00	505.23	0.08	70.00	0.09	355.00	0.06
Meals & Entertainment	-10.84	-0.01	133.83	0.02	-9.47	-0.01	292.11	0.05
Miscellaneous	0.00	0.00	241.85	0.04	0.00	0.00	52.17	0.01
Office Supplies & Expense	729.78	0.84	2284.02	0.35	198.58	0.26	2743.32	0.43
Payroll Taxes	303.13	0.35	1977.59	0.31	-49.91	-0.06	1351.91	0.21
Real Estate Taxes	0.00	0.00	0.00	0.00	0.00	0.00	-282.00	-0.04
Postage & Shipping	425.90	0.49	2948.24	0.46	-1392.80	-1.79	-735.47	-0.12
Professional Fees	0.00	0.00	0.00	0.00	0.00	0.00	423.38	0.07
Relocation Costs	0.00	0.00	0.00	0.00	3079.47	3.96	3139.47	0.50
Rent	0.00	0.00	0.00	0.00	0.00	0.00	12670.00	2.00
Recycling Expense	37.50	0.04	300.00	0.05	60.00	0.08	60.00	0.01
Repairs & Maint-Bldg	250.00	0.29	3159.02	0.49	2025.00	2.60	2080.00	0.33
Salary Expense	2190.15	2.51	18902.16	2.93	3005.97	3.86	28013.56	4.43
Telephone	684.66	0.79	5692.77	0.88	1308.64	1.68	6785.64	1.07
Travel	0.00	0.00	0.00	0.00	0.00	0.00	976.43	0.15
Supplies/Shipping/Other	0.00	0.00	0.00	0.00	0.00	0.00	4.20	0.00
Supplies - Other	0.00	0.00	0.00	0.00	73.46	0.09	86.32	0.01
Equipment Leases - Copier	388.16	0.45	3141.09	0.49	853.57	1.10	3254.25	0.51
Worker's Comp Insurance	106.67	0.12	797.36	0.12	97.33	0.13	194.66	0.03
Trash Removal	45.54	0.05	346.00	0.05	41.68	0.05	216.47	0.03
Utilities	564.14	0.65	4679.56	0.73	607.89	0.78	2243.24	0.35
Computer Hardware	45.51	0.05	142.16	0.02	0.00	0.00	895.10	0.14
Computer Software	0.00	0.00	0.00	0.00	63.79	0.08	475.19	0.08
	13974.15	16.03	110785.83	17.18	15451.63	19.86	115440.54	18.25
Expense Before Depreciation	73357.14	84.14	585784.99	90.83	75592.78	97.14	592354.84	93.67
Depreciation	1553.00	1.78	12424.00	1.93	1700.00	2.18	13600.00	2.15
Total Expense	74910.14	85.92	598208.99	92.76	77292.78	99.32	605954.84	95.82

Date 09/18/06
08-06-6298

U. S. HANG GLIDING ASSOC. INC.
Budget vs Actual
For the Period 01/01/06 Through 08/31/06

Page 1
Rept 7008

Account Description	Actual	Current Period Budget	Variance	Actual	Year-To-Date Budget	Variance	Annual Budget
Membership Revenue							
Hang Gliding Membership	24812.17	25416.67	-604.50	197412.46	203333.36	-5920.90	305000.00
Family Membership	2109.00	1333.33	775.67	12985.00	10666.64	2318.36	16000.00
One-Month Membership	6280.00	2666.67	3613.33	29790.00	21333.36	8456.64	32000.00
Paragliding Membership	20214.00	19000.00	1214.00	155694.22	152000.00	3694.22	228000.00
Site and Event Insurance	1825.00	3333.33	-1508.33	42185.00	26666.64	15518.36	40000.00
Pilot Ratings	3850.00	2958.33	891.67	21201.00	23666.64	-2465.64	35500.00
Overnight Revenue	0.00	0.00	0.00	20.00	0.00	20.00	0.00
Membership Discounts Allowed	-20.00	-25.00	5.00	-194.95	-200.00	5.05	-300.00
Overpayment Membership	0.00	16.67	-16.67	-104.00	133.36	-237.36	200.00
Short/Over	0.00	20.83	-20.83	-88.00	166.64	-254.64	250.00
Total Membership Revenue	59070.17	54720.83	4349.34	458900.73	437766.64	21134.09	656650.00
Magazine Revenue							
Subscription Revenue	925.40	916.67	8.73	7476.76	7333.36	143.40	11000.00
Magazine Advertising Rev	11206.31	10500.00	706.31	82277.11	84000.00	-1722.89	126000.00
Magazine Postage	161.00	250.00	-89.00	1924.00	2000.00	-76.00	3000.00
Total Magazine Revenue	12292.71	11666.67	626.04	91677.87	93333.36	-1655.49	140000.00
Merchandise Sales							
Calendar Sales	2208.50	2333.33	-124.83	9301.50	18666.64	-9365.14	28000.00
Calendar Advertising-HG	400.00	250.00	150.00	2800.00	2000.00	800.00	3000.00
Calendar Advertising-PG	0.00	150.00	-150.00	2000.00	1200.00	800.00	1800.00
Calendar Postage	0.00	500.00	-500.00	1271.00	4000.00	-2729.00	6000.00
Publication Sales	3020.65	1833.33	1187.32	15757.23	14666.64	1090.59	22000.00
Video Sales	1265.00	1250.00	15.00	9615.74	10000.00	-384.26	15000.00
DVD Magazine Archive	300.00	750.00	-450.00	6765.00	6000.00	765.00	9000.00
Apparel Sales	0.00	10.00	-10.00	0.00	80.00	-80.00	120.00
Accessory Sales	314.15	208.33	105.82	1717.95	1666.64	51.31	2500.00
Merchandise Postage	1763.04	750.00	1013.04	8697.70	6000.00	2697.70	9000.00
Total Merchandise Sales	9271.34	8034.99	1236.35	57926.12	64279.92	-6353.80	96420.00
Sanction Revenue							
Sanction Fees	0.00	125.00	-125.00	450.00	1000.00	-550.00	1500.00
Contribution Revenue							
USHGA-General Fund Contributio	380.96	958.33	-577.37	3943.96	7666.64	-3722.68	11500.00
Other Program Revenue							
Annual Inst Fee	500.00	708.33	-208.33	3750.00	5666.64	-1916.64	8500.00
Other Revenue							
Reports, Labels & Mailing List	118.80	41.67	77.13	289.50	333.36	-43.86	500.00
MBNA Revenue	2964.30	3375.00	-410.70	5556.60	6750.00	-1193.40	13500.00
Interest Income	0.00	0.00	0.00	-0.50	0.00	-0.50	0.00
Finance Charges	36.51	25.00	11.51	130.73	200.00	-69.27	300.00

Date 09/18/06
08-06-6298

U. S. HANG GLIDING ASSOC. INC.
Budget vs Actual
For the Period 01/01/06 Through 08/31/06

Page 2
Rept 7008

Account Description	- - - Current Period - - - Actual Budget Variance	- - - Year-To-Date - - - Actual Budget Variance	Annual Budget
Admin/Rent Income(USHGF)	0.00 500.00 -500.00	1000.00 4000.00 -3000.00	6000.00
Rent Income	2200.00 2200.00 0.00	17600.00 17600.00 0.00	26400.00
Utilities/Trash Income	293.25 300.00 -6.75	2417.02 1800.00 617.02	2700.00
Internet Income	228.48 230.00 -1.52	1142.38 1840.00 -697.62	2760.00
Miscellaneous Income	-173.80 166.67 -340.47	134.22 1333.36 -1199.14	2000.00
Total Other Revenue	5667.54 6838.34 -1170.80	28269.95 33856.72 -5586.77	54160.00
TOTAL INCOME	87182.72 83052.49 4130.23	644918.63 643569.92 1348.71	968730.00
Membership Expenses			
Membership Administration	11203.69 15066.16 3862.47	104767.65 127279.28 22511.63	187544.00
Site and Member Insurance	12144.68 11877.67 -267.01	91818.41 95021.36 3202.95	142532.00
NAA Dues - Members	2176.80 0.00 -2176.80	6530.40 5147.00 -1383.40	11087.00
Total Membership Expenses	25525.17 26943.83 1418.66	203116.46 227447.64 24331.18	341163.00
Magazine Expenses			
Magazine Expense	22790.52 23136.73 346.21	181188.15 184285.84 3097.69	276833.00
Cost of Merchandising Sales			
Calendar Expense - HG	869.39 691.67 -177.72	5430.90 5533.36 102.46	8600.00
Calendar Expense - PG	445.80 633.33 187.53	1477.76 5066.64 3588.88	7600.00
Publication Expense	1839.13 1320.83 -518.30	10691.05 10566.64 -124.41	15850.00
Video Expense	521.87 625.00 103.13	5033.47 5000.00 -33.47	7500.00
Apparel Expense	0.00 8.33 8.33	0.00 66.64 66.64	100.00
Accessory Expense	133.71 66.67 -67.04	808.69 533.36 -275.33	800.00
Magazine Archive	0.00 306.00 306.00	3064.46 2448.00 -616.46	3672.00
Merchandise Administration	2038.78 1701.09 -337.69	13616.07 13608.72 -7.35	20413.00
Total Cost of Mdse Sales	5848.68 5352.92 -495.76	40122.40 42823.36 2700.96	64535.00
Development			
Sport Pilot	0.00 166.67 166.67	75.00 1333.36 1258.36	2000.00
FAI Development	0.00 208.33 208.33	2288.09 1666.64 -621.45	2500.00
Schools & Member Development	1812.76 1916.91 104.15	21169.51 17335.28 -3834.23	25003.00
Executive Director Expenses	0.00 241.67 241.67	0.00 1933.36 1933.36	2900.00
Total Development Expense	1812.76 2533.58 720.82	23532.60 22268.64 -1263.96	32403.00
Board and Committee Projects			
Board of Directors Expenses	2586.06 3724.42 1138.36	26219.75 31945.36 5725.61	47393.00
Board Meetings - Staff	819.80 266.67 -553.13	819.80 2133.36 1313.56	3200.00
Total Board and Committee Proj	3405.86 3991.09 585.23	27039.55 34078.72 7039.17	50593.00
National Headquarters			
National Headquarters	13974.15 14073.01 98.86	110785.83 109252.08 -1533.75	165544.00

Date 09/18/06
08-06-6298

U. S. HANG GLIDING ASSOC. INC.
Budget vs Actual
For the Period 01/01/06 Through 08/31/06

Page 3
Rept 7008

Account Description	- - - Current Period - - - Actual Budget Variance	- - - Year-To-Date - - - Actual Budget Variance	Annual Budget
TOTAL EXPENSES	73357.14 76031.16 2674.02	585784.99 620156.28 34371.29	931071.00
NET INCOME BEFORE DEPRECIATION	13825.58 7021.33 6804.25	59133.64 23413.64 35720.00	37659.00
Depreciation	1553.00 1500.00 -53.00	12424.00 12000.00 -424.00	18000.00
NET INCOME	12272.58 5521.33 6751.25	46709.64 11413.64 35296.00	19659.00

U. S. HANG GLIDING ASSOC. INC.
Comparative Income Stmt - Summary
For the Period 01/01/06 Through 08/31/06

Account	Current Year				Prior Year			
	Current Period	%	Year-To-Date	%	Current Period	%	Year-To-Date	%
INCOME								
Rental Income	2200.00	2.52	17600.00	2.73	2150.00	2.76	11480.42	1.82
Utilities/Trash Income	293.25	0.34	2417.02	0.37	601.97	0.77	1183.62	0.19
Internet Income	228.48	0.26	1142.38	0.18	0.00	0.00	0.00	0.00
TOTAL INCOME	2721.73	3.12	21159.40	3.28	2751.97	3.54	12664.04	2.00
EXPENSES								
Insurance	244.33	0.28	2076.73	0.32	258.25	0.33	1291.25	0.20
Janitorial	292.07	0.34	2158.53	0.33	180.00	0.23	796.84	0.13
Real Estate Taxes	0.00	0.00	0.00	0.00	0.00	0.00	-282.00	-0.04
Recycling Expense	37.50	0.04	300.00	0.05	60.00	0.08	60.00	0.01
Repairs & Maint - Bldg	250.00	0.29	3159.02	0.49	2025.00	2.60	2080.00	0.33
Utilities	564.14	0.65	4679.56	0.73	607.89	0.78	2243.24	0.35
Trash Removal	45.54	0.05	346.00	0.05	41.68	0.05	216.47	0.03
TOTAL EXPENSES	1433.58	1.64	12719.84	1.97	3172.82	4.08	6405.80	1.01
NET INCOME BEFORE DEPRECIATION	1288.15	1.48	8439.56	1.31	-420.85	-0.54	6258.24	0.99
NET INCOME	1288.15	1.48	8439.56	1.31	-420.85	-0.54	6258.24	0.99



Financial Statement Summary
July 2006
Prepared by: M. Palmaz Business Mgr
Supervised by: Jayne DePanfilis

Current Assets – July vs. June 2006 Cash – Wells Fargo & Paypal

*July 2006	June 2006
\$217,642	\$190,343

Total assets increased \$12,990 from \$663,111 in June to \$676,101 in July due primarily to increased cash. Cash increased \$27,299 from \$190,343 in June to \$217,642 in July 2006. *A new Paypal line item was added to cash assets representing the income from merchandise sales on EBay pending deposit into the operating account.

YTD Net Income – July 2006

YTD net income increased \$8,527 from \$25,910 in July 2005 to \$34,437 in July 2006.

YTD Merchandise Income

YTD merchandise income increased \$12,455 from \$36,190 in 2005 to \$48,645 in 2006. YTD DVD magazine archive income totals \$6,465. YTD publication sales are nearly equal at \$12,557 in 2005 and \$12,736 in 2006. YTD video sales increased slightly from \$7,930 in 2005 to \$8,350 in 2006. YTD merchandise postage income increased \$2,585 from \$4,340 in 2005 to \$6,465 in 2006. YTD calendar sponsorship income increased \$3,600 from \$800 in July 2005 to \$4400 in 2006.

YTD Rental Income

YTD rental income increased \$6,070 from \$9,330 in 2005 to \$15,400 in 2006. The increase in rental income includes 3 additional months, January – March 2006, since the USHPA purchased the office building at the end of March 2005. YTD rental expenses decreased \$12,670 as a result of no longer having to pay rent after the USHPA's relocation in August 2005. YTD savings on rent plus YTD rental income equals a YTD net benefit of \$28,070 to the Association as a result of owning the office building.

YTD Magazine Advertising Income

YTD magazine advertising income decreased \$5,304 from \$76,374 in 2005 to \$71,070 in 2006. This decrease resulted from either the cancellation of or reduction in size of display ads. Fewer event advertisements and ads placed by advertisers during the peak flying / training season also account for this decline.

YTD Advertising Revenue July 2004-2006

	Total	\$ change	% change
2004	\$80,713	from	2004
2005	\$76,374	(\$4,339)	-5.38%
2006	\$71,070	(\$9,643)	-11.95%

YTD Contribution Income

YTD contribution income decreased \$3,393 from \$6,956 in 2005 to \$3,563 in 2006. This decrease maybe attributed to an increase in donations directed to the Foundation. YTD donations increased \$1,928 from \$9,492 in 2005 to \$11,420 in 2006.

YTD Membership Income

YTD membership revenue decreased \$3,605 from \$403,435 in 2005 to \$399,830 in 2006. YTD hang gliding membership revenue decreased \$8,544 from 181,144 in 2005 to \$172,600 in 2006, while YTD paragliding membership revenue increased \$3,103 from \$132,377 in 2005 to \$135,480 in 2006.

Membership Income – Actual Receipts May – July 2006 vs. 2005

	May	June	July
2005	\$50,930.00	\$52,231.00	\$53,307.00
%		2.55%	4.67%
2006	\$63,311.00	\$52,508.00	\$52,841.00
%		-17.06%	-16.54%

Actual receipts for membership income (as opposed to membership income recognized on the financial statement as a result of the rolling average calculation) show a dramatic increase in income in May 2006 compared to May 2005. This increase in revenue is most likely a result of the increase in renewals by members wishing to avoid the \$10.00 dues increase effective June 1st. June and July membership income decreased primarily because of the rush to renew in May before the June 1st deadline. Renewing members with June or July expiration dates were responding to renewal notices mailed in April & May. We expect to see a net increase in dues revenue in August as a result of the \$10.00 increase.

YTD Expenses

YTD expenses decreased \$5,363 from \$528,662 in 2005 to \$523,299 in 2006.

YTD Membership Administration Expense

YTD membership administration expenses decreased \$13,635 from \$106,755 in July 2005 to \$93,120 in July 2006. This decrease is due primarily to a \$3,095 reduction in contract labor and a \$11,990 reduction in the membership administration salary expenses resulting from the salary reallocation.

YTD Board of Director's Expense

YTD board of director's expenses decreased \$8,014 from \$31,647 in 2005 to \$23,633 in 2006. This decrease is due primarily to the savings of last year's facilitated meeting expense of approximately \$14,000.

YTD Schools & Member Development Expense

YTD schools & member development expenses increased \$18,668 from \$688 in 2005 to \$19,356 in 2006 as a result of salary reallocation for strategic plan initiatives, Steve Wendt's professional fees of \$2,000 for the scooter tow clinics and the 2005 calendar write off. YTD schools and member development – advertising & promotion expense increased \$4,303 as a result of a promotional write off of 1,100 2005 calendars for fly-ins, air shows and schools.

Budget vs. Actual – July 2006

Budget – July	Actual - July	Variance - July
\$2,146	\$8,900	\$6,754

Budget vs. Actual – YTD July 2006

Budget – YTD July	Actual – YTD July	Variance – YTD July
\$5,892	\$34,437	\$28,545

Projected Net Income for 2006 is \$19,659. YTD net income exceeds this amount by \$14,778.

Date 09/12/06
07-06-6287

U. S. HANG GLIDING ASSOC. INC.
Balance Sheet
As of 07/31/06

Page 1
Rept 7004

ASSETS

CURRENT ASSETS

Cash - Wells Fargo	\$	217,605.13	
Cash - Paypal Acct		36.96	

TOTAL CASH	\$		217,642.09

Accounts Receivable	\$	10,094.28	

TOTAL RECEIVABLES	\$		10,094.28

Inventory-Calendar - HG	\$	622.27	
Inventory-Calendar - PG		1,331.10	
Inventory-Publications		3,957.80	
Inventory-Videos		3,583.44	
Inventory-Accessories		2,120.36	

TOTAL INVENTORY	\$		11,614.97

Prepaid Member & Site Ins.	\$	10,305.20	
Prepaid Business & WC Ins.		2,955.38	
Prepaid D & O Insurance		865.43	
Prepaid UPS Deposit		150.00	
Prepaid Postage Deposits		1,000.00	
Prepaid Expenses		9,100.00	
Deposits Refundable		1,000.00	

TOTAL PREPAID EXPENSES	\$		25,376.01

TOTAL CURRENT ASSETS	\$		264,727.35
----------------------	----	--	------------

FIXED ASSETS

Building	\$	357,901.43	
Office Furniture & Fixtures		14,622.25	
Office Equipment		63,653.78	
Website		111,118.98	
Less: Accum Depr		(185,922.41)	
Land		50,000.00	

TOTAL FIXED ASSETS	\$		411,374.03
--------------------	----	--	------------

TOTAL ASSETS	\$		676,101.38
--------------	----	--	------------

=====

Date 09/12/06
07-06-6287

U. S. HANG GLIDING ASSOC. INC.
Balance Sheet
As of 07/31/06

Page 2
Rept 7004

LIABILITIES & FUND BALANCE

LIABILITIES

CURRENT LIABILITIES

Accounts Payable	\$	1,923.17
Accrued Payroll		10,202.31
Accrued Vacation		9,757.85
Sales Tax Payable		0.41
Competition Deposits		1,650.00

TOTAL CURRENT LIABILITIES	\$	23,533.74
---------------------------	----	-----------

UNEARNED REVENUE

Rent Deposits	\$	2,050.00
Deferred Membership Dues/HG		140,142.75
Deferred Subscriptions		5,196.39
Deferred Advertising		4,165.40
Deferred Membership Dues/PG		115,817.51

TOTAL UNEARNED REVENUE	\$	267,372.05
------------------------	----	------------

NET ASSETS

Unrestricted Net Assets	\$	350,758.53
YTD Net Income		34,437.06

TOTAL FUND BALANCE	\$	385,195.59

TOTAL LIABILITIES & FUND BALANCE	\$	676,101.38
		=====

U. S. HANG GLIDING ASSOC. INC.
Comparative Income Stmt - Summary
For the Period 01/01/06 Through 07/31/06

Account	Current Year				Prior Year			
	Current Period	%	Year-To-Date	%	Current Period	%	Year-To-Date	%
INCOME								
Membership Revenue	58327.34	72.26	399830.56	71.69	54586.06	70.86	403435.46	72.75
Magazine Revenue	10824.78	13.41	79385.16	14.23	12704.00	16.49	84622.86	15.26
Merchandise Sales	7261.14	9.00	48654.78	8.72	5779.15	7.50	36190.91	6.53
Sanction Fees	0.00	0.00	450.00	0.08	0.00	0.00	898.00	0.16
Contribution Revenue	914.00	1.13	3563.00	0.64	334.00	0.43	6956.05	1.25
Other Program Revenue	700.00	0.87	3250.00	0.58	700.00	0.91	5230.00	0.94
Other Revenue	2690.17	3.33	22602.41	4.05	2930.89	3.80	17239.36	3.11
TOTAL INCOME	80717.43	100.00	557735.91	100.00	77034.10	100.00	554572.64	100.00
EXPENSES								
Membership Expenses	24335.34	30.15	177591.29	31.84	24389.61	31.66	191263.11	34.49
Magazine Expenses	23258.23	28.81	158397.63	28.40	21796.28	28.29	153201.21	27.63
Cost of Merchandising Sales	4341.99	5.38	34273.72	6.15	6093.50	7.91	36371.50	6.56
Development	1814.40	2.25	21719.84	3.89	557.70	0.72	3924.57	0.71
Board and Committee Projects	2621.35	3.25	23633.69	4.24	3655.59	4.75	32012.76	5.77
National Headquarters	13893.04	17.21	96811.68	17.36	10746.16	13.95	99988.91	18.03
TOTAL EXPENSES	70264.35	87.05	512427.85	91.88	67238.84	87.28	516762.06	93.18
NET INCOME BEFORE DEPRECIATION	10453.08	12.95	45308.06	8.12	9795.26	12.72	37810.58	6.82
Depreciation Expense	1553.00	1.92	10871.00	1.95	1700.00	2.21	11900.00	2.15
NET INCOME	8900.08	11.03	34437.06	6.17	8095.26	10.51	25910.58	4.67

Date 09/12/06
07-06-6287

U. S. HANG GLIDING ASSOC. INC.
Comparative Inc Stmt - Board Report
For the Period 01/01/06 Through 07/31/06

Page 1
Rept 7002

Account	Current Year				Prior Year			
	Current Period	%	Year- To-Date	%	Current- Period	%	Year- To-Date	%
Membership Revenue								
Hang Gliding Membership	24457.88	30.30	172600.29	30.95	25211.11	32.73	181144.35	32.66
Family Membership	1655.00	2.05	10876.00	1.95	1593.00	2.07	9666.00	1.74
One-Month Membership	7030.00	8.71	23510.00	4.22	5531.00	7.18	22066.00	3.98
Paragliding Membership	19819.96	24.55	135480.22	24.29	18678.16	24.25	132377.73	23.87
Site and Event Insurance	1750.00	2.17	40360.00	7.24	250.00	0.32	38261.68	6.90
Pilot Ratings	3728.50	4.62	17351.00	3.11	3346.44	4.34	19865.44	3.58
Overnight Revenue	0.00	0.00	20.00	0.00	60.00	0.08	118.50	0.02
Membership Discounts Allowed	-10.00	-0.01	-174.95	-0.03	-62.85	-0.08	-132.85	-0.02
Overpayment Membership	-104.00	-0.13	-104.00	-0.02	-20.80	-0.03	-173.13	-0.03
Short/Over	0.00	0.00	-88.00	-0.02	0.00	0.00	241.74	0.04
Total Membership Revenue	58327.34	72.26	399830.56	71.69	54586.06	70.86	403435.46	72.75
Magazine Revenue								
Subscription Revenue	893.78	1.11	6551.36	1.17	900.00	1.17	6738.49	1.22
Magazine Advertising Rev	9777.00	12.11	71070.80	12.74	11501.00	14.93	76374.75	13.77
School Sales	0.00	0.00	0.00	0.00	0.00	0.00	-7.38	0.00
Magazine Postage	154.00	0.19	1763.00	0.32	303.00	0.39	1517.00	0.27
Total Magazine Revenue	10824.78	13.41	79385.16	14.23	12704.00	16.49	84622.86	15.26
Merchandise Sales								
Calendar Sales	1027.00	1.27	7093.00	1.27	123.00	0.16	6726.90	1.21
Calendar Advertising-HG	900.00	1.12	2400.00	0.43	800.00	1.04	800.00	0.14
Calendar Advertising-PG	1700.00	2.11	2000.00	0.36	0.00	0.00	0.00	0.00
Calendar Postage	0.00	0.00	1271.00	0.23	30.00	0.04	2424.83	0.44
Publication Sales	1489.30	1.85	12736.58	2.28	2277.90	2.96	12557.55	2.26
Video Sales	333.40	0.41	8350.74	1.50	1685.25	2.19	7930.05	1.43
DVD Magazine Archive	420.00	0.52	6465.00	1.16	0.00	0.00	0.00	0.00
Apparel Sales	0.00	0.00	0.00	0.00	0.00	0.00	131.80	0.02
Accessory Sales	233.80	0.29	1403.80	0.25	195.75	0.25	1295.65	0.23
Merchandise Postage	1157.64	1.43	6934.66	1.24	667.25	0.87	4340.38	0.78
Magazine Back Issues	0.00	0.00	0.00	0.00	0.00	0.00	-16.25	0.00
Total Merchandise Sales	7261.14	9.00	48654.78	8.72	5779.15	7.50	36190.91	6.53
Sanction Fees								
Sanction Fees	0.00	0.00	450.00	0.08	0.00	0.00	898.00	0.16
Contribution Revenue								
USHGA-General Fund Contributio	914.00	1.13	3563.00	0.64	334.00	0.43	6956.05	1.25
Other Program Revenue								
Annual Inst Fee	700.00	0.87	3250.00	0.58	700.00	0.91	5230.00	0.94
Other Revenue								
Reports, Labels & Mailing List	0.00	0.00	170.70	0.03	0.00	0.00	175.40	0.03

[illegible]

07-06-6287

For the Period 01/01/06 Through 07/31/06

Rept 7002

Account	Current Year				Prior Year			
	Current Period	%	Year-To-Date	%	Current-Period	%	Year-To-Date	%
Total Board and Committee Proj	2621.35	3.25	23633.69	4.24	3655.59	4.75	32012.76	5.77
National Headquarters								
National Headquarters	13893.04	17.21	96811.68	17.36	10746.16	13.95	99988.91	18.03
TOTAL EXPENSES	70264.35	87.05	512427.85	91.88	67238.84	87.28	516762.06	93.18
NET INCOME BEFORE DEPRECIATION	10453.08	12.95	45308.06	8.12	9795.26	12.72	37810.58	6.82
Depreciation	1553.00	1.92	10871.00	1.95	1700.00	2.21	11900.00	2.15
NET INCOME	8900.08	11.03	34437.06	6.17	8095.26	10.51	25910.58	4.67

Date 09/12/06
07-06-6287

U. S. HANG GLIDING ASSOC. INC.
Comparative Inc Stmt - Exp Detail
For the Period 01/01/06 Through 07/31/06

Page 1
Rept 7003

Account	Current Year				Prior Year			
	Current Period	%	Year- To-Date	%	Current- Period	%	Year- To-Date	%
Membership Administration								
Contract Labor	0.00	0.00	7761.96	1.39	0.00	0.00	10856.52	1.96
Gifts and Awards	250.00	0.31	413.00	0.07	0.00	0.00	273.00	0.05
Mail House Services	412.25	0.51	4378.77	0.79	438.82	0.57	3032.52	0.55
Office Supplies & Expense	0.00	0.00	71.00	0.01	0.00	0.00	225.22	0.04
Payroll Taxes	663.01	0.82	3974.68	0.71	772.91	1.00	5202.54	0.94
Postage & Shipping	2066.42	2.56	13272.03	2.38	1431.78	1.86	9655.84	1.74
Printing	174.68	0.22	10134.73	1.82	690.98	0.90	11232.72	2.03
Salary Expense	8185.26	10.14	52238.24	9.37	9542.08	12.39	64228.88	11.58
Website Expense	443.85	0.55	1319.55	0.24	563.85	0.73	2048.35	0.37
Total Membership Administration	12195.47	15.11	93563.96	16.78	13440.42	17.45	106755.59	19.25
Site and Member Insurance								
Insurance	9723.99	12.05	62200.63	11.15	9377.15	12.17	66909.56	12.07
Payroll Taxes	181.02	0.22	1309.26	0.23	117.79	0.15	1016.36	0.18
Salary Expense	2234.86	2.77	16163.84	2.90	1454.25	1.89	11871.60	2.14
Total Site and Member Insurance	12139.87	15.04	79673.73	14.29	10949.19	14.21	79797.52	14.39
NAA Dues - Members								
Dues & Subscriptions	0.00	0.00	4353.60	0.78	0.00	0.00	4710.00	0.85
Magazine Expense								
Contributors Fees	980.00	1.21	5465.00	0.98	930.00	1.21	4830.00	0.87
Editor	3713.00	4.60	25667.45	4.60	3605.00	4.68	24420.00	4.40
Office Supplies & Expense	0.00	0.00	0.00	0.00	0.00	0.00	166.49	0.03
Payroll Taxes	173.53	0.21	1247.79	0.22	133.96	0.17	1317.34	0.24
Postage & Shipping	4940.17	6.12	33151.39	5.94	4679.70	6.07	31258.39	5.64
Printing	8009.12	9.92	55117.96	9.88	7893.76	10.25	55320.33	9.98
Magazine Design	2800.00	3.47	18892.00	3.39	2500.00	3.25	18000.00	3.25
Professional Fees	500.00	0.62	3100.00	0.56	400.00	0.52	1200.00	0.22
Salary Expense	2142.41	2.65	15404.93	2.76	1653.86	2.15	16362.27	2.95
Computer Hardware	0.00	0.00	351.11	0.06	0.00	0.00	326.39	0.06
Total Combined Issue Expense	23258.23	28.81	158397.63	28.40	21796.28	28.29	153201.21	27.63
Calendar Expense HG								
Advertising & Promotion	0.00	0.00	0.00	0.00	100.00	0.13	100.00	0.02
Cost of Goods Sold	20.86	0.03	1371.00	0.25	13.80	0.02	2547.11	0.46
Payroll Taxes	27.80	0.03	199.92	0.04	0.00	0.00	0.00	0.00
Salary Expense	363.46	0.45	2613.38	0.47	0.00	0.00	0.00	0.00
Supplies/Shipping/Other	0.00	0.00	377.21	0.07	0.00	0.00	71.45	0.01
Calendar Expense PG								
Advertising & Promotion	0.00	0.00	0.00	0.00	100.00	0.13	100.00	0.02
Cost of Goods Sold	78.03	0.10	846.17	0.15	67.90	0.09	1440.45	0.26
Supplies/Shipping/Other	0.00	0.00	185.79	0.03	0.00	0.00	30.62	0.01

Date 09/12/06
07-06-6287

U. S. HANG GLIDING ASSOC. INC.
Comparative Inc Stmt - Exp Detail
For the Period 01/01/06 Through 07/31/06

Page 2
Rept 7003

Account	Current Year				Prior Year			
	Current Period	%	Year- To-Date	%	Current- Period	%	Year- To-Date	%
Total Calendar Expense	490.15	0.61	5593.47	1.00	281.70	0.37	4289.63	0.77
Publication Expense								
Cost of Goods Sold	1088.59	1.35	8851.92	1.59	2881.87	3.74	9254.69	1.67
Postage & Shipping	0.00	0.00	0.00	0.00	0.00	0.00	130.55	0.02
Total Publication Expense	1088.59	1.35	8851.92	1.59	2881.87	3.74	9385.24	1.69
Video Expense								
Cost of Goods Sold	750.32	0.93	4511.60	0.81	1051.31	1.36	4507.38	0.81
Apparel Expense								
Cost of Goods Sold	0.00	0.00	0.00	0.00	0.00	0.00	59.80	0.01
Accessory Expense								
Cost of Goods Sold	432.45	0.54	674.98	0.12	0.00	0.00	231.54	0.04
Magazine Archive								
Postage & Shipping	0.00	0.00	93.84	0.02	0.00	0.00	0.00	0.00
Magazine Design	0.00	0.00	0.00	0.00	0.00	0.00	225.00	0.04
Professional Fees	0.00	0.00	2860.00	0.51	0.00	0.00	1780.90	0.32
Supplies/Shipping/Other	0.00	0.00	110.62	0.02	0.00	0.00	0.00	0.00
Total Magazine Archive	0.00	0.00	3064.46	0.55	0.00	0.00	2005.90	0.36
Merchandise Administration								
Ebay Administration Fees	31.28	0.04	70.17	0.01	0.00	0.00	0.00	0.00
Payroll Taxes	42.75	0.05	311.16	0.06	85.67	0.11	724.63	0.13
Postage & Shipping	660.89	0.82	5853.38	1.05	735.25	0.95	5371.30	0.97
Printing	317.75	0.39	1150.73	0.21	0.00	0.00	79.50	0.01
Salary Expense	527.81	0.65	3841.50	0.69	1057.70	1.37	8946.03	1.61
Supplies/Shipping/Other	0.00	0.00	350.35	0.06	0.00	0.00	770.55	0.14
Total Merchandise Administration	1580.48	1.96	11577.29	2.08	1878.62	2.44	15892.01	2.87
Total Cost of Merchandising Sales	4341.99	5.38	34273.72	6.15	6093.50	7.91	36371.50	6.56
Development								
Administrative	0.00	0.00	75.00	0.01	0.00	0.00	0.00	0.00
FAI Development								
Administrative	0.00	0.00	2288.09	0.41	0.00	0.00	1157.62	0.21
Airfare	0.00	0.00	0.00	0.00	0.00	0.00	972.85	0.18
Total FAI Development	0.00	0.00	2288.09	0.41	0.00	0.00	2130.47	0.38
Schools & Member Development								

Date 09/12/06
07-06-6287

U. S. HANG GLIDING ASSOC. INC.
Comparative Inc Stmt - Exp Detail
For the Period 01/01/06 Through 07/31/06

Page 3
Rept 7003

Account	Current Year				Prior Year			
	Current Period	%	Year- To-Date	%	Current- Period	%	Year- To-Date	%
Administrative	0.00	0.00	0.00	0.00	688.60	0.89	688.60	0.12
Advertising & Promotion	0.00	0.00	4303.57	0.77	0.00	0.00	0.00	0.00
Payroll Taxes	134.40	0.17	970.01	0.17	0.00	0.00	0.00	0.00
Professional Fees	0.00	0.00	2000.00	0.36	0.00	0.00	0.00	0.00
Salary Expense	1680.00	2.08	12083.17	2.17	0.00	0.00	0.00	0.00
Total Schools & Member Development	1814.40	2.25	19356.75	3.47	688.60	0.89	688.60	0.12
Executive Director Expenses								
Airfare	0.00	0.00	0.00	0.00	-380.90	-0.49	765.50	0.14
Meals & Entertainment	0.00	0.00	0.00	0.00	200.00	0.26	200.00	0.04
Travel	0.00	0.00	0.00	0.00	50.00	0.06	50.00	0.01
Total Executive Director Expense	0.00	0.00	0.00	0.00	-130.90	-0.17	1015.50	0.18
Web Site Development								
Administrative	0.00	0.00	0.00	0.00	0.00	0.00	90.00	0.02
Total Development Expense	1814.40	2.25	21719.84	3.89	557.70	0.72	3924.57	0.71
Board of Directors Expense								
Airfare	0.00	0.00	1451.38	0.26	1000.00	1.30	1753.45	0.32
Editors Expenses	0.00	0.00	421.92	0.08	0.00	0.00	551.49	0.10
Training/Activities	0.00	0.00	538.50	0.10	0.00	0.00	0.00	0.00
Insurance	304.73	0.38	2133.11	0.38	300.44	0.39	2103.08	0.38
Gifts and Awards	0.00	0.00	636.50	0.11	0.00	0.00	819.25	0.15
Lodging	0.00	0.00	0.00	0.00	0.00	0.00	193.65	0.03
Meals & Entertainment	0.00	0.00	1434.91	0.26	0.00	0.00	1279.62	0.23
Office Supplies & Expense	0.00	0.00	189.33	0.03	0.00	0.00	627.10	0.11
Payroll Taxes	173.56	0.22	1249.60	0.22	109.04	0.14	837.26	0.15
Postage & Shipping	0.39	0.00	48.64	0.01	0.00	0.00	150.61	0.03
Printing	0.00	0.00	0.00	0.00	318.99	0.41	318.99	0.06
Professional Fees	0.00	0.00	0.00	0.00	0.00	0.00	11863.80	2.14
Salary Expense	2142.67	2.65	15426.49	2.77	1346.16	1.75	10336.56	1.86
Telephone	0.00	0.00	103.31	0.02	580.96	0.75	812.90	0.15
Total Board of Directors Expense	2621.35	3.25	23633.69	4.24	3655.59	4.75	31647.76	5.71
Board Meetings - Staff								
Meals & Entertainment	0.00	0.00	0.00	0.00	0.00	0.00	165.00	0.03
Meeting Expenses	0.00	0.00	0.00	0.00	0.00	0.00	200.00	0.04
	0.00	0.00	0.00	0.00	0.00	0.00	365.00	0.07
Total Board Meetings - Staff								
Total Board & Committee Projects	2621.35	3.25	23633.69	4.24	3655.59	4.75	32012.76	5.77
National Headquarters								
Accounting	737.00	0.91	8584.50	1.54	622.00	0.81	7353.60	1.33

U. S. HANG GLIDING ASSOC. INC.
Comparative Inc Stmt - Exp Detail
For the Period 01/01/06 Through 07/31/06

Account	Current Year				Prior Year			
	Current Period	%	Year- To-Date	%	Current- Period	%	Year- To-Date	%
Bank Charges	2141.30	2.65	7735.35	1.39	1061.65	1.38	6289.67	1.13
Donations	1660.00	2.06	11420.00	2.05	911.00	1.18	9492.33	1.71
Dues & Subscriptions	0.00	0.00	440.95	0.08	0.00	0.00	30.00	0.01
Employee Health Insurance	2017.85	2.50	11195.12	2.01	711.28	0.92	9427.65	1.70
Training/Activities	0.00	0.00	361.10	0.06	0.00	0.00	170.00	0.03
Equipment Lease-Post Mtr	250.07	0.31	1750.49	0.31	250.07	0.32	1750.49	0.32
Insurance, Bldg	244.33	0.30	1832.40	0.33	258.25	0.34	1033.00	0.19
Janitorial	280.05	0.35	1866.46	0.33	155.00	0.20	616.84	0.11
Insurance	139.08	0.17	1379.58	0.25	147.56	0.19	1409.87	0.25
Legal	1400.00	1.73	10755.15	1.93	440.55	0.57	7153.71	1.29
Licenses	160.00	0.20	505.23	0.09	10.00	0.01	285.00	0.05
Meals & Entertainment	0.00	0.00	144.67	0.03	83.87	0.11	301.58	0.05
Miscellaneous	20.48	0.03	241.85	0.04	4.37	0.01	52.17	0.01
Office Supplies & Expense	45.95	0.06	1554.24	0.28	251.58	0.33	2544.74	0.46
Payroll Taxes	271.62	0.34	1674.46	0.30	289.48	0.38	1401.82	0.25
Real Estate Taxes	0.00	0.00	0.00	0.00	0.00	0.00	-282.00	-0.05
Postage & Shipping	84.79	0.11	2522.34	0.45	-172.02	-0.22	657.33	0.12
Professional Fees	0.00	0.00	0.00	0.00	0.00	0.00	423.38	0.08
Relocation Costs	0.00	0.00	0.00	0.00	60.00	0.08	60.00	0.01
Rent	0.00	0.00	0.00	0.00	1810.00	2.35	12670.00	2.28
Recycling Expense	37.50	0.05	262.50	0.05	0.00	0.00	0.00	0.00
Repairs & Maint-Bldg	629.44	0.78	2909.02	0.52	0.00	0.00	55.00	0.01
Salary Expense	2081.47	2.58	16712.01	3.00	2488.74	3.23	25007.59	4.51
Telephone	634.40	0.79	5008.11	0.90	566.92	0.74	5477.00	0.99
Travel	0.00	0.00	0.00	0.00	-72.66	-0.09	976.43	0.18
Supplies/Shipping/Other	0.00	0.00	0.00	0.00	0.00	0.00	4.20	0.00
Supplies - Other	0.00	0.00	0.00	0.00	0.00	0.00	12.86	0.00
Equipment Leases - Copier	409.48	0.51	2752.93	0.49	0.00	0.00	2400.68	0.43
Worker's Comp Insurance	106.67	0.13	690.69	0.12	97.33	0.13	97.33	0.02
Trash Removal	45.30	0.06	300.46	0.05	41.66	0.05	174.79	0.03
Utilities	496.26	0.61	4115.42	0.74	560.32	0.73	1635.35	0.29
Computer Hardware	0.00	0.00	96.65	0.02	169.21	0.22	895.10	0.16
Computer Software	0.00	0.00	0.00	0.00	0.00	0.00	411.40	0.07
	13893.04	17.21	96811.68	17.36	10746.16	13.95	99988.91	18.03
Expense Before Depreciation	70264.35	87.05	512427.85	91.88	67238.84	87.28	516762.06	93.18
Depreciation	1553.00	1.92	10871.00	1.95	1700.00	2.21	11900.00	2.15
Total Expense	71817.35	88.97	523298.85	93.83	68938.84	89.49	528662.06	95.33

Date 09/12/06
07-06-6287

U. S. HANG GLIDING ASSOC. INC.
Budget vs Actual
For the Period 01/01/06 Through 07/31/06

Page 1
Rept 7008

Account Description	Actual	Current Period Budget	Variance	Actual	Year-To-Date Budget	Variance	Annual Budget
Membership Revenue							
Hang Gliding Membership	24457.88	25416.67	-958.79	172600.29	177916.69	-5316.40	305000.00
Family Membership	1655.00	1333.33	321.67	10876.00	9333.31	1542.69	16000.00
One-Month Membership	7030.00	2666.67	4363.33	23510.00	18666.69	4843.31	32000.00
Paragliding Membership	19819.96	19000.00	819.96	135480.22	133000.00	2480.22	228000.00
Site and Event Insurance	1750.00	3333.33	-1583.33	40360.00	23333.31	17026.69	40000.00
Pilot Ratings	3728.50	2958.33	770.17	17351.00	20708.31	-3357.31	35500.00
Overnight Revenue	0.00	0.00	0.00	20.00	0.00	20.00	0.00
Membership Discounts Allowed	-10.00	-25.00	15.00	-174.95	-175.00	0.05	-300.00
Overpayment Membership	-104.00	16.67	-120.67	-104.00	116.69	-220.69	200.00
Short/Over	0.00	20.83	-20.83	-88.00	145.81	-233.81	250.00
Total Membership Revenue	58327.34	54720.83	3606.51	399830.56	383045.81	16784.75	656650.00
Magazine Revenue							
Subscription Revenue	893.78	916.67	-22.89	6551.36	6416.69	134.67	11000.00
Magazine Advertising Rev	9777.00	10500.00	-723.00	71070.80	73500.00	-2429.20	126000.00
Magazine Postage	154.00	250.00	-96.00	1763.00	1750.00	13.00	3000.00
Total Magazine Revenue	10824.78	11666.67	-841.89	79385.16	81666.69	-2281.53	140000.00
Merchandise Sales							
Calendar Sales	1027.00	2333.33	-1306.33	7093.00	16333.31	-9240.31	28000.00
Calendar Advertising-HG	900.00	250.00	650.00	2400.00	1750.00	650.00	3000.00
Calendar Advertising-PG	1700.00	150.00	1550.00	2000.00	1050.00	950.00	1800.00
Calendar Postage	0.00	500.00	-500.00	1271.00	3500.00	-2229.00	6000.00
Publication Sales	1489.30	1833.33	-344.03	12736.58	12833.31	-96.73	22000.00
Video Sales	333.40	1250.00	-916.60	8350.74	8750.00	-399.26	15000.00
DVD Magazine Archive	420.00	750.00	-330.00	6465.00	5250.00	1215.00	9000.00
Apparel Sales	0.00	10.00	-10.00	0.00	70.00	-70.00	120.00
Accessory Sales	233.80	208.33	25.47	1403.80	1458.31	-54.51	2500.00
Merchandise Postage	1157.64	750.00	407.64	6934.66	5250.00	1684.66	9000.00
Total Merchandise Sales	7261.14	8034.99	-773.85	48654.78	56244.93	-7590.15	96420.00
Sanction Revenue							
Sanction Fees	0.00	125.00	-125.00	450.00	875.00	-425.00	1500.00
Contribution Revenue							
USHGA-General Fund Contributio	914.00	958.33	-44.33	3563.00	6708.31	-3145.31	11500.00
Other Program Revenue							
Annual Inst Fee	700.00	708.33	-8.33	3250.00	4958.31	-1708.31	8500.00
Other Revenue							
Reports, Labels & Mailing List	0.00	41.67	-41.67	170.70	291.69	-120.99	500.00
MBNA Revenue	0.00	0.00	0.00	2592.30	3375.00	-782.70	13500.00
Interest Income	-0.50	0.00	-0.50	-0.50	0.00	-0.50	0.00
Finance Charges	1.71	25.00	-23.29	94.22	175.00	-80.78	300.00

Date 09/12/06
07-06-6287

U. S. HANG GLIDING ASSOC. INC.
Budget vs Actual
For the Period 01/01/06 Through 07/31/06

Page 2
Rept 7008

Account Description	- - - Current Period - - - Actual Budget Variance	- - - Year-To-Date - - - Actual Budget Variance	Annual Budget
Admin/Rent Income(USHGF)	0.00 500.00 -500.00	1000.00 3500.00 -2500.00	6000.00
Rent Income	2200.00 2200.00 0.00	15400.00 15400.00 0.00	26400.00
Utilities/Trash Income	260.48 300.00 -39.52	2123.77 1500.00 623.77	2700.00
Internet Income	228.48 230.00 -1.52	913.90 1610.00 -696.10	2760.00
Miscellaneous Income	0.00 166.67 -166.67	308.02 1166.69 -858.67	2000.00
Total Other Revenue	2690.17 3463.34 -773.17	22602.41 27018.38 -4415.97	54160.00
TOTAL INCOME	80717.43 79677.49 1039.94	557735.91 560517.43 -2781.52	968730.00
Membership Expenses			
Membership Administration	12195.47 15066.16 2870.69	93563.96 112213.12 18649.16	187544.00
Site and Member Insurance	12139.87 11877.67 -262.20	79673.73 83143.69 3469.96	142532.00
NAA Dues - Members	0.00 0.00 0.00	4353.60 5147.00 793.40	11087.00
Total Membership Expenses	24335.34 26943.83 2608.49	177591.29 200503.81 22912.52	341163.00
Magazine Expenses			
Magazine Expense	23258.23 23136.73 -121.50	158397.63 161149.11 2751.48	276833.00
Cost of Merchandising Sales			
Calendar Expense - HG	412.12 691.67 279.55	4561.51 4841.69 280.18	8600.00
Calendar Expense - PG	78.03 633.33 555.30	1031.96 4433.31 3401.35	7600.00
Publication Expense	1088.59 1320.83 232.24	8851.92 9245.81 393.89	15850.00
Video Expense	750.32 625.00 -125.32	4511.60 4375.00 -136.60	7500.00
Apparel Expense	0.00 8.33 8.33	0.00 58.31 58.31	100.00
Accessory Expense	432.45 66.67 -365.78	674.98 466.69 -208.29	800.00
Magazine Archive	0.00 306.00 306.00	3064.46 2142.00 -922.46	3672.00
Merchandise Administration	1580.48 1701.09 120.61	11577.29 11907.63 330.34	20413.00
Total Cost of Mdse Sales	4341.99 5352.92 1010.93	34273.72 37470.44 3196.72	64535.00
Development			
Sport Pilot	0.00 166.67 166.67	75.00 1166.69 1091.69	2000.00
FAI Development	0.00 208.33 208.33	2288.09 1458.31 -829.78	2500.00
Schools & Member Development	1814.40 1916.91 102.51	19356.75 15418.37 -3938.38	25003.00
Executive Director Expenses	0.00 241.67 241.67	0.00 1691.69 1691.69	2900.00
Total Development Expense	1814.40 2533.58 719.18	21719.84 19735.06 -1984.78	32403.00
Board and Committee Projects			
Board of Directors Expenses	2621.35 3724.42 1103.07	23633.69 28220.94 4587.25	47393.00
Board Meetings - Staff	0.00 266.67 266.67	0.00 1866.69 1866.69	3200.00
Total Board and Committee Proj	2621.35 3991.09 1369.74	23633.69 30087.63 6453.94	50593.00
National Headquarters			
National Headquarters	13893.04 14073.01 179.97	96811.68 95179.07 -1632.61	165544.00

Date 09/12/06
07-06-6287

U. S. HANG GLIDING ASSOC. INC.
Budget vs Actual
For the Period 01/01/06 Through 07/31/06

Page 3
Rept 7008

Account Description	- - - Current Period - - - Actual Budget Variance	- - - Year-To-Date - - - Actual Budget Variance	Annual Budget
TOTAL EXPENSES	70264.35 76031.16 5766.81	512427.85 544125.12 31697.27	931071.00
NET INCOME BEFORE DEPRECIATION	10453.08 3646.33 6806.75	45308.06 16392.31 28915.75	37659.00
Depreciation	1553.00 1500.00 -53.00	10871.00 10500.00 -371.00	18000.00
NET INCOME	8900.08 2146.33 6753.75	34437.06 5892.31 28544.75	19659.00

U. S. HANG GLIDING ASSOC. INC.
Comparative Income Stmt - Summary
For the Period 01/01/06 Through 07/31/06

Account	Current Year				Prior Year			
	Current Period	%	Year-To-Date	%	Current Period	%	Year-To-Date	%
INCOME								
Rental Income	2200.00	2.73	15400.00	2.76	2150.00	2.79	9330.42	1.68
Utilities/Trash Income	260.48	0.32	2123.77	0.38	187.49	0.24	581.65	0.10
Internet Income	228.48	0.28	913.90	0.16	0.00	0.00	0.00	0.00
TOTAL INCOME	2688.96	3.33	18437.67	3.31	2337.49	3.03	9912.07	1.79
EXPENSES								
Insurance	244.33	0.30	1832.40	0.33	258.25	0.34	1033.00	0.19
Janitorial	280.05	0.35	1866.46	0.33	155.00	0.20	616.84	0.11
Real Estate Taxes	0.00	0.00	0.00	0.00	0.00	0.00	-282.00	-0.05
Recycling Expense	37.50	0.05	262.50	0.05	0.00	0.00	0.00	0.00
Repairs & Maint - Bldg	629.44	0.78	2909.02	0.52	0.00	0.00	55.00	0.01
Utilities	496.26	0.61	4115.42	0.74	560.32	0.73	1635.35	0.29
Trash Removal	45.30	0.06	300.46	0.05	41.66	0.05	174.79	0.03
TOTAL EXPENSES	1732.88	2.15	11286.26	2.02	1015.23	1.32	3232.98	0.58
NET INCOME BEFORE DEPRECIATION	956.08	1.18	7151.41	1.28	1322.26	1.72	6679.09	1.20
NET INCOME	956.08	1.18	7151.41	1.28	1322.26	1.72	6679.09	1.20

Bus: 09/20/06 15:28
09-06-6306

U. S. HANG GLIDING ASSOC. INC.
Chart of Accounts List

Page 1
Rept 01.65

Account	Account Description	Acct Type	Ratio	Consol Account	Acct Stat	Summ Post
100100	Petty Cash	A	0	100100	A	N
100110	Cash - Wells Fargo	A	0	100110	A	N
100115	Cash - Vista Bank	A	0	100115	A	N
100120	Cash - Money Market - Wells Fa	A	0	100120	A	N
100125	Cash - Paypal Acct	A	0	100125	A	N
110100	Accounts Receivable	A	0	110100	A	N
110110	A/R - News Stand Sales	A	0	110110	A	N
110120	A/R - World Team	A	0	110120	A	N
110130	A/R - Employees/Travel	A	0	110130	A	N
110140	A/R - Foundation	A	0	110140	A	N
110900	A/R -CLEARING	A	0	110900	A	N
120100	Inventory-Calendar - HG	A	0	120100	A	N
120101	Inventory-Calendar - PG	A	0	120101	A	N
120110	Inventory-Publications	A	0	120110	A	N
120120	Inventory-Videos	A	0	120120	A	N
120130	Inventory-Apparel	A	0	120130	A	N
120135	Inventory-Foundation Mdse.	A	0	120135	A	N
120140	Inventory-Accessories	A	0	120140	A	N
120150	Inventory-Back Issues	A	0	120150	A	N
120160	Inventory-HG New Pilot Edition	A	0	120160	A	N
120170	Inventory-PG New Pilot Edition	A	0	120170	A	N
130100	Prepaid Member & Site Ins.	A	0	130100	A	N
130110	Prepaid Business & WC Ins.	A	0	130110	A	N
130120	Prepaid D & O Insurance	A	0	130120	A	N
130130	Prepaid UPS Deposit	A	0	130130	A	N
130140	Prepaid Postage by Phone	A	0	130140	A	N
130150	Prepaid Postage Deposits	A	0	130150	A	N
130160	Prepaid Expenses	A	0	130160	A	N
133100	Deposits Refundable	A	0	133100	A	N
160000	Building	A	0	160000	A	N
160100	Office Furniture & Fixtures	A	0	160100	A	N
160110	Less: F & F Accum Depr	A	0	160110	A	N
160120	Office Equipment	A	0	160120	A	N
160130	Less: Accum Depr	A	0	160130	A	N
160140	Leasehold Improvements	A	0	160140	A	N
160150	Less: LH Impr Accum Depr	A	0	160150	A	N
160160	Website	A	0	160160	A	N
160170	Less: Website Accum Depr	A	0	160170	A	N
160180	Photo Library	A	0	160180	A	N
160199	Land	A	0	160199	A	N
190100	Investment - Wells Fargo Inves	A	0	190100	A	N
190110	Investment - Ford Motor Credit	A	0	190110	A	N
190120	Investment - Fed. Home Loan	A	0	190120	A	N
190130	Investment - Merrill Lynch	A	0	190130	A	N
190190	Investment - Paragliding Mag.	A	0	190190	A	N
190199	Less: Amortization	A	0	190199	A	N
200100	Accounts Payable	L	0	200100	A	N
200110	A/P-USHGF General Fund	L	0	200110	A	N

Account	Account Description	Acct Type	Ratio	Consol Account	Acct Stat	Summ Post
200120	A/P-Foundation-World Team	L	0	200120	A	N
200121	A/P-USGHF-FLEX	L	0	200121	A	N
200122	A/P-USGHF-RIGID	L	0	200122	A	N
200123	A/P-USGHF-PG Competition	L	0	200123	A	N
200124	A/P-Foundation-Speedgliding	L	0	200124	A	N
200125	A/P-USGHF-Womens's Compet	L	0	200125	A	N
200126	A/P-USGHF-HG Competition	L	0	200126	A	N
200130	A/P-Foundation-Mens WT Match	L	0	200130	A	N
200131	USHGA General Fund	L	0	200131	A	N
200132	Site Preservation Fund	L	0	200132	A	N
200133	Safety & Education Fund	L	0	200133	A	N
200134	Hang Gliding comp Fund	L	0	200134	A	N
200135	Women's HG Comp Fund	L	0	200135	A	N
200136	Paragliding Comp Fund	L	0	200136	A	N
200140	A/P-Foundation-Womens WT Match	L	0	200140	A	N
200150	A/P-Foundation-PG WT Match	L	0	200150	A	N
200180	A/P-Site Preservation(Kocsis)	L	0	200180	A	N
200190	A/P-Safety & Educ Fund(Evans)	L	0	200190	A	N
210100	Accrued Payroll	L	0	210100	A	N
210105	Accrued Vacation	L	0	210105	A	N
210110	Federal Tax Withheld	L	0	210110	A	N
210120	FICA Withheld	L	0	210120	A	N
210130	FICA - Employee	L	0	210130	A	N
210140	State Income Tax Withheld	L	0	210140	A	N
210150	Federal Unemployment Payable	L	0	210150	A	N
210160	State Unemployment Payable	L	0	210160	A	N
210170	403B Payable	L	0	210170	A	N
210180	Coupons Due	L	0	210180	A	N
220100	Sales Tax Payable	L	0	220100	A	N
220105	Real Estate Tax Property	L	0	220105	A	N
220110	Personal Property Tax Payable	L	0	220110	A	N
220120	Competition Deposits	L	0	220120	A	N
230000	Rent Deposits	L	0	230000	A	N
230100	Deferred Membership Dues/HG	L	0	230100	A	N
230110	Deferred Subscriptions/HG	L	0	230110	A	N
230115	Deferred Subscriptions	L	0	230115	A	N
230120	Deferred Advertising/HG	L	0	230120	A	N
230125	Deferred Advertising	L	0	230125	A	N
230130	Deferred Membership Dues/PG	L	0	230130	A	N
230140	Deferred Subscriptions/PG	L	0	230140	A	N
230150	Deferred Advertising/PG	L	0	230150	A	N
250100	Stockwell Note Payable	L	0	250100	A	N
300000	Fund Balance	L	0	300000	A	N
300005	Temp. Fund Balance	L	0	300005	A	N
300100	YTD Net Income	L	0	300100	A	N
400100	Hang Gliding Membership	I	0	400100	A	N
400105	Membership	I	0	400105	I	N
400110	Family Membership	I	0	400110	A	N

Bus: 09/20/06 15:28
09-06-6306

U. S. HANG GLIDING ASSOC. INC.
Chart of Accounts List

Page 3
Rept 01.65

Account	Account Description	Acct Type	Ratio	Consol Account	Acct Stat	Summ Post
400120	Three-Month Membership	I	0	400120	I	N
400130	One-Month Membership	I	0	400130	A	N
400140	Paragliding Membership	I	0	400140	A	N
400150	Site and Event Insurance	I	0	400150	A	N
400160	FAI Dues	I	0	400160	I	N
400170	NAA Dues	I	0	400170	A	N
400180	Pilot Ratings	I	0	400180	A	N
400190	Fax Revenue	I	0	400190	A	N
400195	Overnight Revenue	I	0	400195	A	N
400199	Membership Discounts Allowed	I	0	400199	A	N
400200	Overpayment Membership	I	0	400200	A	N
400201	Short/Over	I	0	400201	A	N
400300	National Memb Meeting	I	0	400300	A	N
400310	National Memb Meeting Albq	I	0	400310	I	N
410100	HG Mag Subscription Revenue	I	0	410100	I	N
410110	PG Mag Subscription Revenue	I	0	410110	I	N
410115	Subscription Revenue	I	0	410115	A	N
410120	Hang Gliding Advertising Rev	I	0	410120	I	N
410125	Magazine Advertising Rev	I	0	410125	A	N
410130	Paragliding Advertising Rev	I	0	410130	I	N
410140	HG New Pilot Edition Adv	I	0	410140	A	N
410150	PG New Pilot Edition Adv	I	0	410150	A	N
410160	School Sales	I	0	410160	I	N
410170	News Stand Returns & Allowance	I	0	410170	A	N
410180	Magazine Postage	I	0	410180	A	N
410190	PG Magazine Postage	I	0	410190	I	N
410199	Magazine Discounts Allowed	I	0	410199	A	N
420100	Calendar Sales	I	0	000000	A	N
420101	Calendar Advertising-HG	I	0	420101	A	N
420102	Calendar Advertising-PG	I	0	420102	A	N
420105	Calendar Sales - HG	I	0	420105	A	N
420106	Calendar Sales - PG	I	0	420106	A	N
420110	HG New Pilot Edition Sales	I	0	420110	A	N
420120	PG New Pilot Edition Sales	I	0	420120	A	N
420130	Publication Sales	I	0	420130	A	N
420140	Video Sales	I	0	420140	A	N
420145	DVD Magazine Archive	I	0	420145	A	N
420150	Apparel Sales	I	0	420150	A	N
420155	Foundation Mdse. Sales	I	0	420155	A	N
420160	Accessory Sales	I	0	420160	A	N
420170	Magazine Back Issues	I	0	420170	A	N
420180	PG Back Issue Sales	I	0	420180	A	N
420190	Merchandise Postage	I	0	420190	A	N
420195	Calendar Postage	I	0	420195	A	N
420199	Merchandise Refunds/Disc	I	0	420199	A	N
430100	Telecard Sales	I	0	430100	I	N
430110	Telecard Royalties	I	0	430110	I	N
430120	Sanction Fees	I	0	430120	A	N

Account	Account Description	Acct Type	Ratio	Consol Account	Acct Stat	Summ Post
440100	USHGA-General Fund Contributio	I	0	440100	A	N
440110	Hang Gliding Magazine Fund	I	0	440110	A	N
440120	Kocsis Fund	I	0	440120	A	N
440130	Evans Fund	I	0	440130	A	N
440150	Foundation Contributions	I	0	440150	A	N
440200	School Co-Op Advertising	I	0	440200	I	N
450100	Instructor Certification	I	0	450100	I	N
450110	National & World Records	I	0	450110	A	N
450120	Annual Inst Fee	I	0	450120	A	N
450130	Miscellaneous Programs	I	0	450130	A	N
450140	HG World Team Sweepstakes	I	0	450140	A	N
460100	Reports, Labels & Mailing List	I	0	460100	A	N
460110	Auto Rental Rebates	I	0	460110	A	N
460120	MBNA Revenue	I	0	460120	A	N
460125	Life Ins Royalites	I	0	460125	A	N
460130	Interest Income	I	0	460130	A	N
460140	Finance Charges	I	0	460140	A	N
460150	Unrealized Gain(Loss) Invest.	I	0	460150	A	N
460155	Realized Gain(Loss) Invest.	I	0	460155	A	N
460190	Admin/Rent Income(USHGF)	I	0	460190	A	N
460195	Rent Income	I	0	460195	A	N
460196	Utilities/Trash Income	I	0	460196	A	N
460197	Internet Income	I	0	460197	A	N
460199	Miscellaneous Income	I	0	460199	A	N
470100	Web Site Income	I	0	470100	A	N
490100	Legal Defense Fund	I	0	490100	A	N
500100	Membership Administration	E	0	500100	A	N
500140	FAI License Purchase	E	0	500140	A	N
500150	NAA Dues - USHGA	E	0	500150	A	N
500160	Site and Member Insurance	E	0	500160	A	N
500170	NAA Dues - Members	E	0	500170	A	N
500180	Pilot Ratings	E	0	500180	A	N
500300	National Memb Meeting	E	0	500300	I	N
500310	National Memb Meeting Albq	E	0	500310	I	N
510100	HG Magazine Expenses	E	0	510100	I	N
510110	Paragliding Magazine Expense	E	0	510110	I	N
510115	Magazine Expense	E	0	510115	A	N
510120	HG Instructor Manual Expense	E	0	510120	I	N
510130	PG Instructor Manual Expense	E	0	510130	I	N
510140	HG New Pilot Edition Expense	E	0	510140	I	N
510150	PG New Pilot Edition Expense	E	0	510150	I	N
520100	Calendar Expense - HG	E	0	520100	A	N
520105	Calendar Expense - PG	E	0	520105	A	N
520130	Publication Expense	E	0	520130	A	N
520140	Video Expense	E	0	520140	A	N
520150	Apparel Expense	E	0	520150	A	N
520160	Accessory Expense	E	0	520160	A	N
520170	Magazine Archive	E	0	520170	A	N

Account	Account Description	Acct Type	Ratio	Consol Account	Acct Stat	Summ Post
520199	Merchandise Administration	E	0	520199	A	N
530100	Telecard Expense	E	0	530100	I	N
540100	World Team Match	E	0	540100	I	N
540110	Women's World Team Match	E	0	540110	I	N
540120	Paragliding World Team Match	E	0	540120	I	N
540130	Other Contributions	E	0	540130	A	N
540200	School Co-Op Advertising	E	0	540200	A	N
550100	Instructor Certification Prog	E	0	550100	A	N
550110	National and World Records	E	0	550110	I	N
550120	Pilot Awards	E	0	550120	A	N
550130	Competition Administration	E	0	550130	A	N
560100	NAA Development	E	0	560100	A	N
560110	FAI Development	E	0	560110	A	N
560120	Schools & Member Development	E	0	560120	A	N
560130	Site Preservation	E	0	560130	I	N
560140	Oshkosh Expenses	E	0	560140	I	N
560145	AMA Convention Expenses	E	0	560145	I	N
560150	Sun 'N Fun Expenses	E	0	560150	I	N
560160	Executive Director Expenses	E	0	560160	A	N
560170	Take Out	E	0	560170	I	N
570100	Web Site Expenses	E	0	570100	A	N
580100	Board of Directors Expenses	E	0	580100	A	N
580110	Committee Meetings	E	0	580110	I	N
580120	Board Meetings - Staff	E	0	580120	A	N
590100	National Headquarters	E	0	590100	A	N
590120	Sport Pilot	E	0	590120	A	N
590130	Air Sports Expo, Inc.	E	0	590130	I	N

Bus: 09/20/06 15:28
09-06-6306

U. S. HANG GLIDING ASSOC. INC.
Subaccount List

Page 1
Rept 01.66

Subaccount ID	Subaccount Description	Consol Subaccount	Subaccount Status
000000	Administrative	000000	A
01	USHG FOUNDATION, INC.	000000	A
09	Accounting	09	A
10	Advertising & Promotion	10	A
11	Airfare	11	A
12	Bad Debt Expense	12	A
13	Bank Charges	13	A
14	Contract Labor	14	A
15	Contributors Fees	15	A
16	Cost of Goods Sold	16	A
17	Depreciation	17	A
173	Depreciation-Bldg	173	A
18	Donations	18	A
185	Grants/USHGF	185	A
19	Dues & Subscriptions	19	A
195	Ebay Administration Fees	195	A
20	Editor	20	A
21	Editors Expenses	21	A
22	Employee Benefits	22	A
23	Employee Health Insurance	23	A
24	Training/Activities	24	A
25	Equipment Lease-Post Mtr	25	A
256	Equipment Lease-Computers	256	A
26	Freight In	26	A
27	Insurance	27	A
273	Insurance, Bldg	273	A
28	Gifts and Awards	28	A
29	Interest Expense	29	A
293	Janitorial	293	A
30	Legal	30	A
31	Licenses	31	A
32	Lodging	32	A
33	Mail House Services	33	A
34	Meals & Entertainment	34	A
35	Miscellaneous	35	A
36	Office Supplies & Expense	36	A
37	Payroll Taxes	37	A
38	Per Diem	38	A
39	Personal Property Tax	39	A
393	Real Estate Taxes	393	A
40	Postage & Shipping	40	A
41	Printing	41	A
415	Magazine Design	415	A
416	Scan Fees	416	A
42	Professional Fees	42	A
425	Relocation Costs	425	A
43	Rent	43	A
433	Recycling Expense	433	A

Bus: 09/20/06 15:28
09-06-6306

U. S. HANG GLIDING ASSOC. INC.
Subaccount List

Page 2
Rept 01.66

Subaccount ID	Subaccount Description	Consol Subaccount	Subaccount Status
44	Repairs & Maintenance	44	A
443	Repairs & Maint-Bldg	443	A
45	Returned Checks	45	A
46	Salary Expense	46	A
47	Sanction Fees	47	A
48	Service Bureau	48	A
49	Special Events	49	A
50	Telephone	50	A
51	Travel	51	A
52	Supplies/Shipping/Other	52	A
523	Supplies - Other	523	A
53	Meeting Expenses	53	A
54	Equipment Leases - Copier	54	A
55	Worker's Comp Insurance	55	A
56	Security	56	A
563	Trash Removal	563	A
573	Utilities	573	A
60	Computer Hardware	60	A
61	Computer Software	61	A
62	Amortization Expense	62	A
63	Computer Maintenance Svc	63	A
64	Website Expense	64	A



The United States Hang Gliding and Paragliding Association, Inc.

Strategic Plan Annual ED Review - 2006

Prepared by Jayne DePanfilis, Executive Director, USHPA

Prepared for: USHPA Board of Directors

Table of Contents

Introduction	1
What's an AIMS Report?	1
Executive Director Review of AIMS	2
Strategic Plan Key Success Factors	2
Strategic Plan Action Items	3
Quality of Membership Experience	3
Transformational Change	3
Plan Focus - Membership	4
Next Steps - First Annual Review of the Plan	4
Planning Committee	5
Membership and Development Committee	5

Introduction

The first Executive Director Review of the 53-page AIMS Detail Report was completed in September. The Executive Director reviewed, revised, and consolidated the status of all action items that date back to the 2005 Fall Board of Director's meeting when the Strategic Plan received unanimous Board approval.

Executive Director Review of the AIMS Detail Report was conducted in response to the Strategic Plan requirement that the ED is to "Review Annual Performance vs. Plan." (See page 24 of the Strategic Plan, "Suggested Business Planning & Control Cycle, Roles & Responsibilities).

A copy of this report was emailed to the Board on September 7, 2006.

What's an AIMS Report?

The USHPA staff has accepted responsibility for tracking action items, statusing action items, and facilitating their completion.

Where do action items originate? You guessed it, action items were sourced back to the Strategic Plan, Board Meeting Minutes, and Executive Committee Meeting minutes that back to the 2005 Fall Board or Director's meeting. If USHPA's consultative committees convened meetings between Board meetings, and minutes were available for these meetings, those action items would be captured in AIMS too. AIMS will be updated with new action items resulting from the 2006 Fall BOD meeting and subsequent monthly EC telephone conferences.

The USHPA staff COMMENDS Elizabeth Sharp, Secretary, for her role in this process because without the use of Liz's very detailed Action Item Status Reports, Rick Butler, Director of Information Services, would have had to populate the AIMS database from scratch.

Instead, Rick was able to import all of the action items and detail from Liz's EXCEL reports into ACCESS to accomplish the initial population. Rick developed a two-tiered ACCESS report to facilitate "Status Management" of all action items and will continue to facilitate the process for updating the status of action items on an ongoing basis.



The United States Hang Gliding and Paragliding Association, Inc.

The top tier of the action item management report is designed to provide a summary analysis of the status of all action items, and for now, this report will include all completed action items too. The second tier of the action item management report provides a detailed status for every action item. This detailed information is obtained from your individual email status reports. Rick literally cuts and pastes your "unedited" email updates into ACCESS to produce the Detail Report.

Executive Director Review of AIMS

The purpose of the Executive Director's review of the Detailed AIMS report included the following:

1. To Align as many action items with Strategic Plan goals as possible via revised action item assignment and reassignment.
2. To Eliminate duplicate action items.
3. To Tie action items back to their original comptroller in order to track the original responsible party.
4. To Clarify action item status by contacting responsible parties and sending email inquiries to the BOD etc.
5. To Identify potential plan deficiencies and to recommend corrective actions.
6. To evaluate Strategic Plan action items in a different context, in other words, what do Strategic Plan goals look like when they are evaluated in the AIMS context to better answer the question, "Are Strategic Plan goals strategic or are they more like action items that need to be aligned or realigned under newly created Strategic Plan goals?"

Strategic Plan Key Success Factors

Are They Strategic?

The Executive Director's comprehensive review of all outstanding and completed action items dating back to the 2005 Fall Board of Director's meeting reveals the dire need to evaluate Association membership trends to determine how these trends relate to the Plan's goals.

For one thing, we need to implement short term or annual metrics or measurements for Strategic Plan goals to help determine whether the Key Success Factors (KSF's) and action items in the Strategic Plan will REALLY help the Association to reach either the 25-year goal of tripling the membership or the 10-year goal of doubling the membership (every 10 years).

Membership Growth, Attrition, and Retention rates should be evaluated as the basis for the development of annual membership goals. Detailed Membership data are included in the Board Packets for this meeting. Rick Butler will facilitate a discussion of membership trends during the Membership and Development committee meeting.

Historical and current Association trends do not support doubling the membership every 10 years or tripling the membership in 25 years. It's going to require a tremendous amount of effort to reverse the current membership trend because it's not a new trend.

Stabilizing the long standing membership trend or reversing the more recent decline in membership would be notable achievements but instead, the aggressive nature of the Strategic Plan's goals may actually have the effect of making the Association's performance relative to goal appear to be inadequate.



Strategic Plan Action Items

Will They Really Make A Difference?

The question to be asked -- and answered -- is whether or not the action items in the Strategic Plan are really going to make a difference:

If 50% of the action items in the Strategic Plan are implemented, will Association membership increase by 50% in 10 years?

Will implementation of all of the action items in the Strategic Plan result in 20,000 members in 10 years and 30,000 members in 25 years? There are approximately 9,600 Rogallo members today. If the approval date of October 2005 is used as the start date for attaining Plan goals the Association would need to add approx. 1,100 Rogallo members to double the membership in 10 years.

Quality of Membership Experience

Do the goals, key success factors and action items in the Strategic Plan address the quality of the experience as much as we would like and how important is quality of the experience when measured against the size of the membership?

Transformational Change

Even if the Plan's ten and 25-year membership goals are intentionally overstated and aggressive -- achieving these goals will require transformative change...not just change... but a transformation in the way the organization works etc. Organizations are rarely able to hit "on all cylinders" while engaged in the process of transformative change (Peter Drucker).

Transformations are cataclysmic. Transformational change would require 100% of the Association's excess energy -- above and beyond what is required to manage routine operations. This type of change is usually internal and not always transparent and it requires changes in behavior and a focus on results.

The real challenge for implementation of the Strategic Plan may include managing transformational change at the same time Plan action items are implemented. And even if both are managed at the same time, it is highly unlikely that the Association's active pilot membership will double in 10 years.

This doesn't mean that the action items in the Strategic Plan shouldn't be pursued -- on the contrary -- there are numerous truly worthy action items in the Plan that should be implemented. But it does mean that Plan action items should be evaluated to determine whether they are likely to positively contribute to the ten and 25-year goals. If implementation of an action is unlikely to have an appreciable effect on the ten and 25-year goals that action should either be dropped from the Plan or included as contingencies instead.

The need for rigid adherence to a plan can sometimes create tunnel vision thereby increasing the opportunity cost that can be inherent in a plan -- the cost associated with choosing to do only what's in the plan while excluding valuable actions that weren't identified at the time the plan was developed. Reluctance to drop actions from the Plan or to re-evaluate their contribution to the goals of the Plan should be avoided.

The Planning committee established the following list of Key Success Factors for the Strategic Plan because the committee believed they would have a positive effect on the Plan's 10-year and 25-year Membership Goals. The Key Success Factors should be reviewed annually to ascertain whether implementation correlates positively with the achievement of the Plan's goals.



The United States Hang Gliding and Paragliding Association, Inc.

For example, what effect will professionalizing the Association have on Plan goals? The AIMS evaluation may help to draw attention to some of the potential deficiencies of the plan if professionalizing the Association is expected to have an immediate effect on Plan goals.

The Executive committee, the chair of the Planning committee and the Executive Director prioritized the Plan's Key Success Factors in June. Organizational Effectiveness topped this list (EC Meeting Minutes June 29, 2006). President Tate notes the interdependence of all 6 of the KSF's.

- Organizational Efficiency
- Internal Marketing
- Support of Instruction
- External Marketing
- Safety
- Flight Opportunities

Organizational Effectiveness is probably not a Key Success Factor that by itself will have a positive short term effect on Plan goals but selecting Organizational Effectiveness as our top priority suggests that it is important to SYSTEMATICALLY address Plan goals.

No organization or group performs as effectively or as efficiently as they would like and with USHPA, selection of Organizational Efficiency as the top priority indicates that inertia and slow response time negatively impact the Association's ability to get things done.

Plan Focus - Membership

Preliminary review of membership data indicates that the Membership Expiration Trend should be addressed during the 2006 Fall Board of Director's Meeting:

Membership Expiration Trend - The highest membership expiration rates occur at the Beginner and Novice rating level with the single highest rate of attrition occurring after a pilot has received the Novice rating. Other aviation-related associations including SSA and USPA report the same trends. Strategic Plan goals include implementation of a Pilot Mentor Program. The ED provided Membership and Development and Internal Marketing with information regarding AOPA's new "Project Pilot" mentor program. AOPA's Pilot Mentor Program accounts for the fact that mentors often do not reside in the same geographic area as an aspiring pilot. The Program also accounts for the fact that effective mentorship doesn't end when the aspiring pilot obtains their first ratings. In fact, mentorship is even more important at this point in the process because most pilots are no longer actively engaged in a training program after they achieve the Novice rating.

Next Steps - First Annual Review of the Plan

Moratorium on new non-essential, non-Plan action items

Be sure to bring your copy of the Strategic Plan to the Fall Board of Director's meeting. You will need it! You will also be able to access a complete copy of the Strategic Plan in the Member's Only section of the website. Log into the Member's Only section and click on "Board Information."

The Executive Director's first comprehensive review of the status of action items originating from the Strategic Plan indicates it may be prudent to consider a moratorium on new action items that can not be aligned with the Strategic Plan.



The United States Hang Gliding and Paragliding Association, Inc.

Committee chairs will receive an email including all Strategic Plan-related action items assigned to your committee. Committee chairs are asked to evaluate action items that were due in 2005 and 2006 and those actions that will be due in 2007. The Committee's review of Plan action items is required to complete the annual review process for the Plan. (See page 24 of the Strategic Plan, "Suggested Business Planning & Control Cycle, Roles & Responsibilities").

Planning Committee

This critical action is included in the agenda for the Planning committee meeting: "The ED will work with the EC and the Planning committee to establish action plan priorities based on staff support and funding, to be completed by December 31, 2005.

Membership and Development Committee

Membership and Development may consider adopting a short term goal that includes reversing the current decline in membership. The Association has experienced a slow steady decline in membership over time. Hang gliding membership expirations have accelerated while paragliding memberships are increasing but at a slower rate.

Respectfully Submitted,


Jayne DePanfilis
Executive Director USHPA



The United States Hang Gliding and Paragliding Association, Inc.

Seven Table Membership Report – Fall 2006

Prepared by Rick A. Butler, Director IS, USHPA

Prepared for: Jayne DePanfilis, Executive Director, USHPA

All commentary and analysis has been moved from this report to the Membership Analysis Report, prepared for Membership and Development

Table 1: Members by Membership Type and Division

Includes:

1. Active memberships with future expiration, and
2. All MembershipTypes

ID	Type	HG	PG	Both	Total
2	Family Rogallo	254	317	45	616
3	Rogallo	4515	3559	872	8946
4	Lifetime	28	0	3	31
6	Subscription	0	0	422	422
Total		4797	3876	1342	10015

Table 2: Full/Family/Lifetime Members by Region and Division

Includes:

1. Active memberships with future expiration, and
2. MembershipTypes: Family Full, Lifetime

--- Division ---				
Region	HG	PG	Both	Total
1	285	674	111	1070
2	828	553	151	1532
3	623	682	176	1481
4	394	639	108	1141
5	85	207	25	317
7	320	125	46	491
8	285	149	41	475
9	514	160	53	727
10	780	172	91	1043
11	257	124	37	418
12	321	171	46	538
13	105	220	35	360
Total	4797	3876	920	9593



The United States Hang Gliding and Paragliding Association, Inc.

Table 3: Full/Family/Lifetime Membership Expirations by Month

Includes:

1. MembershipApplications with future expiration, and
2. MembershipTypes: Family, Full, Lifetime.

Month	2006	2007	Beyond	Total
1	0	427	0	427
2	0	595	1	596
3	0	627	3	630
4	0	792	1	793
5	0	818	1	819
6	0	939	1	940
7	0	928	2	930
8	0	977	1	978
9	390	791	0	1181
10	496	318	0	814
11	784	3	0	787
12	665	2	31	698
Total	2335	7217	41	9593

Table 4: Member Ratings by Year

Rating	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
H-1	489	798	701	726	676	480	432	425	349	270	145
H-2	457	586	532	522	500	446	389	343	290	284	138
H-3	242	260	222	234	214	192	163	144	147	120	61
H-4	133	181	105	132	129	85	63	77	75	51	37
H-5	7	5	7	5	3	3	4	5	3	0	0
P-1	302	753	768	777	724	529	405	546	512	394	224
P-2	523	621	658	671	660	602	533	537	508	536	344
P-3	232	242	267	281	332	323	230	251	267	254	171
P-4	163	141	116	131	138	168	149	131	137	117	89
P-5	10	4	6	4	2	8	4	1	5	7	3
Total	2558	3591	3382	3483	3378	2836	2372	2460	2293	2033	1212



The United States Hang Gliding and Paragliding Association, Inc.

Table 5: Active Member Ratings

Rating	Female Ratings	Male Ratings	Total Ratings
H-1	75	382	457
H-2	119	1233	1352
H-3	93	1235	1328
H-4	95	2043	2138
H-5	9	192	201
P-1	61	250	311
P-2	214	1602	1816
P-3	118	1104	1222
P-4	76	1000	1076
P-5	2	45	47
Total	862	9086	9948

Table 6: Member Expirations by Year

Note: Current Year's numbers are not complete.

Year Expired	H1	H2	H3	H4	H5
1998	197	313	120	164	6
1999	182	299	147	156	6
2000	216	316	143	164	7
2001	206	308	142	136	8
2002	161	277	144	168	4
2003	121	296	141	149	7
2004	125	277	166	190	10
2005	122	233	153	169	7
2006	68	215	143	173	11

Year Expired	P1	P2	P3	P4	P5
1998	73	267	56	38	1
1999	101	283	63	30	0
2000	89	267	75	31	0
2001	74	285	99	49	1
2002	77	303	105	81	0
2003	43	350	122	66	0
2004	46	321	109	92	1
2005	56	320	125	65	3
2006	48	254	116	90	1

Year Expired	Rated	Non-rated	Total
1998	1217	625	1842
1999	1249	574	1823
2000	1269	496	1765
2001	1283	531	1814
2002	1291	554	1845
2003	1266	551	1817
2004	1303	534	1837
2005	1215	369	1584
2006	1075	266	1341



The United States Hang Gliding and Paragliding Association, Inc.

Table 7: Appointments by Division

Includes:

1. Appointments with future expiration, and
2. Appointee must have active membership with future expiration.

Appointment	HG	PG	Total
Advanced Instructor	129	141	270
Aero-Tug Pilot	168	1	169
AT Administrator	53	0	53
AT Supervisor	8	0	8
Basic Instructor	82	96	178
Examiner	61	35	96
IP Administrator	27	20	47
Observer	200	95	295
PL Administrator	21	0	21
PL Supervisor	13	0	13
Special Observer	18	9	27
ST Administrator	14	33	47
ST Supervisor	6	10	16
Tandem Administrator	22	15	37
Tandem Instructor	155	309	464
Tow Technician	0	99	99
Total	977	863	1840



The United States Hang Gliding and Paragliding Association, Inc.

Membership Analysis Report – Fall 2006

Prepared by Rick A. Butler, Director IS, USHPA

Prepared for: USHPA Membership & Development Committee

Table of Contents

Introduction	1
Membership Numbers.....	1
Rogallo.....	1
Members by Membership Type and Division	2
Rogallo Members by Region and Division.....	4
Rogallos by Age.....	5
Divisional Breakout by Age	6
Expiration and Renewal Activity.....	7
Rogallo Members Expirations – Longevity.....	7
Rogallo Membership Expirations by Month	7
Member Expirations by Year and Rating.....	8
Pilot Ratings	9
Active Member Ratings.....	9
Eight Month Comparison, Year-to-Year	9
Member Ratings by Year	10
Rating Profile of Members Renewing and Non-Renewing	11
Appointments	13
Current Appointments by Division	13
Appointments by Division Comparison	14

Introduction

This report details membership information over the last six months. It's assembled using reports generated from the USHPA database and laid out to provide an overview picture of the current membership picture.

There is an additional spreadsheet available with deeper detail for analysis, although many of the high-level trends are captured in this report.

Notes - *These reports are pulled, based on what's in the database at the time that the report is run. There may be incongruities with numbers as the reports were pulled midday, September 11, 2006.*

Membership Numbers

Rogallo

Overall, Rogallo Division (HG/PG/Both, Rogallo, Family, Life) continues to hover around the 9600 mark, with growing trends in PG and Bi-Wing and declining trends in HG and the overall figure.

From August 2005 to August 2006 along the trend line, the Association saw an overall loss of 1.6%, down about 150 members. HG division lost about 4.8% of their number and PG grew 1.23% and bi-wing grew 5.36%.



The United States Hang Gliding and Paragliding Association, Inc.

	Aug 05	Aug 06	Pct Chg
HG	5120	4872	-4.84%
PG	3784	3831	1.23%
BW	853	898	5.36%
Total	9758	9602	-1.60%

**Methodology: The percent change numbers represent internal changes along their individual trend lines. The linear regression was plotted from Feb 2002 to Aug 2006 and percentage of change was calculated based on where the linear trend crosses that point in time. The linear trend accounts for rises and falls due to the seasonal nature of the sport with only a $\pm 1\%$ standard deviation with 100% of all values falling within two standard deviations.*

Parity Prediction – As previously reported in March 2006, the track to HG/PG parity continues on. The prediction currently is, if things continue as they have been over the last 3-4 years, the Association will hit wing parity by March 2010.

Parity Forecast		2/24/2010
Projected Parity Date		
HG	3995	
PG	3995	
BW	1060	
TOT	9050	

Strategic Plan Membership Target – Assuming that the launch point of the Strategic Plan was Fall 2005 when it was approved, the Association membership was 9736 members on the date the Plan was approved. This means the 10 year target is 19,472. This would have required the Association to pick up a net average of 975 members per year to meet this goal.

As of August 31, 2006, the membership numbers should be at 10,500, adding a net average of 80 members per month (10,580 on Sep 31, 2006). However, the Association has taken a net loss of 130 members, meaning that now, the Association must average 1,100 members net gain, per year, for the next nine years to meet the goal and compensate for the Year 1 loss.

New Members – From August 2005 – August 2006, the Association saw 1097 new members in the Association. This is down from 1146 from August 2004 – August 2005, 49 fewer this year than last.

Members by Membership Type and Division

Subscriptions – This report reflects all subscriptions, to include subs handed out as CompSubs for Chapters. Currently, there are 152 CompSubs going out, making the count for actual paid subscription count at 270.

Lifetime – The Office has gone through a concerted effort to ensure that all Life Members have been so annotated in the database. There is no way for staff to, using the Admin application, set a Life member flag; it requires a query to set it and have it show up. So, while no Life Memberships are being added to the Association, the number may climb as memberships are properly flagged in the database.

Includes

1. Active memberships with future expiration, and All MembershipTypes.

ID	Type	HG	PG	Both	Total
2	Family Rogallo	254	317	45	616
3	Rogallo	4515	3559	872	8946
4	Lifetime	28	0	3	31
6	Subscription	0	0	422	422
Total		4797	3876	1342	10015



The United States Hang Gliding and Paragliding Association, Inc.

Rogallo Members by Region and Division

Includes:

1. Active memberships with future expiration, and
2. MembershipTypes: Family, Full, Lifetime.

--- Division ---				
Region	HG	PG	Both	Total
1	300	656	104	1060
2	856	541	143	1540
3	655	683	170	1508
4	422	626	97	1145
5	86	188	27	301
7	344	136	44	524
8	286	151	33	470
9	521	153	50	724
10	812	171	81	1064
11	253	112	33	398
12	332	183	46	561
13	113	213	34	360
Total	4980	3813	862	9655

Date: 2/13/2006 8:24:07 AM

--- Division ---				
Region	HG	PG	Both	Total
1	285	674	111	1070
2	828	553	151	1532
3	623	682	176	1481
4	394	639	108	1141
5	85	207	25	317
7	320	125	46	491
8	285	149	41	475
9	514	160	53	727
10	780	172	91	1043
11	257	124	37	418
12	321	171	46	538
13	105	220	35	360
Total	4797	3876	920	9593

Date: 9/8/2006 5:20:10 PM

Since February 2006, overall, losses and gains among the regions were spread almost evenly, six posting losses (2, 3, 4, 7, 10), five posting gains (1, 5, 8, 9, 11). Region 13 stayed dead even for this six month period.

All Regions, save Region 11 have posted losses in HG division with the greatest being 7% in Region 13. Region 11 increased just 4 members, posting gains in all categories besides HG.

PG has shown growth in regions 1, 2, 4, 5, 9, 10, 11, 13 and losses in 3, 7, 8, and 12. Region 5 and 11 posted a PG gain of 10% while Region 12 posted a 7% loss.

There were no regions posting losses in every category. Region 11 was the only region this half of the year to pick up members across the board.



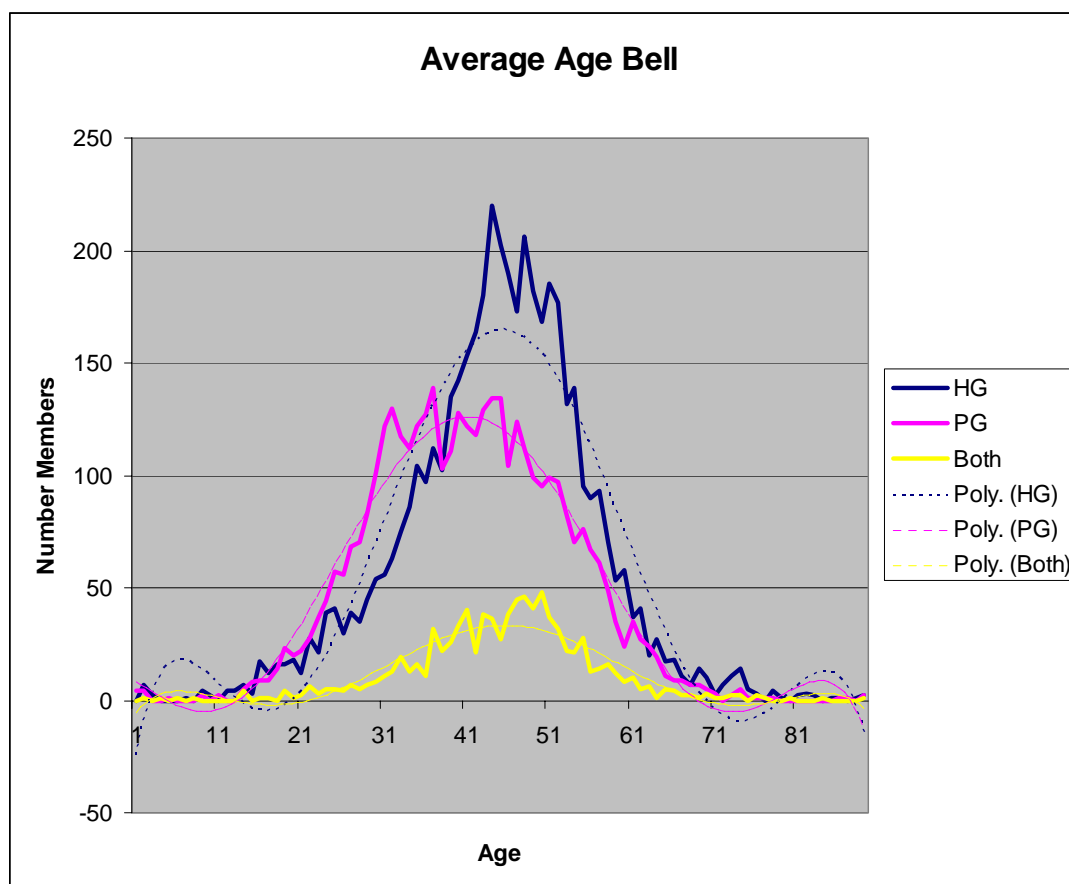
The United States Hang Gliding and Paragliding Association, Inc.

Rogallos by Age

This is the first time we have begun trending age demographics from membership data, so there isn't any historical data from which to glean a trend.

Includes:

1. Active memberships with future expiration, and
2. MembershipTypes: Family, Full, Lifetime.



Division Avg Age Std Dev

BOTH	47	10.5361
HG	46	10.9564
PG	43	11.111

Division Male Female Total

BOTH	867	61	928
HG	4461	378	4839
PG	3460	463	3923

Rating Avg Age Std Dev

H-1	41	12.368
H-2	43	11.6546
H-3	46	10.0171
H-4	50	8.64904
H-5	53	7.13097
P-1	42	11.6878
P-2	42	11.3036
P-3	44	11.0797
P-4	45	10.2023
P-5	48	7.65124



The United States Hang Gliding and Paragliding Association, Inc.

Divisional Breakout by Age

--- Division ---					--- Division ---					--- Division ---				
Age	HG	PG	Both	Total	Age	HG	PG	Both	Total	Age	HG	PG	Both	Total
0	0	4	0	4	31	45	83	7	135	61	53	35	12	100
1	7	4	1	12	32	54	101	8	163	62	58	24	8	90
2	2	0	0	2	33	56	122	11	189	63	37	35	10	82
3	0	0	1	1	34	63	130	13	206	64	41	27	5	73
4	0	1	0	1	35	75	117	19	211	65	20	24	6	50
5	0	0	1	1	36	86	112	13	211	66	27	19	1	47
8	1	0	0	1	37	104	122	16	242	67	17	11	5	33
10	0	0	1	1	38	97	127	11	235	68	18	9	4	31
11	4	2	0	6	39	112	139	32	283	69	11	9	2	22
12	2	0	0	2	40	102	103	22	227	70	7	7	2	16
13	0	2	0	2	41	135	111	26	272	71	14	7	1	22
14	4	0	0	4	42	142	128	33	303	72	10	5	3	18
15	4	0	0	4	43	153	122	40	315	73	2	3	1	6
16	7	5	4	16	44	164	118	21	303	74	7	0	1	8
17	3	8	0	11	45	180	129	38	347	75	11	2	2	15
18	17	9	1	27	46	220	134	36	390	76	14	5	2	21
19	12	9	1	22	47	202	134	27	363	77	5	1	0	6
20	16	14	0	30	48	190	104	38	332	78	3	1	2	6
21	16	23	4	43	49	173	124	45	342	79	0	1	1	2
22	18	20	1	39	50	206	112	46	364	80	4	1	0	5
23	12	22	2	36	51	182	99	41	322	81	1	0	0	1
24	28	28	6	62	52	168	95	48	311	82	0	0	1	1
25	21	37	3	61	53	185	99	37	321	83	2	0	0	2
26	39	44	5	88	54	177	97	32	306	84	3	0	0	3
27	41	57	5	103	55	132	82	22	236	86	2	0	0	2
28	30	56	4	90	56	139	70	21	230	97	0	0	1	1
29	39	68	7	114	57	95	76	28	199	100	1	0	0	1
30	35	70	5	110	58	90	67	13	170	101	1	1	0	2
					59	93	61	14	168	102	0	1	0	1
					60	70	49	16	135	104	1	0	0	1
										105	2	2	1	5
										106	219	43	31	293
										Total	4839	3923	928	9690

Date: 9/19/2006 4:20:43 PM



The United States Hang Gliding and Paragliding Association, Inc.

Expiration and Renewal Activity

1555 members had expiration dates between August 2005 - August 2006 and haven't renewed as of September 1, 2006. Out of that 1555 member sample, 378 members were one-time members, joining the Association and never renewing.

Rogallo Memberships Expirations – Longevity

These numbers indicate how long a member was in the Association before expiring. For example, 378 members expired after only one year of membership, 149 members had 2 years with the Association, and so on.

Expired After	Number Members	HG	PG	Both
1 year	378 (24.3%)	156 (19.9%)	205 (31.0%)	17 (15.5%)
2 years	149 (9.6%)	64 (8.2%)	71 (10.7%)	14 (12.7%)
3 years	123 (7.9%)	43 (5.5%)	103 (15.6%)	8 (7.3%)
4 years	125 (7.9%)	51 (6.5%)	40 (6.0%)	2 (1.8%)
> 4 years	780 (50.2%)	469 (59.9%)	243 (36.7%)	68 (61.8%)
Total	1555	783	662	110

Date: 9/11/2006

**Caveat: Data in this table keys from the Member Since field. A Member may have, for example, joined in 2003, expired in 2004, came back in 2005, and expired again will show up as a member who has been in the Association for 4 years, even though only renewed twice.*

Returning Members – As a point of trivia, on average, the Association sees about 45 members per year return to the Association who haven't been in the Association since 2000.

Rogallo Membership Expirations by Month

Includes:

1. Membership Applications with future expiration, and
2. Membership Types: Family, Full, Lifetime.

Month	2006	2007	Beyond	Total
1	0	427	0	427
2	0	595	1	596
3	0	627	3	630
4	0	792	1	793
5	0	818	1	819
6	0	939	1	940
7	0	928	2	930
8	0	977	1	978
9	390	791	0	1181
10	496	318	0	814
11	784	3	0	787
12	665	2	31	698
Total	2335	7217	41	9593

Date: 9/11/2006 11:26:38 AM



The United States Hang Gliding and Paragliding Association, Inc.

Member Expirations by Year and Rating

These tables list out all expired members currently in the membership database,

Hang Gliding Expirations by Year

Year Expired	H1	H2	H3	H4	H5
1998	197	313	120	164	6
1999	182	299	147	156	6
2000	216	316	143	164	7
2001	206	308	142	136	8
2002	161	277	144	168	4
2003	121	296	141	149	7
2004	125	277	166	190	10
2005	122	233	153	169	7
2006 YTD	68	215	143	173	11

Date: 9/11/2006 11:26:38 AM

Paragliding Expirations by Year

Year Expired	P1	P2	P3	P4	P5
1998	73	267	56	38	1
1999	101	283	63	30	0
2000	89	267	75	31	0
2001	74	285	99	49	1
2002	77	303	105	81	0
2003	43	350	122	66	0
2004	46	321	109	92	1
2005	56	320	125	65	3
2006 YTD	48	254	116	90	1

Date: 9/11/2006 11:26:38 AM

Rated vs. Unrated Expirations

Year Expired	Rated	Non-rated	Total
1998	1217	625	1842
1999	1249	574	1823
2000	1269	496	1765
2001	1283	531	1814
2002	1291	554	1845
2003	1266	551	1817
2004	1303	534	1837
2005	1215	369	1584
2006 YTD	1075	266	1341

Date: 9/11/2006 11:26:38 AM



Pilot Ratings

Active Member Ratings

Rating	Female Ratings	Male Ratings	Total Ratings
H-1	75	382	457
H-2	119	1233	1352
H-3	93	1235	1328
H-4	95	2043	2138
H-5	9	192	201
P-1	61	250	311
P-2	214	1602	1816
P-3	118	1104	1222
P-4	76	1000	1076
P-5	2	45	47
Total	862	9086	9948

Date: 9/11/2006 11:28:06 AM

Eight Month Comparison, Year-to-Year

An eight month comparison of ratings completed from Jan05-Aug-05 compared to Jan06-Aug06 shows a significant falloff in ratings issued for H-1 (-23.4%), H-2 (-33%), and H-3 (-37.1%). Paragliding ratings are down P-1 (-21%) and P-2 (-4%) and are up for P-3, P-4, and P-5.

An interesting point of note is the lack of any H-5 ratings since the last one was issued to Member Kenny Westfall back in October 2004.

Rating	2005	2006
H-1	188	144
H-2	206	138
H-3	97	61
H-4	32	37
H-5	0	0
P-1	285	221
P-2	360	343
P-3	158	171
P-4	84	89
P-5	2	3



The United States Hang Gliding and Paragliding Association, Inc.

Member Ratings by Year

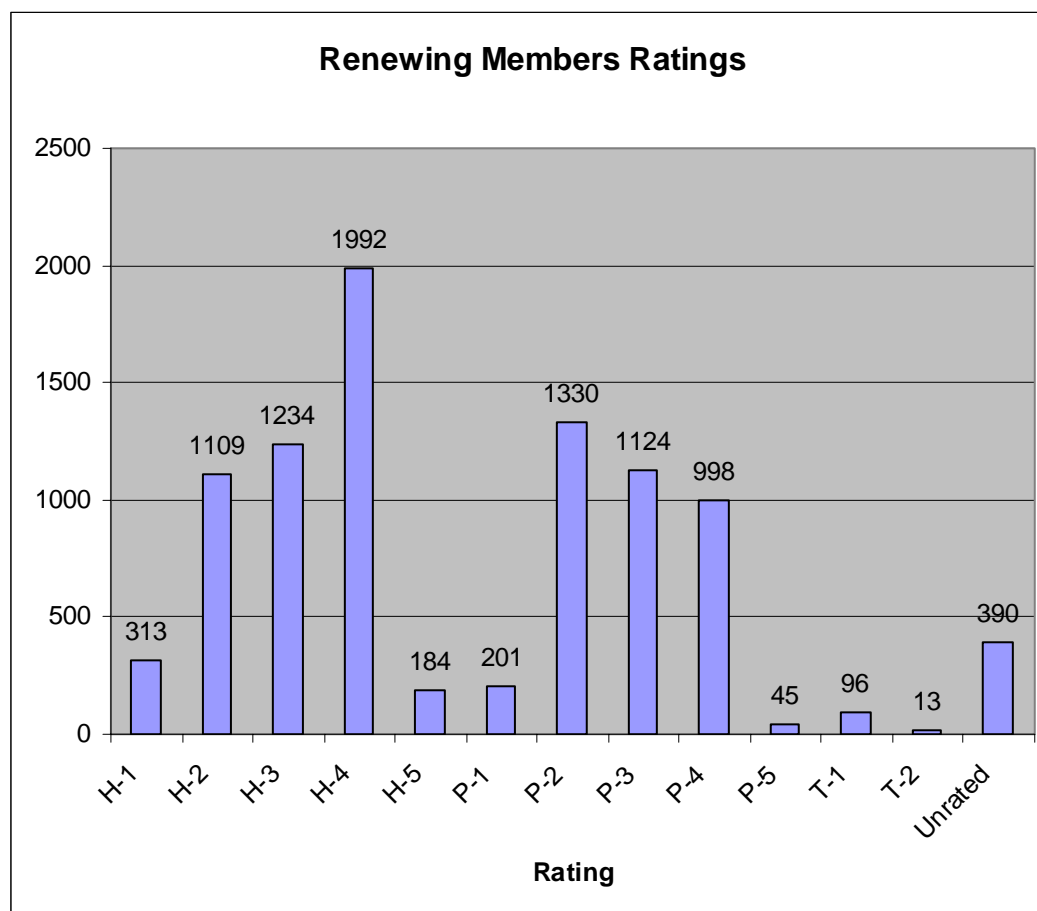
Each year represents the gross number count for each year. 2006 represents year-to-date figures as of the time/date run.

Rating	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006 YTD
H-1	489	798	701	726	676	480	432	425	349	270	145
H-2	457	586	532	522	500	446	389	343	290	284	138
H-3	242	260	222	234	214	192	163	144	147	120	61
H-4	133	181	105	132	129	85	63	77	75	51	37
H-5	7	5	7	5	3	3	4	5	3	0	0
P-1	302	753	768	777	724	529	405	546	512	394	224
P-2	523	621	658	671	660	602	533	537	508	536	344
P-3	232	242	267	281	332	323	230	251	267	254	171
P-4	163	141	116	131	138	168	149	131	137	117	89
P-5	10	4	6	4	2	8	4	1	5	7	3
Total	2558	3591	3382	3483	3378	2836	2372	2460	2293	2033	1212

Date: 9/11/2006 11:28:53 AM



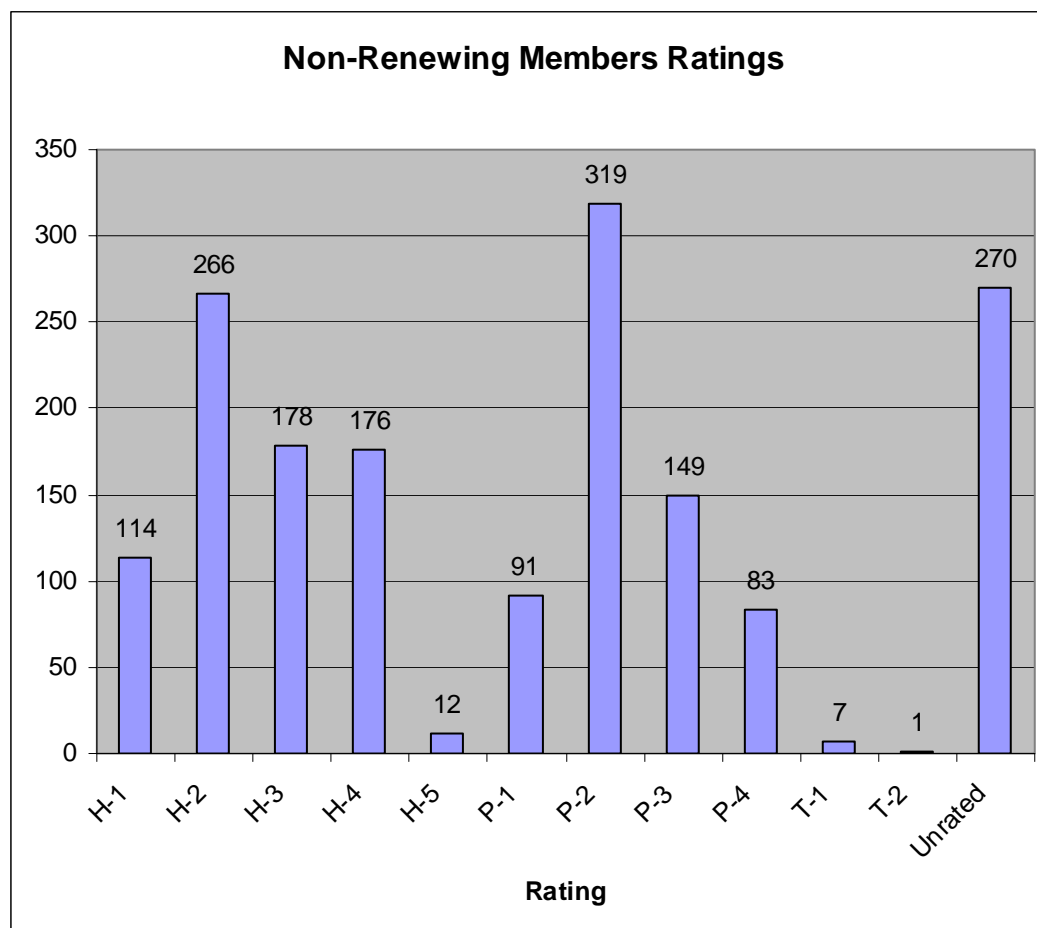
Rating Profile of Members Renewing and Non-Renewing



Interpretation: This chart is an inverse of the next one. It looks at the number of members who had expiration dates from July 2005 - July 2006 and were current as of the report's run (August 29, 2006). This graph depicts the number of active ratings, so if a member were a H-3 and P-4, the chart and data will indicate both ratings. It will only count the member's highest rating in a division.



The United States Hang Gliding and Paragliding Association, Inc.



Interpretation: This is based on the number of members who had expiration dates from July 2005 to July 2006 that did not renew their memberships at the time of run (August 29, 2006). This graph depicts the number of active ratings, so if a member were a H-3 and P-4, the chart and data will indicate both ratings.



Appointments

Current Appointments by Division

Includes:

1. Appointments with future expiration, and
2. Appointee must have active membership with future expiration.

Appointment	HG	PG	Total
Advanced Instructor	129	141	270
Aero-Tug Pilot	168	1	169
AT Administrator	53	0	53
AT Supervisor	8	0	8
Basic Instructor	82	96	178
Examiner	61	35	96
IP Administrator	27	20	47
Observer	200	95	295
PL Administrator	21	0	21
PL Supervisor	13	0	13
Special Observer	18	9	27
ST Administrator	14	33	47
ST Supervisor	6	10	16
Tandem Administrator	22	15	37
Tandem Instructor	155	309	464
Tow Technician	0	99	99
Total	977	863	1840

Number of members holding one or more instructor appointments: 629

Date: 9/11/2006 11:27:37 AM



The United States Hang Gliding and Paragliding Association, Inc.

Appointments by Division Comparison

Since September 2004, which, the number of available instructors across the board has been generally stable, with modest rises in Paragliding.

**Caveat: Members who are instructors in Hang Gliding and Paragliding will show up in each of these tables.*

Hang Gliding Appointments

Appointment	Sep-04	Mar-05	Sep-05	Mar-06	Sep-06
Advanced Instructor	129	133	127	125	129
Aero-Tug Pilot	162	162	171	176	168
AT Administrator	50	49	54	54	53
AT Supervisor	7	8	8	7	8
Basic Instructor	77	81	79	78	82
Examiner	65	66	60	62	61
IP Administrator	28	27	25	26	27
Observer	179	186	187	198	201
PL Administrator	22	22	23	21	21
PL Supervisor	14	14	13	12	13
Special Observer	21	20	18	18	18
ST Administrator	14	15	15	14	14
ST Supervisor	7	7	7	6	6
Tandem Admin	23	22	22	22	22
Tandem Instructor	170	177	164	161	155
Tow Technician	0	0	0	0	0

Paragliding Appointments

Appointment	Sep-04	Mar-05	Sep-05	Mar-06	Sep-06
Advanced Instructor	134	138	135	133	141
Aero-Tug Pilot	0	0	1	0	1
AT Administrator	0	0	0	0	0
AT Supervisor	0	0	0	0	0
Basic Instructor	79	79	89	87	96
Examiner	29	32	32	33	35
IP Administrator	19	19	20	18	20
Observer	79	88	87	93	95
PL Administrator	0	0	0	0	0
PL Supervisor	0	0	0	0	0
Special Observer	6	9	9	10	9
ST Administrator	27	28	29	30	33
ST Supervisor	11	11	11	10	10
Tandem Admin	12	12	14	13	15
Tandem Instructor	261	272	293	290	309
Tow Technician	80	79	86	96	99

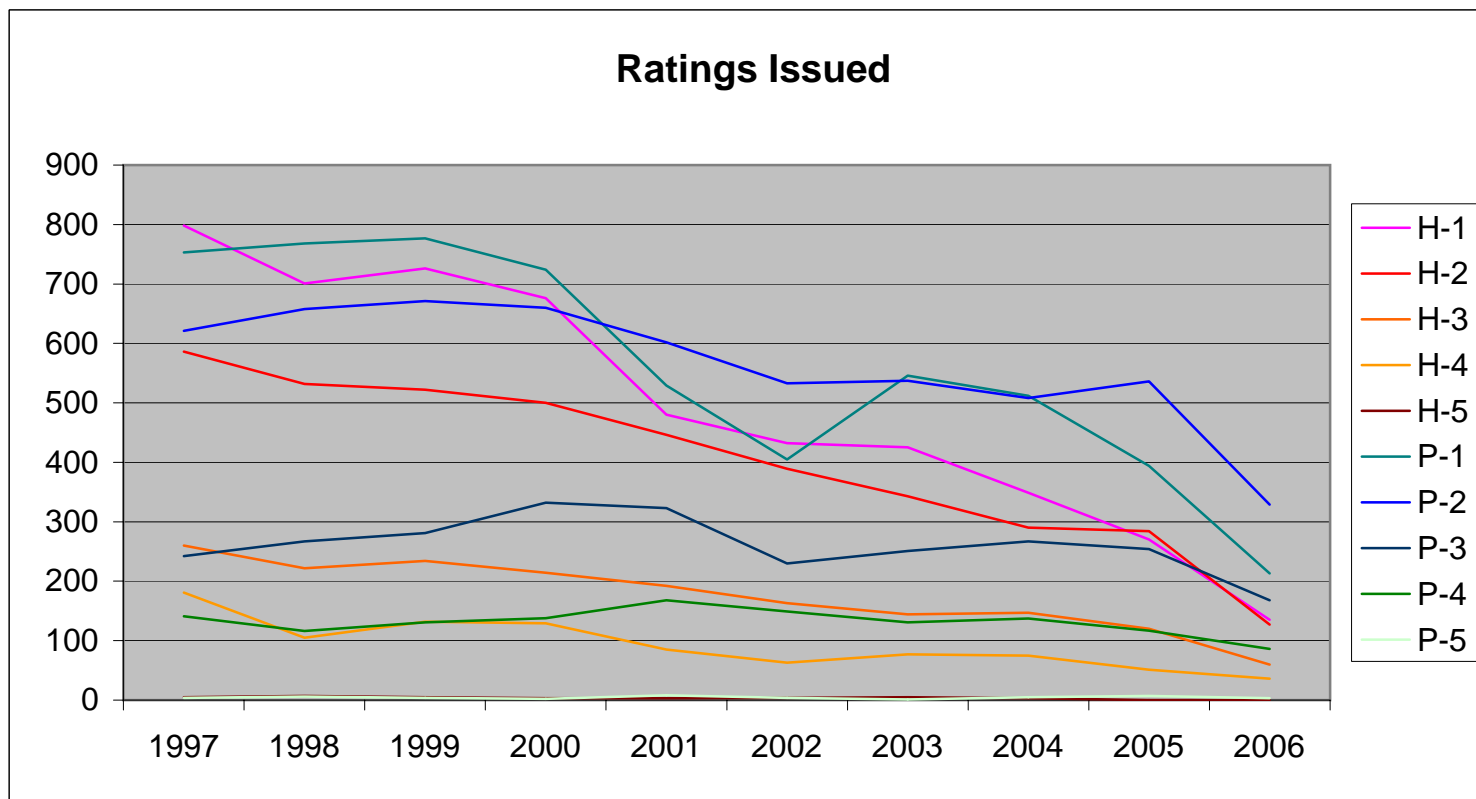
Total Count of Appointments

Appointment	Sep-04	Mar-05	Sep-05	Mar-06	Sep-06
Advanced Instructor	263	271	262	258	270
Aero-Tug Pilot	162	162	172	176	169
AT Administrator	50	49	54	54	53
AT Supervisor	7	8	8	7	8
Basic Instructor	156	160	168	165	178
Examiner	94	98	92	95	96
IP Administrator	47	46	45	44	47
Observer	258	274	274	291	296
PL Administrator	22	22	23	21	21
PL Supervisor	14	14	13	12	13
Special Observer	27	29	27	28	27
ST Administrator	41	43	44	44	47
ST Supervisor	18	18	18	16	16
Tandem Admin	35	34	36	35	37
Tandem Instructor	431	449	457	451	464
Tow Technician	80	79	86	96	99

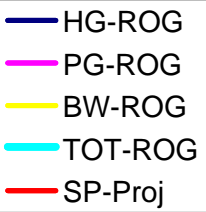
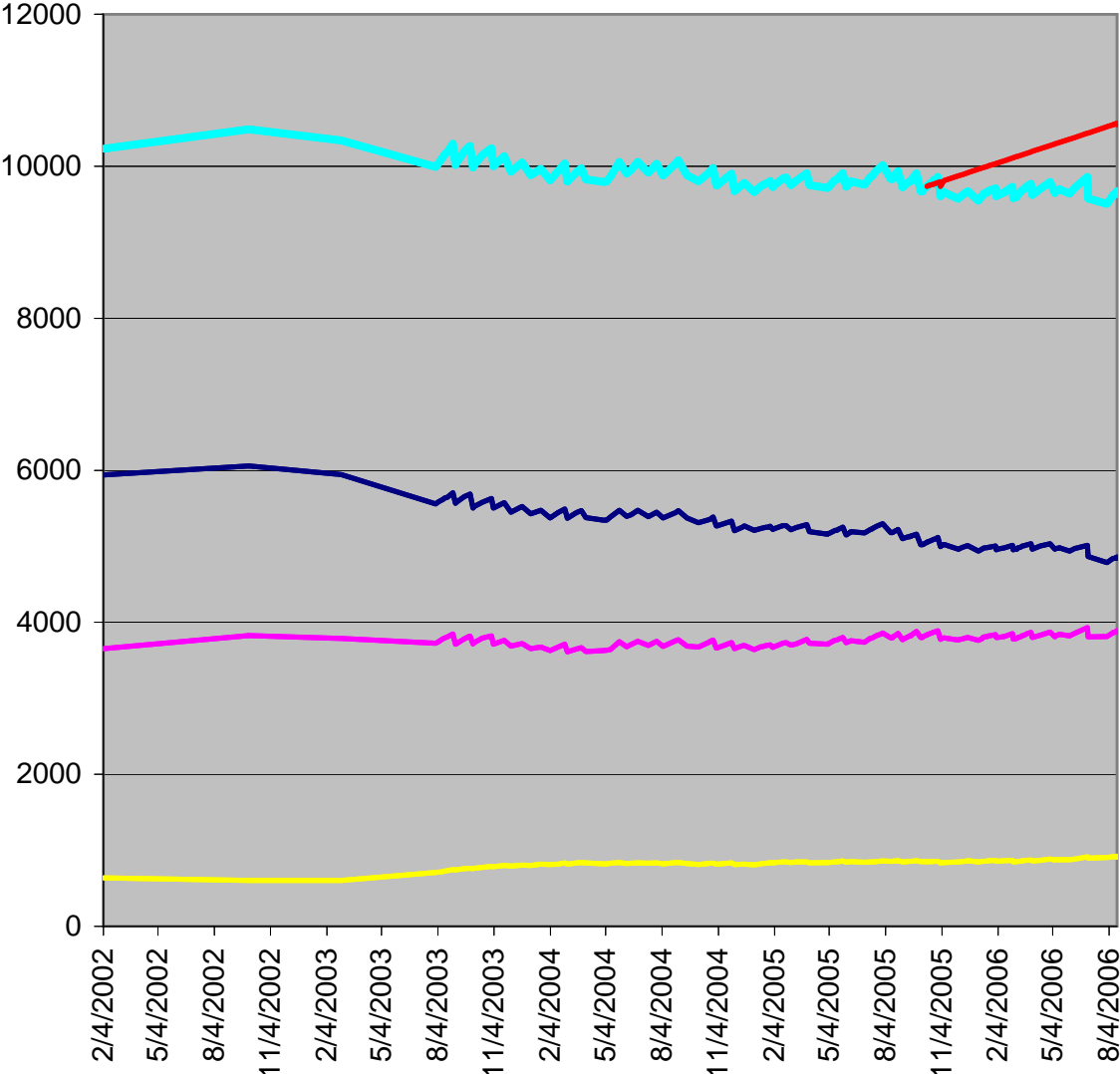
Respectfully Submitted,

Director, Information Services
US Hang Gliding and Paragliding Association

Rating	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
H-1	798	701	726	676	480	432	425	349	270	135
H-2	586	532	522	500	446	389	343	290	284	127
H-3	260	222	234	214	192	163	144	147	120	60
H-4	181	105	132	129	85	63	77	75	51	36
H-5	5	7	5	3	3	4	5	3	0	0
P-1	753	768	777	724	529	405	546	512	394	213
P-2	621	658	671	660	602	533	537	508	536	329
P-3	242	267	281	332	323	230	251	267	254	168
P-4	141	116	131	138	168	149	131	137	117	86
P-5	4	6	4	2	8	4	1	5	7	3
Total	3591	3382	3483	3378	2836	2372	2460	2293	2033	1157



Rogallo Membership



Interpretation: These lines represent the total Rogallo Membership, including Family and Lifetime members. Trend information earlier than 8/2003 was only available through membership reports during BoD meetings.

• **Growth Gap:** The Red Line represents the linear regression for growth to meet the Strategic Plan goal of doubling the membership in 10 years. The gap is the difference between the turquoise line and the red line.

Partity Forecast

Projected Parity Date 2/24/2010

HG 3995.18
PG 3995.38
BW 1060.06
TOT 9050.62

August 05 - August 06

HG -4.84%
PG 1.23%
BW 5.36%
Total -1.60%

Std Dev. ±1%

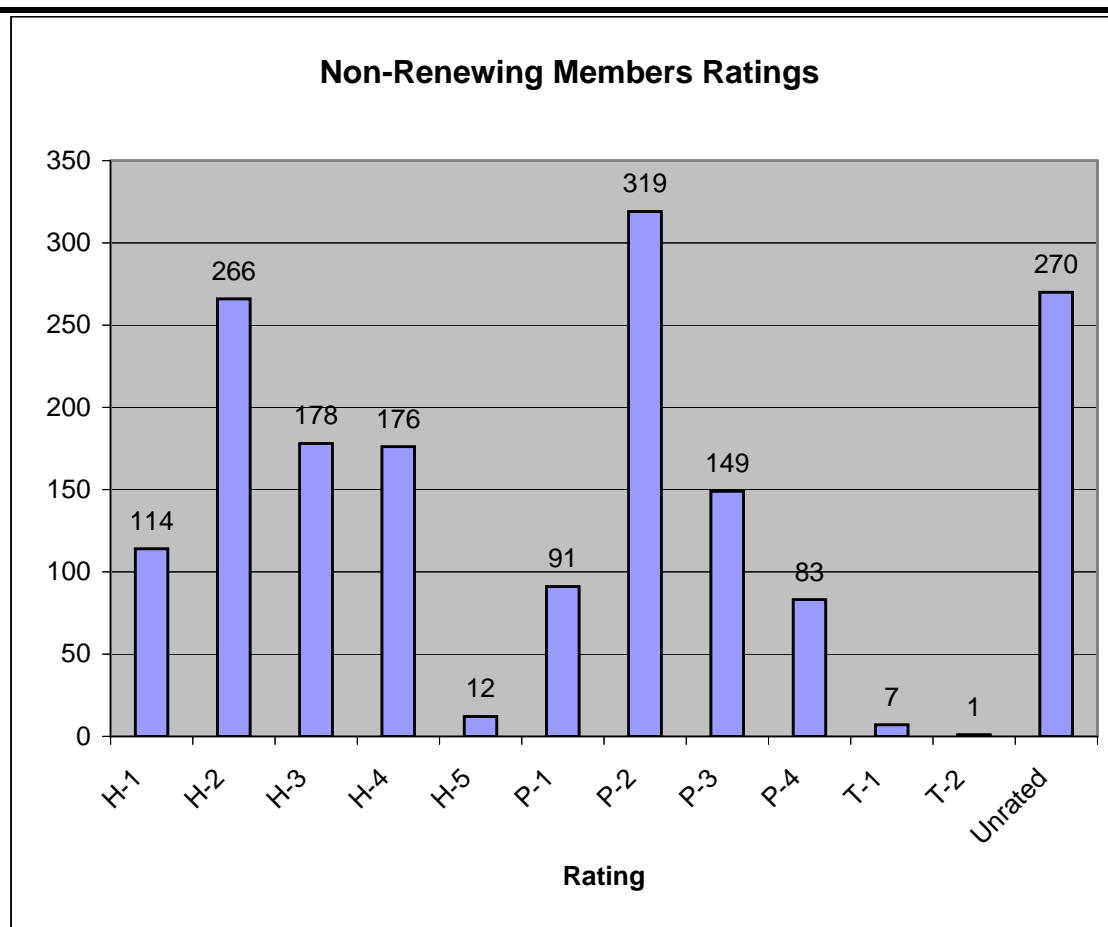
Date of Sample	HG-R	HG-F	HG-L	HG-ROG	PG-R	PG-F	PG-L	PG-ROG	BW-R	BR-F	BW-L	BW-RO	TOT-R	TOT-F	TOT-L	TOT-ROG	SP-Proj	TOT_Trend	HG_Trend	PG_Trend	BW_Trend
2/4/2002 11:07	5646	281	13	5940	3391	261	0	3652	622	14	0	636	9659	556	13	10228		10310.09857	6000.2343	3619.459	690.405342
9/29/2002 9:34	5753	290	13	6056	3544	283	0	3827	584	19	0	603	9881	592	13	10486		10208.64951	5838.7304	3649.7391	720.180045
2/27/2003 12:00	5641	291	13	5945	3514	275	0	3789	588	15	0	603	9743	581	13	10337		10143.95216	5735.7342	3669.0497	739.168337
7/31/2003 17:49	5267	278	13	5558	3445	279	0	3724	690	20	0	710	9402	577	13	9992		10077.90993	5630.5969	3688.7617	758.551342
8/4/2003 16:07	5288	280	13	5581	3461	279	0	3740	691	20	0	711	9440	579	13	10032		10076.22758	5627.9187	3689.2638	759.045104
8/8/2003 10:23	5304	282	13	5599	3484	278	0	3762	694	20	0	714	9482	580	13	10075		10074.61717	5625.355	3689.7445	759.517747
8/12/2003 15:32	5321	281	13	5615	3500	283	0	3783	700	21	0	721	9521	585	13	10119		10072.81261	5622.4821	3690.2831	760.047377
8/14/2003 20:32	5338	283	13	5634	3510	283	0	3793	704	21	0	725	9552	587	13	10152		10071.86706	5620.9769	3690.5653	760.324889
8/19/2003 15:51	5347	284	13	5644	3525	284	0	3809	713	20	0	733	9585	588	13	10186		10069.80976	5617.7017	3691.1794	760.928696
8/28/2003 16:56	5400	290	13	5703	3560	288	0	3848	726	20	0	746	9686	598	13	10297		10065.93688	5611.5362	3692.3353	762.065362
9/1/2003 12:11	5271	280	13	5564	3428	283	0	3711	721	20	0	741	9420	583	13	10016		10064.30894	5608.9446	3692.8212	762.543154
9/3/2003 10:16	5285	280	13	5578	3435	282	0	3717	723	21	0	744	9443	583	13	10039		10063.48679	5607.6357	3693.0666	762.78445
9/5/2003 9:51	5299	280	13	5592	3446	281	0	3727	725	21	0	746	9470	582	13	10065		10062.63788	5606.2843	3693.32	763.0336
9/16/2003 12:22	5355	285	13	5653	3493	289	0	3782	738	23	0	761	9586	597	13	10196		10057.88309	5598.7148	3694.7392	764.429102
9/23/2003 13:37	5380	286	13	5679	3520	294	0	3814	740	23	0	763	9640	603	13	10256		10054.86359	5593.9078	3695.6404	765.315309
9/25/2003 10:13	5387	286	13	5686	3521	295	0	3816	742	23	0	765	9650	604	13	10267		10054.0679	5592.6411	3695.8779	765.548838
9/30/2003 11:31	5212	279	13	5504	3426	292	0	3718	736	23	0	759	9374	594	13	9981		10051.90385	5589.196	3696.5239	766.183974
10/2/2003 13:46	5229	280	13	5522	3438	293	0	3731	740	25	0	765	9407	598	13	10018		10051.00737	5587.7688	3696.7914	766.447087
10/15/2003 15:28	5283	282	13	5578	3494	298	0	3792	749	26	0	775	9526	606	13	10145		10045.4108	5578.8593	3698.4619	768.089645
10/30/2003 11:09	5331	285	13	5629	3524	298	0	3822	763	26	0	789	9618	609	13	10240		10039.06524	5568.7573	3700.3559	769.952031
11/2/2003 14:39	5207	281	13	5501	3422	291	0	3713	759	26	0	785	9388	598	13	9999		10037.71828	5566.613	3700.7579	770.347355

11/20/2003 16:43	5274	286	13	5573	3467	295	0	3762	774	26	0	800	9515	607	13	10135	10029.97432	5554.2849	3703.0693	772.620163
12/1/2003 13:39	5157	279	13	5449	3402	285	0	3687	765	26	0	791	9324	590	13	9927	10025.31914	5546.874	3704.4587	773.98643
12/19/2003 18:03	5227	283	13	5523	3431	291	0	3722	778	26	0	804	9436	600	13	10049	10017.53355	5534.4795	3706.7826	776.271455
1/2/2004 3:13	5138	275	13	5426	3367	285	0	3652	777	26	0	803	9282	586	13	9881	10011.80378	5525.3579	3708.4928	777.953109
1/19/2004 19:27	5180	279	13	5472	3388	288	0	3676	790	26	0	816	9358	593	13	9964	10004.23525	5513.309	3710.7518	780.174429
2/3/2004 8:58	5088	273	13	5374	3344	286	0	3630	786	26	0	812	9218	585	13	9816	9997.999701	5503.3822	3712.6129	782.004526
2/16/2004 14:20	5148	283	13	5444	3388	287	0	3675	793	26	0	819	9329	596	13	9938	9992.337724	5494.3685	3714.3029	783.666283
2/27/2004 12:33	5193	285	13	5491	3417	295	0	3712	806	28	0	834	9416	608	13	10037	9987.65965	5486.9212	3715.6992	785.03927
3/2/2004 20:38	5074	281	13	5368	3324	287	0	3611	792	27	0	819	9190	595	13	9798	9985.802752	5483.9651	3716.2534	785.584258
3/17/2004 15:43	5144	286	13	5443	3362	287	0	3649	805	28	0	833	9311	601	13	9925	9979.467891	5473.8802	3718.1442	787.443503
3/25/2004 9:48	5167	289	13	5469	3380	287	0	3667	811	28	0	839	9358	604	13	9975	9976.148073	5468.5951	3719.1351	788.41785
4/1/2004 19:07	5081	285	13	5379	3330	285	0	3615	807	28	0	835	9218	598	13	9829	9972.984657	5463.559	3720.0793	789.346294
4/30/2004 18:37	5044	285	13	5342	3347	281	0	3628	801	23	0	824	9192	589	13	9794	9960.576595	5443.8058	3723.7828	792.987987
5/5/2004 12:27	5045	285	13	5343	3349	282	0	3631	801	23	0	824	9195	590	13	9798	9958.545753	5440.5727	3724.389	793.584027
5/11/2004 9:00	5082	290	13	5385	3359	283	0	3642	809	23	0	832	9250	596	13	9859	9956.038272	5436.5809	3725.1374	794.319958
5/26/2004 16:12	5166	296	13	5475	3450	295	0	3745	816	23	0	839	9432	614	13	10059	9949.487244	5426.1519	3727.0927	796.242647
6/7/2004 18:27	5087	294	13	5394	3394	286	0	3680	804	24	0	828	9285	604	13	9902	9944.309041	5417.9083	3728.6383	797.762419
6/14/2004 11:42	5109	294	13	5416	3420	286	0	3706	806	24	0	830	9335	604	13	9952	9941.432262	5413.3286	3729.4969	798.606736
6/25/2004 15:16	5158	302	13	5473	3459	290	0	3749	811	24	0	835	9428	616	13	10057	9936.658741	5405.7293	3730.9217	800.007737
7/12/2004 12:46	5079	299	13	5391	3410	284	0	3694	805	24	0	829	9294	607	13	9914	9929.424422	5394.2125	3733.081	802.130967
7/26/2004 5:46	5134	301	13	5448	3464	285	0	3749	810	24	0	834	9408	610	13	10031	9923.554901	5384.8684	3734.8329	803.853637
8/5/2004 18:18	5058	304	13	5375	3396	285	0	3681	798	23	0	821	9252	612	13	9877	9919.049582	5377.696	3736.1776	805.175921
8/26/2004 18:06	5120	310	13	5443	3469	288	0	3757	814	25	0	839	9403	623	13	10039	9910.061543	5363.3873	3738.8603	807.813858
8/30/2004 18:05	5132	312	27	5471	3479	290	0	3769	815	25	0	840	9426	627	27	10080	9908.349153	5360.6613	3739.3715	808.316434
9/13/2004 15:21	5044	301	27	5372	3402	283	0	3685	801	25	0	826	9247	609	27	9883	9902.403512	5351.196	3741.1461	810.061445
10/2/2004 11:06	4985	300	27	5312	3394	282	0	3676	790	25	0	815	9169	607	27	9803	9894.344071	5338.3656	3743.5516	812.426844
10/18/2004 11:34	5016	305	27	5348	3444	287	0	3731	803	25	0	828	9263	617	27	9907	9887.484997	5327.4462	3745.5989	814.439941
10/21/2004 14:32	5022	306	27	5355	3459	290	0	3749	804	25	0	829	9285	621	27	9933	9886.147555	5325.317	3745.9981	814.832473
10/21/2004 14:35	5022	306	27	5355	3459	290	0	3749	804	25	0	829	9285	621	27	9933	9886.146663	5325.3156	3745.9984	814.832735
10/26/2004 12:03	5050	307	27	5384	3475	290	0	3765	806	25	0	831	9331	622	27	9980	9884.051	5321.9793	3746.6239	815.447799
10/31/2004 10:26	4950	293	27	5270	3378	282	0	3660	793	24	0	817	9121	599	27	9747	9881.938983	5318.6171	3747.2543	816.067664
11/1/2004 13:02	4950	293	27	5270	3378	282	0	3660	793	24	0	817	9121	599	27	9747	9881.464426	5317.8616	3747.3959	816.206944
11/1/2004 16:56	4950	293	27	5270	3379	282	0	3661	793	24	0	817	9122	599	27	9748	9881.394848	5317.7508	3747.4167	816.227364
11/1/2004 17:01	4950	293	27	5270	3379	282	0	3661	793	24	0	817	9122	599	27	9748	9881.393361	5317.7485	3747.4171	816.227801
11/25/2004 19:09	5009	297	27	5333	3447	288	0	3735	809	24	0	833	9265	609	27	9901	9871.079179	5301.3286	3750.4956	819.254953
11/30/2004 9:30	4893	284	27	5204	3369	283	0	3652	791	24	0	815	9053	591	27	9671	9869.110481	5298.1945	3751.0833	819.832754
11/30/2004 9:55	4893	284	27	5204	3369	283	0	3652	791	24	0	815	9053	591	27	9671	9869.103047	5298.1826	3751.0855	819.834936
12/13/2004 2:51	4942	286	25	5253	3404	285	0	3689	792	24	2	818	9138	595	27	9760	9863.662887	5289.5221	3752.7092	821.431591
12/16/2004 10:34	4955	287	25	5267	3410	285	0	3695	793	24	2	819	9158	596	27	9781	9862.240702	5287.258	3753.1337	821.848993
1/1/2005 11:44	4899	287	25	5211	3361	278	0	3639	784	24	2	810	9044	589	27	9660	9855.36914	5276.3187	3755.1847	823.865757
1/12/2005 14:56	4922	289	25	5236	3398	280	0	3678	798	24	2	824	9118	593	27	9738	9850.602161	5268.7298	3756.6075	825.264837
1/12/2005 14:57	4922	289	25	5236	3398	280	0	3678	798	24	2	824	9118	593	27	9738	9850.601864	5268.7293	3756.6076	825.264924
1/14/2005 15:17	4925	290	25	5240	3398	281	0	3679	801	24	2	827	9124	595	27	9746	9849.739573	5267.3566	3756.865	825.518001
1/21/2005 14:47	4938	290	25	5253	3412	283	0	3695	804	24	2	830	9154	597	27	9778	9846.751291	5262.5993	3757.7569	826.395045
1/21/2005 14:58	4938	290	25	5253	3412	283	0	3695	804	24	2	830	9154	597	27	9778	9846.74802	5262.5941	3757.7579	826.396005
1/25/2005 10:34	4938	290	25	5253	3416	283	0	3699	807	24	2	833	9161	597	27	9785	9845.113831	5259.9925	3758.2457	826.875629
1/27/2005 17:01	4949	291	25	5265	3421	283	0	3704	812	25	2	839	9182	599	27	9808	9844.142417	5258.4461	3758.5356	827.160734
1/31/2005 15:50	4907	289	25	5221	3390	281	0	3671	808	25	2	835	9105	595	27	9727	9842.450841	5255.7531	3759.0405	827.657202
1/31/2005 16:18	4907	289	25	5221	3390	281	0	3671	808	25	2	835	9105	595	27	9727	9842.442515	5255.7399	3759.043	827.659645
1/31/2005 16:27	4907	289	25	5221	3390	281	0	3671	808	25	2	835	9105	595	27	9727	9842.439839	5255.7356	3759.0438	827.66043
1/31/2005 18:55	4907	289	25	5221	3390	281	0	3671	808	25	2	835	9105	595	27	9727	9842.395832	5255.6656	3759.0569	827.673346
1/31/2005 19:15	4907	289	25	5221	3390	281	0	3671	808	25	2	835	9105	595	27	9727	9842.389886	5255.6561	3759.0587	827.675091
2/1/2005 11:10	4907	289	25	5221	3390	281	0	3671	808	25	2	835	9105	595	27	9727	9842.105924	5255.204	3759.1435	827.758432
2/1/2005 22:44	4918	288	25	5231	3398	282	0	3680	809	26	2	837	9125	596	27	9748	9841.899569	5254.8755	3759.2051	827.818996
2/2/2005 10:33	4918	288	25	5231	3398	282	0	3680	809	26	2	837	9125	596	27	9748	9841.688754	5254.5399	3759.268	827.880869
2/3/2005 11:26	4920	288	25	5233	3401	282	0	3683	810	26	2	838	9131	596	27	9754	9841.244823	5253.8332	3759.4005	828.01116
2/4/2005 8:07	4922	288	24	5234	3402	282	0	3684	812	26	2	840	9136	596	26	9758	9840.875823	5253.2457	3759.5106	828.11946
2/4/2005 8:11	4922	288	24	5234	3402	282	0	3684	812	26	2	840	9136	596	26	9758	9840.874633	5253.2439	3759.511	828.119809
2/4/2005 8:27	4922	288	24	5234	3402	282	0	3684	812	26	2	840	9136	596	26	9758	9840.869876	5253.2363	3759.5124	828.121205

4/1/2005 13:27	4893	277	24	5194	3428	296	0	3724	807	25	2	834	9128	598	26	9752	9816.803054	5214.9226	3766.6958	835.184676
5/1/2005 8:41	4862	275	24	5161	3419	295	0	3714	809	27	2	838	9090	597	26	9713	9804.04294	5194.6089	3770.5043	838.929695
5/1/2005 18:12	4862	275	24	5161	3419	295	0	3714	809	27	2	838	9090	597	26	9713	9803.873158	5194.3386	3770.555	838.979525
5/1/2005 18:16	4862	275	24	5161	3419	295	0	3714	809	27	2	838	9090	597	26	9713	9803.871969	5194.3367	3770.5554	838.979874
5/2/2005 18:05	4866	276	24	5166	3426	295	0	3721	810	28	2	840	9102	599	26	9727	9803.447068	5193.6603	3770.6822	839.10458
5/2/2005 18:05	4866	276	24	5166	3426	295	0	3721	810	28	2	840	9102	599	26	9727	9803.447068	5193.6603	3770.6822	839.10458
5/3/2005 11:22	4866	276	24	5166	3426	295	0	3721	810	28	2	840	9102	599	26	9727	9803.138725	5193.1694	3770.7742	839.195076
5/11/2005 21:59	4900	279	24	5203	3462	297	0	3759	816	28	2	846	9178	604	26	9808	9799.523944	5187.4148	3771.8531	840.255993
5/13/2005 13:45	4907	279	24	5210	3465	297	0	3762	817	28	2	847	9189	604	26	9819	9798.814487	5186.2854	3772.0649	840.464215
5/16/2005 11:01	4908	279	24	5211	3468	297	0	3765	819	28	2	849	9195	604	26	9825	9797.578736	5184.3181	3772.4337	840.826901
5/16/2005 11:13	4908	279	24	5211	3468	297	0	3765	819	28	2	849	9195	604	26	9825	9797.575168	5184.3124	3772.4348	840.827948
5/20/2005 9:20	4927	280	24	5231	3485	297	0	3782	823	28	2	853	9235	605	26	9866	9795.89608	5181.6394	3772.936	841.32075
5/20/2005 9:47	4927	281	24	5232	3485	297	0	3782	823	28	2	853	9235	606	26	9867	9795.888052	5181.6266	3772.9384	841.323106
5/24/2005 16:43	4937	282	24	5243	3492	301	0	3793	828	28	2	858	9257	611	26	9894	9794.051671	5178.7031	3773.4865	841.862073
5/24/2005 17:48	4937	282	24	5243	3492	301	0	3793	828	28	2	858	9257	611	26	9894	9794.032343	5178.6723	3773.4923	841.867746
5/25/2005 16:23	4944	282	24	5250	3497	301	0	3798	828	28	2	858	9269	611	26	9906	9793.629446	5178.0309	3773.6125	841.985994
5/26/2005 1:04	4944	282	24	5250	3497	301	0	3798	828	28	2	858	9269	611	26	9906	9793.474531	5177.7843	3773.6588	842.031461
5/31/2005 18:09	4852	275	24	5151	3439	295	0	3734	812	30	2	844	9103	600	26	9729	9791.028897	5173.8909	3774.3887	842.74924
6/1/2005 11:44	4852	275	24	5151	3439	295	0	3734	812	30	2	844	9103	600	26	9729	9790.715202	5173.3915	3774.4823	842.841307
6/2/2005 23:28	4859	276	24	5159	3445	296	0	3741	815	30	2	847	9119	602	26	9747	9790.077701	5172.3767	3774.6726	843.02841
6/6/2005 15:33	4878	277	24	5179	3454	297	0	3751	818	30	2	850	9150	604	26	9780	9788.506251	5169.875	3775.1417	843.489621
6/7/2005 8:48	4878	277	24	5179	3455	298	0	3753	818	30	2	850	9151	605	26	9782	9788.198503	5169.385	3775.2335	843.579944
6/8/2005 12:04	4891	278	24	5193	3461	299	0	3760	818	30	2	850	9170	607	26	9803	9787.712052	5168.6106	3775.3787	843.722714
6/30/2005 17:27	4868	283	24	5175	3443	296	0	3739	807	33	2	842	9118	612	26	9756	9778.196232	5153.4617	3778.219	846.515551
7/9/2005 10:27	4908	287	24	5219	3486	300	0	3786	811	33	2	846	9205	620	26	9851	9774.467569	5147.5258	3779.3319	847.609892
7/12/2005 9:34	4916	287	24	5227	3491	301	0	3792	812	34	2	848	9219	622	26	9867	9773.198813	5145.506	3779.7106	847.982264
7/12/2005 13:07	4918	287	24	5229	3492	301	0	3793	812	34	2	848	9222	622	26	9870	9773.135479	5145.4052	3779.7295	848.000853
7/19/2005 16:11	4947	289	24	5260	3518	304	0	3822	817	34	2	853	9282	627	26	9935	9770.083566	5140.5466	3780.6404	848.896571
7/20/2005 13:59	4950	289	24	5263	3523	304	0	3827	817	34	2	853	9290	627	26	9943	9769.694643	5139.9275	3780.7565	849.010718
7/27/2005 11:43	4975	289	24	5288	3541	306	0	3847	822	34	2	858	9338	629	26	9993	9766.737879	5135.2204	3781.639	849.878511
7/27/2005 11:53	4975	289	24	5288	3541	306	0	3847	822	34	2	858	9338	629	26	9993	9766.734906	5135.2156	3781.6399	849.879383
7/30/2005 10:31	4982	291	24	5297	3552	308	0	3860	823	34	2	859	9357	633	26	10016	9765.474773	5133.2095	3782.016	850.249225
8/12/2005 12:44	4871	285	24	5180	3484	313	0	3797	821	32	2	855	9176	630	26	9832	9759.868993	5124.2853	3783.6892	851.894488
8/15/2005 9:19	4871	285	24	5180	3484	313	0	3797	821	32	2	855	9176	630	26	9832	9758.645433	5122.3374	3784.0544	852.253596
8/17/2005 18:45	4885	284	24	5193	3503	314	0	3817	824	33	2	859	9212	631	26	9869	9757.620794	5120.7062	3784.3602	852.554322
8/19/2005 12:05	4894	284	24	5202	3511	316	0	3827	825	33	2	860	9230	633	26	9889	9756.883387	5119.5323	3784.5803	852.770746
8/24/2005 15:03	4911	284	24	5219	3532	319	0	3851	826	33	2	861	9269	636	26	9931	9754.689601	5116.0399	3785.2351	853.414609
8/24/2005 15:42	4911	285	24	5220	3536	319	0	3855	828	33	2	863	9275	637	26	9938	9754.678005	5116.0214	3785.2386	853.418013
8/31/2005 16:53	4807	270	24	5101	3460	311	0	3771	814	33	2	849	9081	614	26	9721	9751.659691	5111.2164	3786.1395	854.30387
9/8/2005 10:55	4824	273	24	5121	3489	314	0	3803	817	34	2	853	9130	621	26	9777	9748.340765	5105.9327	3787.1301	855.277955
9/8/2005 10:55	4824	273	24	5121	3489	314	0	3803	817	34	2	853	9130	621	26	9777	9748.340765	5105.9327	3787.1301	855.277955
9/8/2005 13:49	4823	273	24	5120	3492	314	0	3806	818	34	2	854	9133	621	26	9780	9748.289028	5105.8504	3787.1455	855.29314
9/12/2005 12:13	4830	273	24	5127	3505	314	0	3819	819	33	2	854	9154	620	26	9800	9746.604886	5103.1693	3787.6482	855.787426
9/12/2005 12:17	4830	273	24	5127	3505	314	0	3819	819	33	2	854	9154	620	26	9800	9746.603696	5103.1674	3787.6486	855.787775
9/12/2005 12:23	4830	273	24	5127	3505	314	0	3819	819	33	2	854	9154	620	26	9800	9746.601912	5103.1645	3787.6491	855.788299
9/12/2005 12:27	4830	273	24	5127	3505	314	0	3819	819	33	2	854	9154	620	26	9800	9746.600723	5103.1626	3787.6495	855.788648
9/12/2005 12:43	4831	273	24	5128	3505	314	0	3819	819	33	2	854	9155	620	26	9801	9746.595965	5103.1551	3787.6509	855.790044
9/12/2005 13:50	4831	273	24	5128	3505	314	0	3819	819	33	2	854	9155	620	26	9801	9746.576043	5103.1233	3787.6568	855.795891
9/12/2005 13:58	4831	273	24	5128	3505	314	0	3819	819	33	2	854	9155	620	26	9801	9746.573665	5103.1195	3787.6575	855.796589
9/13/2005 8:59	4831	273	24	5128	3505	314	0	3819	819	33	2	854	9155	620	26	9801	9746.234398	5102.5794	3787.7588	855.896162
9/13/2005 9:05	4831	273	24	5128	3505	314	0	3819	819	33	2	854	9155	620	26	9801	9746.232614	5102.5766	3787.7593	855.896685
9/13/2005 14:31	4836	273	24	5133	3511	314	0	3825	819	33	2	854	9166	620	26	9812	9746.135681	5102.4223	3787.7883	855.925135
9/13/2005 15:21	4836	273	24	5133	3511	314	0	3825	819	33	2	854	9166	620	26	9812	9746.120814	5102.3986	3787.7927	855.929498
9/13/2005 17:22	4836	273	24	5133	3511	314	0	3825	819	33	2	854	9166	620	26	9812	9746.084835	5102.3413	3787.8034	855.940058
9/14/2005 6:29	4836	273	24	5133	3511	314	0	3825	819	33	2	854	9166	620	26	9812	9745.850828	5101.9688	3787.8733	856.008737
9/15/2005 13:02	4842	273	24	5139	3520	313	0	3833	820	33	2	855	9182	619	26	9827	9745.305801	5101.1011	3788.036	856.1687
9/23/2005 12:09	4862	274	24	5160	3562	317	0	3879	831	33	2	866	9255	624	26	9905	9741.896185	5095.6731	3789.0536	857.169402
9/23/2005 12:10	4862	274	24	5160	3562	317	0	3879	831	33	2	866	9255	624	26	9905	9741.895888	5095.6727	3789.0537	857.169489
9/30/2005 16:56	4732	263	24	5019	3494	306	0	3800	818	31	2	851	9044	600	26	9670	9738.813646	5090.7658	3789.9737	858.074109
10/3/2005																				

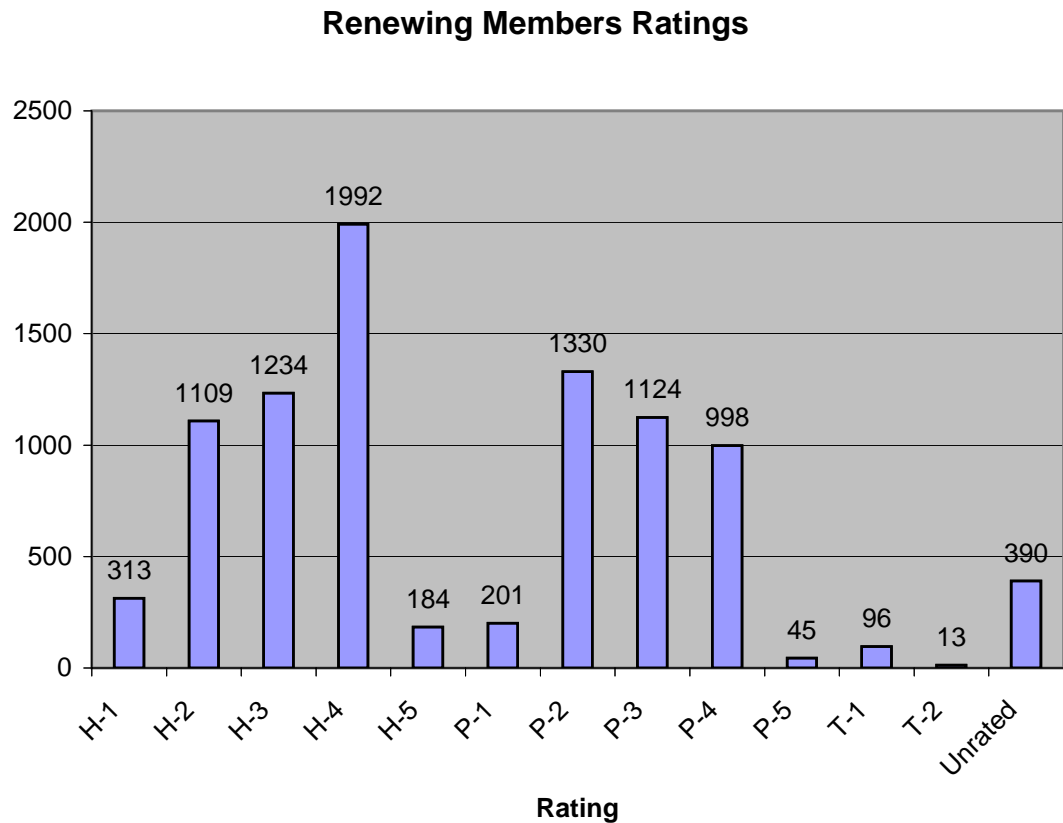
10/10/2005 12:08	4764	265	24	5053	3525	307	0	3832	818	31	2	851	9107	603	26	9736		9734.617563	5084.0858	3791.2261	859.305635
10/10/2005 14:34	4764	265	24	5053	3525	307	0	3832	818	31	2	851	9107	603	26	9736	9736.0	9734.574151	5084.0167	3791.2391	859.318376
10/12/2005 14:29	4769	266	24	5059	3531	310	0	3841	817	31	2	850	9117	607	26	9750	9741.6	9733.719294	5082.6558	3791.4942	859.569271
10/19/2005 7:55	4788	270	24	5082	3551	313	0	3864	819	32	2	853	9158	615	26	9799	9759.5	9730.839244	5078.0708	3792.3539	860.414549
10/21/2005 9:32	4796	271	24	5091	3560	312	0	3872	820	32	2	854	9176	615	26	9817	9765.1	9729.954058	5076.6616	3792.6181	860.674346
10/24/2005 11:05	4800	271	24	5095	3562	312	0	3874	819	33	2	854	9181	616	26	9823	9773.2	9728.64189	5074.5727	3793.0097	861.059459
10/28/2005 13:57	4816	275	24	5115	3575	314	0	3889	821	33	2	856	9212	622	26	9860	9784.2	9726.87806	5071.7647	3793.5362	861.577133
11/1/2005 1:27	4708	264	24	4996	3467	306	0	3773	802	30	2	834	8977	600	26	9603	9793.5	9725.388379	5069.3932	3793.9808	862.014346
11/1/2005 21:19	4710	264	24	4998	3474	307	0	3781	805	30	2	837	8989	601	26	9616	9736.0	9725.033948	5068.829	3794.0866	862.118369
11/7/2005 19:06	4735	264	24	5023	3487	309	0	3796	807	30	2	839	9029	603	26	9658	9811.4	9722.504464	5064.8021	3794.8416	862.860758
11/30/2005 16:26	4673	263	24	4960	3462	303	0	3765	814	31	2	847	8949	597	26	9572	9872.5	9712.704088	5049.2002	3797.7668	865.737111
12/1/2005 17:07	4676	263	24	4963	3466	303	0	3769	815	31	2	848	8957	597	26	9580	9875.2	9712.263725	5048.4992	3797.8982	865.866355
12/5/2005 19:40	4689	264	24	4977	3476	302	0	3778	817	33	2	852	8982	599	26	9607	9886.1	9710.505545	5045.7002	3798.423	866.38237
12/6/2005 12:21	4693	264	24	4981	3478	302	0	3780	818	33	2	853	8989	599	26	9614	9888.0	9710.207906	5045.2264	3798.5118	866.469725
12/15/2005 14:53	4719	264	24	5007	3496	305	0	3801	825	34	2	861	9040	603	26	9669	9912.3	9706.309164	5039.0197	3799.6755	867.613983
12/16/2005 23:27	4721	265	24	5010	3497	305	0	3802	826	34	2	862	9044	604	26	9674	9915.9	9705.728159	5038.0947	3799.8489	867.784505
1/2/2006 10:56	4652	261	24	4937	3459	303	0	3762	813	34	2	849	8924	598	26	9548	9959.8	9698.672542	5026.8624	3801.9549	869.855287
1/9/2006 9:50	4677	265	26	4968	3485	304	0	3789	818	35	2	855	8980	604	28	9612	9978.4	9695.694964	5022.1222	3802.8436	870.729189
1/10/2006 14:08	4684	266	26	4976	3498	307	0	3805	818	35	2	855	9000	608	28	9636	9981.5	9695.190078	5021.3184	3802.9943	870.877737
1/12/2006 12:40	4686	265	26	4977	3501	308	0	3809	819	35	2	856	9006	608	28	9642	9986.7	9694.359901	5019.9968	3803.2421	871.121022
1/17/2006 10:33	4690	267	26	4983	3507	306	0	3813	823	35	2	860	9020	608	28	9656	9999.8	9692.256804	5016.6487	3803.8698	871.738268
1/18/2006 22:29	4696	267	26	4989	3516	306	0	3822	825	37	2	864	9037	610	28	9675	10003.8	9691.615736	5015.6282	3804.0611	871.926418
1/19/2006 20:25	4696	267	26	4989	3516	306	0	3822	825	37	2	864	9037	610	28	9675	10006.2	9691.224434	5015.0052	3804.1779	872.041263
1/30/2006 11:23	4709	267	26	5002	3530	309	0	3839	828	38	2	868	9067	614	28	9709	10034.5	9686.675704	5007.7638	3805.5356	873.376288
1/31/2006 17:24	4668	261	26	4955	3492	306	0	3798	814	38	2	854	8974	605	28	9607	10037.9	9686.140192	5006.9113	3805.6955	873.533458
2/1/2006 15:50	4669	263	26	4958	3493	306	0	3799	814	38	2	854	8976	607	28	9611	10040.3	9685.73997	5006.2741	3805.8149	873.650921
2/2/2006 12:56	4672	263	26	4961	3493	306	0	3799	814	38	2	854	8979	607	28	9614	10042.7	9685.363536	5005.6749	3805.9273	873.761402
2/13/2006 8:23	4690	264	26	4980	3506	307	0	3813	822	38	2	862	9018	609	28	9655	10071.5	9680.73482	4998.3061	3807.3088	875.119903
2/27/2006 17:11	4720	268	26	5014	3542	307	0	3849	827	38	2	867	9089	613	28	9730	10109.8	9674.583419	4988.5132	3809.1449	876.925303
2/27/2006 21:39	4720	268	26	5014	3542	307	0	3849	827	38	2	867	9089	613	28	9730	10110.3	9674.503732	4988.3864	3809.1687	876.948691
2/27/2006 21:44	4720	268	26	5014	3542	307	0	3849	827	38	2	867	9089	613	28	9730	10110.3	9674.502245	4988.384	3809.1691	876.949127
2/28/2006 13:07	4662	266	26	4954	3478	301	0	3779	809	36	2	847	8949	603	28	9580	10112.0	9674.227799	4987.9471	3809.251	877.029675
2/28/2006 23:43	4662	266	26	4954	3478	301	0	3779	809	36	2	847	8949	603	28	9580	10113.2	9674.03869	4987.646	3809.3075	877.085178
3/1/2006 12:23	4665	266	26	4957	3479	301	0	3780	809	36	2	847	8953	603	28	9584	10114.6	9673.81271	4987.2863	3809.3749	877.151501
3/2/2006 14:46	4666	266	26	4958	3479	301	0	3780	811	36	2	849	8956	603	28	9587	10117.5	9673.342018	4986.537	3809.5154	877.289647
3/3/2006 21:02	4668	266	26	4960	3485	301	0	3786	814	36	2	852	8967	603	28	9598	10120.9	9672.802046	4985.6774	3809.6766	877.448125
3/6/2006 8:07	4668	266	26	4960	3485	301	0	3786	814	36	2	852	8967	603	28	9598	10127.5	9671.747971	4983.9993	3809.9912	877.75749
3/7/2006 15:30	4686	266	26	4978	3496	302	0	3798	817	36	2	855	8999	604	28	9631	10130.9	9671.188076	4983.108	3810.1583	877.921816
3/12/2006 9:48	4694	267	26	4987	3506	304	0	3810	819	36	2	857	9019	607	28	9654	10143.6	9669.148908	4979.8617	3810.7669	878.5203
3/15/2006 10:18	4708	268	26	5002	3521	305	0	3826	823	37	2	862	9052	610	28	9690	10151.7	9667.855473	4977.8026	3811.153	878.899916
3/18/2006 15:15	4709	269	28	5006	3523	306	0	3829	823	37	3	863	9055	612	31	9698	10160.2	9666.482647	4975.6171	3811.5628	879.302832
3/21/2006 16:13	4719	269	28	5016	3538	308	0	3846	828	38	3	869	9085	615	31	9731	10168.4	9665.180886	4973.5447	3811.9513	879.684891
3/29/2006 17:05	4734	270	28	5032	3557	309	0	3866	830	38	3	871	9121	617	31	9769	10189.8	9661.74005	4968.067	3812.9783	880.694756
3/31/2006 22:43	4666	269	28	4963	3498	303	0	3801	816	39	3	858	8980	611	31	9622	10195.7	9660.783205	4966.5437	3813.2639	880.975585
3/31/2006 23:32	4666	269	28	4963	3498	303	0	3801	816	39	3	858	8980	611	31	9622	10195.8	9660.768635	4966.5205	3813.2683	880.979861
4/13/2006 0:50	4706	271	28	5005	3526	304	0	3830	825	40	3	868	9057	615	31	9703	10228.0	9655.607381	4958.304	3814.8088	882.494658
4/29/2006 13:50	4735	272	28	5035	3564	307	0	3871	843	41	3	887	9142	620	31	9793	10272.1	9648.524706	4947.0286	3816.9228	884.573382
5/7/2006 6:54	4665	270	28	4963	3510	300	0	3810	830	40	3	873	9005	610	31	9646	10292.6	9645.223026	4941.7724	3817.9082	885.542406
5/8/2006 18:37	4672	270	28	4970	3519	302	0	3821	833	39	3	875	9024	611	31	9666	10296.6	9644.585823	4940.758	3818.0984	885.729421
5/15/2006 12:27	4680	270	28	4978	3540	302	0	3842	833	39	3	875	9053	611	31	9695	10314.6	9641.698637	4936.1617	3818.9602	886.576793
5/15/2006 13:52	4680	271	28	4979	3541	302	0	3843	835	39	3	877	9056	612	31	9699	10314.7	9641.673363	4936.1214	3818.9677	886.584211
5/31/2006 8:20	4639	271	28	4938	3516	306	0	3822	835	39	3	877	8990	616	31	9637	10356.8	9634.921332	4925.3724	3820.983	888.565892
6/8/2006 12:22	4671	273	28	4972	3544	310	0	3854	843	40	3	886	9058	623	31	9712	10378.5	9631.424001	4919.8047	3822.0269	889.592338
6/29/2006 19:13	4708	277	28	5013	3612	319	0	3931	868	44	3	915	9188	640	31	9859	10435.3	9622.310187	4905.2958	3824.7472	892.267189
6/30/2006 8:48	4569	270	28	4867	3499	310	0	3809	852	44	3	899	8920	624	31	9575	10436.8	9622.067853	4904.91	3824.8195	892.338313
7/31/2006 17:42	4490	267	28	4785	3505	309	0	3814	857	44	3	904	8852	620	31	9503	10520.4	9608.635748	4883.5265	3828.8287	896.280

Rating	Count
AT	234
AWCL	261
CL	489
FL	1121
FSL	696
H-1	114
H-1T	1
H-2	266
H-3	178
H-4	176
H-5	12
HA	167
H-S	1
LGO	3
P-1	91
P-2	319
P-3	149
P-4	83
PL	28
PS	8
RLF	355
RS	284
ST	52
T-1	7
T-2	1
TAT	3
TFL	23
TPL	3
TST	2
TUR	448
X-C	248
Unrated	270



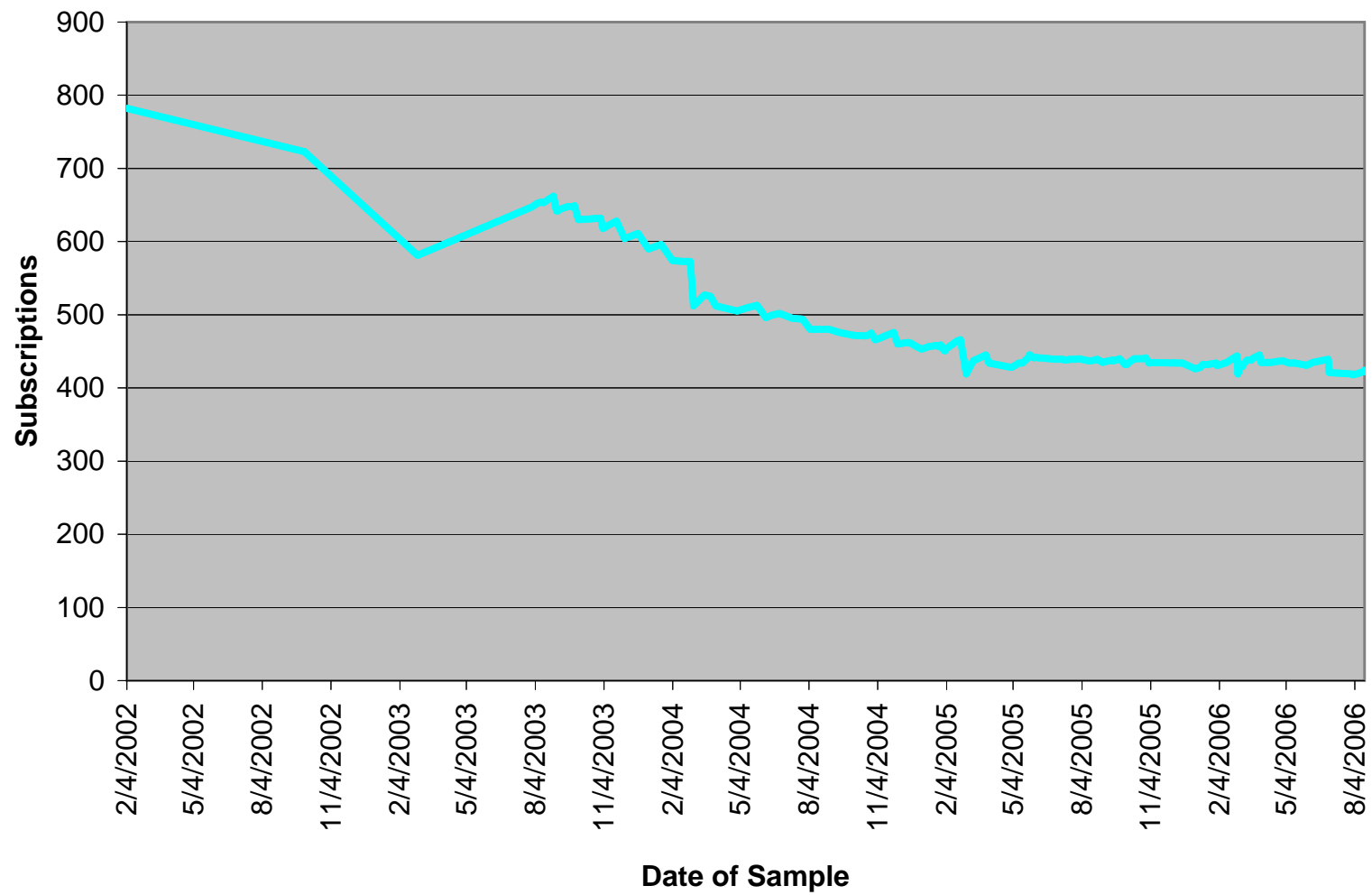
Interpretation: This is based on the number of members who had expiration dates from July 2005 to July 2006 that did not renew their memberships at the time of run (August 29, 2006). This graph depicts the number of active ratings, so if a member were a H-3 and P-4, the chart and data will indicate **both** ratings.

Rating	Count
AT	2008
AWCL	2776
CL	4401
FL	6987
FSL	5327
H-1	313
H-1T	17
H-2	1109
H-3	1234
H-4	1992
H-5	184
HA	1380
H-S	2
LGO	39
P-1	201
P-2	1330
P-3	1124
P-4	998
P-5	45
PL	312
PS	223
RLF	3491
RS	2255
ST	576
T-1	96
T-2	13
TAT	66
TFL	371
TPL	48
TST	37
TUR	4330
X-C	2813
Unrated	390



Interpretation: This chart is an inverse of the one above it. It looks at the number of members who had expiration dates from July 2005 - July 2006 and have were current as of the report's run (August 29, 2006). This graph depicts the number of active ratings, so if a member were a H-3 and P-4, the chart and data will indicate both ratings.

Subscribers



Date of Sample	Total
2/4/2002 11:07	782
9/29/2002 9:34	723
2/27/2003 12:00	581
7/31/2003 17:49	648
8/4/2003 16:07	651
8/8/2003 10:23	653
8/12/2003 15:32	654
8/14/2003 20:32	653
8/19/2003 15:51	656
8/28/2003 16:56	662
9/1/2003 12:11	642
9/3/2003 10:16	642
9/5/2003 9:51	644
9/16/2003 12:22	648
9/23/2003 13:37	648
9/25/2003 10:13	649
9/30/2003 11:31	630
10/2/2003 13:46	630
10/15/2003 15:28	631
10/30/2003 11:09	632
11/2/2003 14:39	618
11/20/2003 16:43	628
12/1/2003 13:39	604
12/19/2003 18:03	611
1/2/2004 3:13	590
1/19/2004 19:27	596
2/3/2004 8:58	574
2/16/2004 14:20	573
2/27/2004 12:33	573
3/2/2004 20:38	512
3/17/2004 15:43	527
3/25/2004 9:48	525
4/1/2004 19:07	512
4/30/2004 18:37	505
5/5/2004 12:27	507

5/11/2004 9:00	509
5/26/2004 16:12	513
6/7/2004 18:27	496
6/14/2004 11:42	499
6/25/2004 15:16	502
7/12/2004 12:46	495
7/26/2004 5:46	494
8/5/2004 18:18	480
8/26/2004 18:06	480
8/30/2004 18:05	480
9/13/2004 15:21	476
10/2/2004 11:06	472
10/18/2004 11:34	471
10/21/2004 14:32	472
10/21/2004 14:35	472
10/26/2004 12:03	475
10/31/2004 10:26	466
11/1/2004 13:02	466
11/1/2004 16:56	466
11/1/2004 17:01	466
11/25/2004 19:09	476
11/30/2004 9:30	460
11/30/2004 9:55	460
12/13/2004 2:51	462
12/16/2004 10:34	462
1/1/2005 11:44	453
1/12/2005 14:56	457
1/12/2005 14:57	457
1/14/2005 15:17	457
1/21/2005 14:47	458
1/21/2005 14:58	458
1/25/2005 10:34	456
1/27/2005 17:01	459
1/31/2005 15:50	451
1/31/2005 16:18	451
1/31/2005 16:27	451
1/31/2005 18:55	451

1/31/2005 19:15	451
2/1/2005 11:10	451
2/1/2005 22:44	451
2/2/2005 10:33	451
2/3/2005 11:26	454
2/4/2005 8:07	454
2/4/2005 8:11	454
2/4/2005 8:27	454
2/17/2005 18:34	464
2/22/2005 13:36	466
3/2/2005 20:22	419
3/11/2005 14:10	437
3/11/2005 14:14	437
3/28/2005 18:22	445
4/1/2005 13:27	434
5/1/2005 8:41	428
5/1/2005 18:12	428
5/1/2005 18:16	428
5/2/2005 18:05	429
5/2/2005 18:05	429
5/3/2005 11:22	429
5/11/2005 21:59	434
5/13/2005 13:45	434
5/16/2005 11:01	434
5/16/2005 11:13	434
5/20/2005 9:20	438
5/20/2005 9:47	438
5/24/2005 16:43	441
5/24/2005 17:48	441
5/25/2005 16:23	445
5/26/2005 1:04	445
5/31/2005 18:09	441
6/1/2005 11:44	441
6/2/2005 23:28	442
6/6/2005 15:33	441
6/7/2005 8:48	441
6/8/2005 12:04	441

6/30/2005 17:27	439
7/9/2005 10:27	439
7/12/2005 9:34	438
7/12/2005 13:07	438
7/19/2005 16:11	439
7/20/2005 13:59	439
7/27/2005 11:43	439
7/27/2005 11:53	439
7/30/2005 10:31	440
8/12/2005 12:44	437
8/15/2005 9:19	437
8/17/2005 18:45	437
8/19/2005 12:05	438
8/24/2005 15:03	439
8/24/2005 15:42	439
8/31/2005 16:53	435
9/8/2005 10:55	437
9/8/2005 10:55	437
9/8/2005 13:49	437
9/12/2005 12:13	437
9/12/2005 12:17	437
9/12/2005 12:23	437
9/12/2005 12:27	437
9/12/2005 12:43	437
9/12/2005 13:50	438
9/12/2005 13:58	438
9/13/2005 8:59	438
9/13/2005 9:05	438
9/13/2005 14:31	438
9/13/2005 15:21	438
9/13/2005 17:22	438
9/14/2005 6:29	438
9/15/2005 13:02	437
9/23/2005 12:09	440
9/23/2005 12:10	440
9/30/2005 16:56	432
10/3/2005 0:41	432

10/3/2005 14:15	433
10/4/2005 13:33	434
10/5/2005 14:06	435
10/5/2005 14:08	435
10/10/2005 12:06	438
10/10/2005 12:08	438
10/10/2005 14:34	438
10/12/2005 14:29	440
10/19/2005 7:55	440
10/21/2005 9:32	440
10/24/2005 11:05	440
10/28/2005 13:57	441
11/1/2005 1:27	434
11/1/2005 21:19	434
11/7/2005 19:06	435
11/30/2005 16:26	434
12/1/2005 17:07	434
12/5/2005 19:40	435
12/6/2005 12:21	434
12/15/2005 14:53	434
12/16/2005 23:27	434
1/2/2006 10:56	426
1/9/2006 9:50	428
1/10/2006 14:08	430
1/12/2006 12:40	432
1/17/2006 10:33	432
1/18/2006 22:29	432
1/19/2006 20:25	432
1/30/2006 11:23	434
1/31/2006 17:24	431
2/1/2006 15:50	431
2/2/2006 12:56	431
2/13/2006 8:23	435
2/27/2006 17:11	444
2/27/2006 21:39	444
2/27/2006 21:44	444
2/28/2006 13:07	419

2/28/2006 23:43	420
3/1/2006 12:23	421
3/2/2006 14:46	425
3/3/2006 21:02	429
3/6/2006 8:07	429
3/7/2006 15:30	432
3/12/2006 9:48	438
3/15/2006 10:18	438
3/18/2006 15:15	438
3/21/2006 16:13	441
3/29/2006 17:05	445
3/31/2006 22:43	435
3/31/2006 23:32	435
4/13/2006 0:50	435
4/29/2006 13:50	437
5/7/2006 6:54	434
5/8/2006 18:37	434
5/15/2006 12:27	434
5/15/2006 13:52	434
5/31/2006 8:20	431
6/8/2006 12:22	435
6/29/2006 19:13	439
6/30/2006 8:48	421
7/31/2006 17:42	419
8/1/2006 14:34	418
8/8/2006 16:37	420
8/11/2006 15:59	421
8/11/2006 16:00	421
8/15/2006 13:00	422
8/16/2006 10:26	423
8/16/2006 15:11	423
8/16/2006 16:30	424



The United States Hang Gliding and Paragliding Association, Inc.

Fatality Report – Hang Gliding and Paragliding – 2006

Prepared by Rick A. Butler, Director IS, USHPA

Prepared for: Jayne DePanfilis, Executive Director, USHPA

Last Updated: September 25, 2006

Executive Summary

This data includes fatalities that have occurred that meet the following guidelines in order to be consistent with USHPA Accident Reporting Guidelines:

- The incident occurred within the calendar year of which is covered in this report.
- The incident occurred within the United States.

Statistics

Hang Gliding Fatalities

Member Name	USHPA No.	Date
-------------	-----------	------

Paragliding Fatalities

	Member Name	USHPA No.	Date
1.	Gerald Lutz	Non-Member	April 26, 2006
2.	Charley Chau	77832	May 21, 2006
3.	John Van Meter	59105	July 8, 2006
4.	Travis Kolvet	Non-Member	July 8, 2006
5.	Sam Esmiol	78636	July 26, 2006

** The Association's Reporting Requirements prescribe reporting on all fatalities within the US, member or not. For purposes of reporting to the insurance company, only USHPA member fatalities are reported.*



The United States Hang Gliding and Paragliding Association, Inc.

USHPA BOD IT Summary – October 2006

Prepared by Rick A. Butler, Director IS, USHPA

Prepared for: USHPA Board of Directors

Table of Contents

Projects Looking Back.....	1
Progress.....	1
Pending.....	2
Completed.....	2
Projects Looking Forward	2
IT System Posture.....	3
Recommendations	Error! Bookmark not defined.

Projects Looking Back

Over the last six months, much of the IT effort has been given to Operations.

- Replaced Conference America with C3 Communications, which saved the Association around 40% on regular conference calling
- Revised several forms for content and procedural changes. They are annotated below.
- Facilitated the dues increase for the first time since the SQL database has been brought online. The changes were instantaneous and totally successful.
- Implemented a new E-Store Solution to replace the Infront hosted solution.
- Worked an implementation plan to set up internal Internet-based Forums for better throughput for Committees communication.
- Continued to learn how to harvest information from the database to provide higher amounts of statistical reporting for Membership Services and Instructor Services.
- Assisted in developing a new contributor's agreement to allow posting of magazine articles to the website

Progress

Action Item Management – During the last few months, the office took on the task of managing Action Items of the Association, assuming the role from the Association Secretary. The Action Item Management Systems (AIMS) was created to expedite this activity and create formatted reports that will be used to provide status to those working AI's and provide a comprehensive report for management. AIMS follows the same processes as what Liz was doing to manage, but it puts the management into a database, rather than Excel, which allows for easier reporting and statistical analysis.

Website Development – A number of changes have been made to modernize the current site and this has created a viable template for moving to a more content managed style of operation.

These are a list of the things that have been done to the site:

- Created a DHTML menu system and replaced buttons to make the page easier to navigate
- Modified the Forms Page to be table-driven
- Updated a number of pages for a fresh style and feel.
 - Created a Tabled style for multiple iterations of documents, such as competition results and financial data
 - Revised the Competition pages – moved them from Member's Only to the Public site and began hosting results that used to be hosted on the Oz Report



The United States Hang Gliding and Paragliding Association, Inc.

- Implemented USHPA.AERO as a principal domain URL and have created a dual URL situation (not just an alias). Next year, USHGA.ORG will become an alias and USHPA.AERO will be the primary.
- Created a methodology to handle Articles for both General Info and Safety and make their presentations uniform for all articles.
- Created a methodology to handle Magazine article selections to display on the site. Once the contributor's agreement is revised, approved, and in use, selections can be published to the website easily.
- Created a methodology where Magazine staff can host their own pages, which can often change based on business rules. The migration process is in progress.

Forms Revision – Many forms have been or are in the process of revision in order to update their content, update for name change, or clean them up and make them easier for folks to use.

- Rating Application – Revised to V2, removed waiver, updated for name change, cleaned up, modified for skill changes.
- Tandem Rating Application – Combined with the Regional Director Endorsement, so that there is just one form for all Tandem Application/Renewal processing.
- IP Evaluation Worksheet – Collapsed from four forms (HG/PG/Eval/ReEval) to a single form for all IP clinics.
- Master Rating Application – Revised to remove the waiver, updated for name change, cleaned it up, and inserted blanks for attained point totals. Currently under review.
- Waivers – All waivers have been updated for name change and have since been published. USHGA waivers are still accepted. The office is still receiving waivers without Paragraph F, the Construction Clause, from time to time, meaning that Instructors are using old forms.
- 30 Day Membership Application – Cleaned up, updated for name change, and modified with legal changes from Counsel. Currently under review.

Pending

Discussion Forums – Earlier this year, at the request of a couple directors, PHPBB was deployed to a server within the Office with the intent of creating discussion forums for committees to use in lieu of e-mail and decentralized data. The IS Director created two documents that have been under attorney review; the second of which, a discussion on implementation, is still under review.

Digital Records Archive – This project remains tabled due to other, more pressing priorities. However, it must be addressed within the next two to three years or the Office will face a shortage of usable floor space for files. Currently the records room is at capacity for floor weight limits, so records now have to be stored in offices. Membership record storage is increasing at a rate of one 4 drawer cabinet every 18 months. There is a high expense cost in two phases, setting up the solution for future records scan and scanning previous records into the solution. We also face the issue of legal defensibility of any electronic records as long as the paper versions exist.

Completed

E-Store – The USHPA Electronic Store has been migrated to eBay ProStores and so far, appears to be operating to the same levels as our previous solution, albeit with much better security for purchases.

Projects Looking Forward

In addition to the tasks that are ongoing, here's what the future holds.

Continued Website Development – As noted above, there are some things in progress, but here's a list of features hopefully to come:

Report – Fall 2006 IT Report	Page 2 of 4	Last Reviewed – Sep 2006 – JMD
L:\General\Board Packets\2006_02_Fall\bod_it_2006_fall.doc		



The United States Hang Gliding and Paragliding Association, Inc.

- A redesigned homepage, with news items, event calendar, and other goodies
- New graphic work for USHPA to replace the USHGA graphics as well as a complete changeover in site identity for all text.
- PilotConnect – A tool that allows members to contact other members in their flying area through the website.

Co-Location – The USHPA has been investigating co-location with Infront by placing a corporate server there, rather than using Infront's shared server for web and database operations. The USHPA is reaching limits of Shared Web access and unless the utilized storage space is pared back, a co-located server will be required soon. Co-Locating a server at Infront will provide better security for resources on the website as well as additional flexibility for functionality as the web site continues to evolve.

Process Documentation – An effort has begun to model some of USHPA's processes in Unified Modeling Language (UML), a form of flowcharting, data modeling, and analysis, for the purposes of systems analysis and documentation. This is a slow going project as UML is an emerging proficiency within the USHPA's IT discipline. The hope is that the drawings and representations created in UML will be beneficial to understanding how the USHPA's systems and processes inter-operate and how to make them better.

Accounting System Replacement – We're targeting the implementation of QuickBooks 2007 Premier for Non-Profits for the year end of 2006, to start using operationally in January 2007, replacing the DOS-based Solomon III by the end of March 2007.

Investigate Options for IT Intern/Web Programming Volunteers – One of the challenges of creating a top-notch website is the availability of programming talent. And with the growing number of projects requiring the USHPA to leverage the Internet, additional talent will be necessary. In a membership of 9600, it's conceivable that there might be some talent that USHPA can tap to move these projects forward faster to fulfill the needs of the Strategic Plan.

IT System Posture

Hardware

Office Server – Dell PowerEdge running Windows 2000 SP4
Office PC's – Dell Optiplex GX260 running Windows XP SP2

Operational Software Listing

Windows XP SP2
Windows 2000 SP4
Office 2003 SP2
FrontPage 2003 SP2
Adobe Design Suite (Acrobat, Illustrator, InDesign, Photoshop)
Symantec Anti-Virus Small Business Edition 8.0
Corel Draw 5

Connectivity

Dynamic T-1 – Hosts both telephone and Internet cost for about the same as a traditional point-to-point T-1 circuit.



The United States Hang Gliding and Paragliding Association, Inc.

Applications Listing

Membership Database – 350MB SQL database – Outsourced to Infront
Membership Database – FoxPro – Previous record research / Shipping
Solomon III – Accounting
Report Master – MS Access front end for reports printing
AIMS – MS Access database for tracking Action Items for the Association

Respectfully Submitted,

Rick A. Butler
Director, Information Services
US Hang Gliding and Paragliding Association

USHPA Action Items - Detailed

KSF: Improve Organizational Efficiency & Accountability

Board Development

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
OEBD01	EC, Planning Committee, O&B Committee	EC, PC and O&B Committee to work together to identify training opportunities and develop curriculum for once a year Board training.	10/1/2006		Ongoing	<p>8/31/2006 Jayne DePanfilis - Executive Director reports the Executive committee contracted with Tom Silk of Silk, Adler & Colvin to address the following topics with Voting Directors October 5, 2006: Director responsibilities to include: Duty of Care, Duty of Loyalty, Indemnification, Conflicts of Interest, Non-Director volunteer responsibilities, Emerging principles of non-profit governance, CA Non-Profit Integrity Act, Sarbanes-Oxley and how it relates to non-profits, Non-profit Best Practices and Internet Activities including Online forums and director activity</p> <p>8/29/2006 Bill Bolosky - I'm giving a presentation to the director training session on the articles, bylaws and SOPs. I'll give the office the slide deck for future trainers to use.</p> <p>6/17/2006 Lisa Tate - Status update: In Progress</p> <p>6/11/2006 Riss Estes - No action taken; nothing to report from the Planning Committee end (but I have had support-role communications with Lisa on the matter).</p>

Board Evaluation

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
OEBE01	O&B Committee	Organization & Bylaws Committee to draft minimum experience and commitment levels for Directors, to include expectations of accountability and defined duties of the office.	3/1/2007		In Progress	9/8/2006 Jayne DePanfilis - ED reports she has provided Tom Silk with the information requested for the confidential organizational assessment.
OEBE02	EC	EC to investigate organizational assessment including but not limited to evaluation of Board structure and roles / responsibilities of committees, staff, and directors. EC to report findings and recommendations to BOD.	3/1/2007		In Progress	8/31/2006 Jayne DePanfilis - EC has contracted with Tom Silk (Silk, Adler, Colvin) for confidential org assessment to include information about board structure and composition

Board Orientation

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
OEBO01	EC, Planning Committee, O&B Committee	EC, PC and O&B Committee to work together to create a New Director Orientation Package.	2/1/2007		In Progress	9/22/2006 Lisa Tate - Bill Bolosky will present one component of the training package at the Fall meeting (bylaws and sop review presentation) 6/17/2006 Lisa Tate - Status Update: In Progress 6/11/2006 Riss Estes - No action taken; nothing to report from the Planning Committee end (but I have had support-role communications with Lisa on the matter).

Clarify Roles and Governance

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
OECR01	Planning Committee	BOD to adopt and adhere to recommended planning and control system as outlined in Strategic Plan	12/1/2005	6/11/2006	Complete	6/11/2006 Riss Estes - No further action planned or expected. 3/19/2006 Liz Sharp - Strawman presented to Planning committee was not approved. BOD Minutes
OECR02	Jayne DePanfilis, EC, Planning Committee	ED to work with the EC and Planning Committee to establish action plan priorities based on staff support and funding.	12/31/2005		Not Started	9/26/2006 Jayne DePanfilis - ED sent email advisory to the EC and the chair of the Planning committee highlighting the need to address this action item at the 2006 Fall BOD meeting. No reply noted. ED to follow up at the BOD meeting

Improve Communication

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
OEIC01	O&B Committee	Strengthen the role of Directors by reviewing roles & accountability.	3/1/2006		Not Started	
OEIC02	Liz Sharp, Jayne DePanfilis	Increase coverage in HG/PG magazine to include ALL major issues and Board decisions.	12/1/2006		Not Started	8/30/2006 Jayne DePanfilis - Executive Director requests that this action be revised to provide clarification.

KSF: Develop & Execute Strong Internal Marketing

Annual Convention

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
IMAC01	Internal Marketing Subcommittee	President to establish an Annual Convention Committee to investigate and plan Annual Convention starting in 2008.	6/1/2006		In Progress	9/1/2006 Rick Butler - This item has been reassigned to the Internal Marketing Subcommittee to find someone responsible to head this up. 7/26/2006 Lisa Tate - Still unable to find chair, will most likely move to staff depending on outcome of SP priorities 6/17/2006 Lisa Tate - I have been trying to find a chair for this committee. So far I have been unable to recruiit a suitable volunteer. Personally I believe this should be a high priority in the strategic plan implementation and we may need to delegate this to staff instead of an all volunteer force, but I'm still working on it.

Biwingual Equality

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
IMBE01	Regional Directors	ALL RDs to proactively promote biwingual equality.	2/1/2006		Not Started	
IMBE02	EC	EC to personally contact key antagonists on both sides to work on finding a common middle ground.	11/1/2005		Ongoing	7/26/2006 Lisa Tate - Still Ongoing 6/17/2006 Lisa Tate - President has been working hard in this area, trying to develop unity with both sides.
IMBE03	Internal Marketing Subcommittee	Internal Marketing Subcommittee to work on development of a unity message for HG and PG.	8/1/2006		Pending	8/31/2006 Rick Butler - Owner changed from Planning Committee to Internal Marketing Subcommittee. Updated action to reflect the same. 6/11/2006 Riss Estes - Still no action being taken due to all the angry natives -- that was the most recent news on that topic. This also seems like an internal marketing function of Membership & Development. 2/7/2006 Warren Schirtzinger - If we were to broadcast a message of unity right now, it would make USHGA management look like it was in favor of the name change (at a time it needs to appear neutral). And perhaps worse, it would make USHGA look like it's out of touch with reality....because there is very little unity out there right now. So Liz should record this action item as "on hold" until after the smoke clears.
IMBE04	Editor	Cross-over articles in HG/PG Magazine to educate membership.	2/1/2006		Ongoing	1/28/2006 CJ Sturtevant - "Cross-over" articles, what does that mean?? Hang pilots going over to the dark side and flying paragliders? Para pilots going over to the dark side and flying hangs? I recently published an article written by hang and para pilots who also fly sailplanes, and one by a hang pilot who tried a Doodle Bug. Is that what you mean? If so, then we're on the right track and you can consider these action items "on-going" and being addressed on a continuing basis.

Chapters

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
IMCH01	Regional Directors	ALL RDs to explore and promote new Chapter possibilities in their Regions. Assist in the formation of at least one new chapter in each Region per year.	8/1/2006		Not Started	9/3/2006 Rick Butler - Received updates from Regions 5, 9, and 12. There have been no new chapters started in these regions.
IMCH02	Regional Directors	RDs to solicit authors. to write articles for each month's Chapter News section of HG/PG magazine.	11/1/2005		Ongoing	9/9/2006 Tracy Tillman - I will be happy to write an article about our chapter here at Cloud 9 9/4/2006 Rick Butler - Region 5 reports successful recruiting from two chapters to write. Region 11 reports an article about an information booth at Balunar Festival at NASA JSC. Article forthcoming.

Conflict Resolution

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
IMCR01	EC, Planning Committee	Implement ACVLOMP model of conflict resolution.	10/1/2006		Pending	<p>8/31/2006 Jayne DePanfilis - Executive Director reports that on 6/25/2006 Steve Sussman declined the Association's offer to contract for a conflict resolution seminar to address bi-wingual parity at the 2006 Fall BOD meeting. The EC contracted with Tom Silk of Silk, Adler & Colvin to provide BOD training for voting directors instead.</p> <p>7/26/2006 Lisa Tate - On Hold</p> <p>6/17/2006 Lisa Tate - The ACVLOMP model was developed for the strategic plan by Steve Sussman, who is the consultant we are trying to utilize for the fall BOD training.</p> <p>6/11/2006 Riss Estes - I reviewed a proposal from the consultant which was provided to me by Lisa, but otherwise the Planning Committee has not been taking a leadership role in this area. Also, shouldn't all internal marketing functions fall under "Membership and Development?"</p> <p>5/29/2006 Steve Sussman - Here is the Conflict Resolution proposal. I'm sending a copy to Lisa and Warren as well. Let me know how this addresses the Board's desires. Thanks for the invitation to submit this. Best regards,</p>

Flying Events

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
IMFE01	Competition Committee	Competition Committee to work with Membership and Development to develop programs to increase the number of fly-ins and unsanctioned competitions.	4/1/2006		In Progress	<p>3/19/2006 Liz Sharp - See BOD Action Items 0319 CC04, 0319 CC06, 0319 CC07, and 0319 CC09 Minutes</p>
IMFE02	Competition Committee	Comp Committee to work with Membership and Development Committee to develop programs to increase the number of Sanctioned competitions.	1/1/2008		In Progress	<p>3/19/2006 Liz Sharp - See BOD Action Items 0319 CC03, 0319 CC05, 0319 CC07, and 0319 CC09. Minutes</p> <p>12/12/2005 Davis Straub - Connie Locke has been appointed as the Competition System Evaluation subcommittee chairman to deal with this comprehensive review to develop program(s) to increase the number of Sanctioned competitions, focusing on Regional and National Level. This includes a comprehensive review of the USHGA Competition System and how it can be revised to support the long term goals of the Association.</p>

Inclusion

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
IMIN01	Jayne DePanfilis	Reestablish USHGA store	3/1/2006		In Progress	<p>9/26/2006 Jayne DePanfilis - ED recently began discussing USHPA logo apparel with Business Manager, Martin Palmaz. USHPA intentionally sold through apparel approx. three years ago. Martin Palmaz is researching local sources for new apparel. No deadlines established for purchasing apparel, accessories or souvenir items for the store. The store is currently stocked with publications, DVD's, Videos, and some accessories. Office Staff to work with Internal Marketing</p> <p>8/30/2006 Jayne DePanfilis - Implementation of the new USHPA EBay Pro Store was implemented 6-15-2006. Executive Director requests that this action item be revised to provide clarification. Suggests reassignment to include Internal Marketing Subcommittee.</p> <p>6/14/2006 Rick Butler - The new USHPA eStore has been brought online and is now operating. Within the office, I'm working to smooth transitions from development to implementation, as well as fix bugs and document the system adequately.</p> <p>6/5/2006 Rick Butler - Due to some discovery of additional issues, we're postponing open of the Store for a few additional days. Additionally, the migration to v7.0 went very well and has opened up some additional functions for us.</p> <p>5/24/2006 Rick Butler - I wanted to give you a quick report on the implementation of the switchover to eBay ProStores. So far, the store is coming along very nicely. All the products are in and now we are just sorting out how we want to handle certain exceptional cases. We're sorting out shipping rules as we speak. I believe Jayne provided you with the link, but here it is again: http://store.prostores.com/ushpa. So, when y'all do your review, could you also let me know if you support my recommendation in holding off a little until after 7.0 or should we charge forward?</p> <p>5/24/2006 Jayne DePanfilis - I recommend delaying activation of the store until Release 7.0 has been in effect for at least a few days. You can advise Jim Bibles that your launch date for the store coincides with the launch date of the next version of the store software. I'm sure you've planned to "retest" the software at that time.</p>

Mentoring

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
IMME01	Membership, Development Committee	Membership and Development Committee to work with Safety and Office to develop criteria, implement and advertise program	5/1/2006		Not Started	

Schools

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
IMSC01 0319 ST12	Safety & Training Committee	Office to work with Safety and Training Committee to develop educational programs for schools.	3/1/2006		Ongoing	<p>9/1/2006 Rick Butler - Changed the action, removing text, "along with collateral materials regarding benefits of USHGA membership" as that activity is covered under EMPR01.</p> <p>8/30/2006 Jayne DePanfilis - Executive Director suggests that this action item be broken down into a series of individual action items with one item and one due date at a time.</p> <p>3/22/2006 Dave Broyles - Action item ST12, will have to remain inactive until such time as we have an actual champion to do it. Neither the office nor I have the time and ability to such a demanding project. I will consider creating a subcommittee and assigning a number of people to participate. It seems unlikely to me that with 26 people attending S&T, that we don't have the talent to do this.</p> <p>1/9/2006 Dave Broyles - I don't know who is tasked to do this but S&T is willing to help, but not lead.</p>

KSF: Successful Development & Support of Instruction

Instructor Insurance

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
ISII01	Jayne DePanfilis, Insurance Committee	Executive Director and Insurance Committee to continue investigating insurance feasibility and options for USHGA sponsored instructor liability insurance.	3/1/2007	8/30/2006	Complete	<p>8/30/2006 Jayne DePanfilis - This action item was completed 3-22-2006 when the Executive Director forwarded all of the necessary information to Association's legal counsel, Tim Herr. ED directed Tim Herr to negotiate the terms of the insurance with Robert Wells, owner of First Flight Insurance Group. Tim Herr will present the proposal to the EC and the chair of the Insurance committee, during the EC meeting Thursday, October 5, 2006.</p> <p>4/24/2006 Liz Sharp - See BOD Action Item 0319 IN02. BOD Meeting Minutes.</p> <p>1/9/2006 Jayne DePanfilis - I need to follow up with Mark to determine the status of the draft of the letter regarding instructor liability insurance because the committee worked on the draft in Rochester but I was not provided with a final version for review by First Flight.</p>

Instructor Recertification

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
ISIR01	Safety & Training Committee	Safety and Training Committee to evaluate recertification process and implement an online recertification capability similar to FAA's.	3/1/2007		Not Started	<p>1/9/2006 Dave Broyles - See 10-5 ST01-I will start championing the development of on-line recertification working with Dick Heckman as soon as I get sufficient progress on item 41. (SAAR02)</p>

Instructor Support

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
ISIS01	Jayne DePanfilis	Executive Director to establish contact within office staff to provide support to Safety and Training Committee for instructor certification and general instructor support.	3/1/2006	8/30/2006	Complete	8/30/2006 Jayne DePanfilis - Staff job descriptions were revised to reflect that Rick Butler provides primary support for the Safety and Training committee and the Tandem and Towing subcommittees and Michelle Burtis provides primary support for instructors and schools. 2/11/2006 Jayne DePanfilis - Rick is the staff's primary connection to the safety and training, towing, and tandem committee chairs and members. Michelle is the staff's primary connection to instructors and schools.
ISIS02	Publications Committee, External Marketing Committee	Publications Committee to work with External Marketing Committee to produce downloadable ads and a brochure with strategic messaging for both HG and PG.	3/1/2006		In Progress	3/19/2006 Liz Sharp - Nothing presented at March BOD meeting 2/28/2006 Urs Kellenberger - Peter Birren is designing the "counter cards" or "downloadable ads" for both PG and HG. He will have rough drafts ready for the BOD meeting.
ISIS03	Publications Committee	Publications Committee to investigate cost and feasibility of special New Pilot issue that can be individualized for instructors and schools.	3/1/2006		Pending	7/26/2006 Martin Palmaz - This item will be investigated in August. 2/28/2006 Urs Kellenberger - The second item is still being investigated.

New Instructors

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
ISNI01	Safety & Training Committee	Executive Director, Safety and Training Committee and Membership and Development Committee will identify all instructor certification requirements, develop ethics standards for instructors, and determine the best method of making this info available to our membership and implement this approach.	10/1/2006		Not Started	9/8/2006 Jayne DePanfilis - ED reports that the article component of this action item was dropped. 1/9/2006 Dave Broyles - I am willing to write an article about the current requirements for becoming an instructor. When do you want it, and will it be published?
ISNI02	Safety & Training Committee	Safety and Training Committee in coordination with Membership and Development Committee will establish a procedure to ensure an equitable number and distribution of ICPs and the dissemination of their location, date and Administrator.	3/1/2006		Not Started	1/9/2006 Dave Broyles - See 10-5 ST08. Needs to be done, but we need to resolve IP administrator issues first. [ST08-Development of a plan for distributed IPs is necessary, but I am hoping that we can get a better idea how this could be done at the HP IP administrator meeting we were planning to have at the BOD meeting at Colorado Springs and now are considering having elsewhere]
ISNI03	Safety & Training Committee	Safety and Training Committee to review apprenticeship requirements and determine under what conditions they may be waived or made advisory.	3/1/2006		Complete	1/9/2006 Dave Broyles - Consideration of apprenticeship programs was done several meetings ago. The rating of Apprentice Instructor was eliminated due to lack of interest in issuing such ratings and apprenticeship was made optional because of various economic and logistical obstacles to being able to apprentice. It was concluded that the apprenticeship requirement was stopping pilots from becoming instructors and that we were getting functional instructors with our old program that did not require apprenticeship.

KSF: Develop & Execute External Marketing to Increase Participation

Additional Tactics

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
EMAT01	Marketing Committee	Marketing Committee to work with Executive Director to develop & prioritize additional tactics other than PR.	12/1/2007		Not Started	

Communications Channels

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
EMCC01	Marketing Committee	Marketing Committee to develop optimal communication channels for Public Relations.	3/1/2006		In Progress	9/1/2006 Jayne DePanfilis - Executive Director reports that Martin Palmaz completed the second edition of the in-house media list 8/11/2006. The media list was forwarded to Warren S. 9/1/2006 9/1/2006 Rick Butler - Added the words, "for Public Relations." to the Action text to clarify it with the context of what was written in the Strategic Plan. 1/28/2006 Dick Heckman - I'm sorry but I've been pretty tied up with the Powered Harness brouhaha and working at Snowbird. I'll get back to you with more later. I don't mind the nag. Keep after me.

Marketing Committee

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
EMMC01	President	Reactivation of Marketing Committee by President.	10/1/2005		Complete	9/5/2006 Jayne DePanfilis - The Marketing committee was reactivated 10/1/2005. This item is complete.

Marketing Plan

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
EMPL01 0629 EC11	Warren Schirtzinger	Warren Schirtzinger is in the process of developing anexternal Marketing Plan outline. The marketing committee identified approximately 25 external marketing programs and will send an outline to the EC in two weeks.	7/13/2006		Not Started	9/1/2006 Jayne DePanfilis - Warren forwarded first draft of the External Marketing Plan to the ED for review 8/25/2006. ED forwarded plan to Martin Palmaz and Rick Butler for their review. ED expects to forward comments to Warren 9/6/2006
EMPL02 0319 MK02	Warren Schirtzinger	Warren Schirtzinger to recommend deletion or termination of old programs that are not consistent with the market relations approach (marketing committee, dates TBD)	10/1/2006		Not Started	
EMPL03 0319 MK03	Warren Schirtzinger	Warren Schirtzinger to complete the definition of each audience-specific program and estimate resource requirements (marketing committee, dates TBD)	10/1/2006		Not Started	
EMPL04 0319 MK04	Warren Schirtzinger	Warren Schirtzinger to select one program for each audience and test its effectiveness before moving to full-scale implementation (marketing committee, dates TBD)	10/1/2006		Not Started	
EMPL05 0319 MK05	Warren Schirtzinger	Warren Schirtzinger to recruit and assign program managers for each identified program (marketing committee, dates TBD)	10/1/2006		Not Started	

Marketing Professional

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
EMMP01	Jayne DePanfilis	Marketing, Finance Committee assist Executive Director to analyze cost and feasibility of hiring a marketing professional. Identify possible funding sources.	8/1/2006		In Progress	<p>9/26/2006 Jayne DePanfilis - ED provided EC with a detailed job description for a Director of Marketing and Membership Development on 9-22-2006. ED to discuss staff solutions for marketing and membership development initiatives during the EC meeting in San Francisco. ED accepted an action item to research feasibility for implementation of the new position with a November 1, 2006 reporting deadline.</p> <p>8/30/2006 Jayne DePanfilis - Executive Director advised the EC that she has developed a job description for a Director of Marketing and Business Operations and will present the job description to the EC with the 2007 Annual Payroll Allocation plan sometime mid-September. ED plans to discuss the position during the EC meeting October 5, 2006.</p> <p>1/9/2006 Jayne DePanfilis - I will follow up with Pikes Peak Work Force to try to determine competitive wages for a Marketing Professional but without a job description or list of necessary credentials, it will be difficult to obtain an accurate response. I will contact Warren S. to follow up.</p>

Marketing Survey

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
EMMS01	Marketing Committee	Marketing Committee to develop and conduct External Marketing Survey.	3/1/2006		Not Started	1/28/2006 Dick Heckman - I'm sorry but I've been pretty tied up with the Powered Harness brouhaha and working at Snowbird. I'll get back to you with more later. I don't mind the nag. Keep after me.
EMMS02 0319 MD02	External Marketing Committee	Dick Heckman to establish a subcommittee to work with the office to determine how best to determine the marketing questions to ask on the Beginner and Novice rating applications to provide information on our potential market.	10/1/2006		Dropped	9/6/2006 Jayne DePanfilis - Warren S. reports that the EMC (External Marketing committee) is developing survey questions to collect demographic and psychographic pilot data. He advises against the implementation of survey questions on application forms because it makes meaningful market research impossible. Therefore, this action item is dropped.

Public Relations

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
-------	----------------	--------	--------	----------	--------	-----------------

EMPR01	Marketing Committee	Marketing Committee to work with Publications Committee and Office to develop Media Kit, PR Guide, Brochures, Ads and other collateral material.	4/1/2007	In Progress	8/30/2006 Jayne DePanfilis - Executive Director recommends reassignment of this action to the Internal Marketing Subcommittee or the External Marketing/Promotions committee. ED did not receive responses to repeated inquiries.
--------	---------------------	--	----------	-------------	---

7/20/2006 Jayne DePanfilis - RE: ED is to survey members of the Marketing committee for input RE: A Branding Platform. I received the following input from Warren Schirtzinger, Peter Birren and James Bradley after a second attempt at surveying the Marketing committee and James Bradley. Warren provided input even though the issue of the logo contest has been moved to the Internal Marketing committee. I copied Dick Heckman on the email inquiry because as Chair of Membership and Development, he has agreed to form the Internal Marketing committee under this committee. Dick did not reply.

Warren writes:
"The answer is don't spend a dime or a minute on the name or the logo. Let's spend our resources on the elements of the marketing mix that make a difference: a more complete PRODUCT, offered in a more convenient PLACE, PRICED at a level that delivers value for the buyer and is rewarding for the seller, POSITIONED as something that is more fun than other outdoor activities. The name and the logo are meaningless."

Peter Birren writes:
"External marketing may not rely on the name (except as an identifier) or the logo (extraneous graphics) but internally they carry a variety of emotional attachments from nonplussed to antagonism to belonging to trust. The logo competition is one means of involving the members in _a_ decision within the org and could potentially be (dare I say) a rallying point for the marginally undecideds and nonplussed. However, nobody follows a symbol but rather supports an idea and an ideal.

Stopping the bleeding of members leaving, keeping them involved and flying, could turn the membership slide around all on its own. So the "belonging" to a "cool" organization (as a great logo can present in the blink of an eye) becomes much more important than "meaningless".

When you talk of the 4 P's, making a comparison to the logos of only high-risk sports is a bit unfair. We're in a marketplace of adventure with other players like shoes, canoes, scuba, mountaineering... even coffee and furniture are billed as adventurous. The Nike swoosh, the Hillary mark with Mt Everest and the terrific nautical flag for scuba come to mind as does the Good Housekeeping Seal of Approval.

PG pilots fought for the name change, now what are they going to do with it?

HG pilots don't want PG's name on the door. Which leaves us stuck between the proverbial rocks. There are real negatives that can be overcome with action that befits the ideas and ideals. The symbolism in the logo will help present the message if it's to work at all.

James Bradley writes:

Logos and branding play internally as well as externally. The impact of good USHPA branding among current members is important and valuable, even if it proves true that they have no affect on attracting new pilots.

I think there are times when branding helps even in high risk things.

A surgeon's logo is different from the surgeon's sales materials; its emotional message is not perceived as coming from him, rather it is associated with him. Once someone is referred to the surgeon the logo can reinforce the confidence. This is not without value, but it is also not of primary importance. I do agree with Warren that we need it not to become a big distraction.

7/11/2006 Jayne DePanfilis - I delivered that email call to action on June 9. I asked the recipients to respond in time for me to report back to the EC on June 29. With the exception of an email inquiry from Peter Birren, I didn't receive a single response to my request for feedback. Peter advised me that he wanted Warren to be the first to respond.

6/19/2006 Jayne DePanfilis - I sent an email to Warren Schirtzinger, James Bradley, Peter Birren and Riss Estes on Thursday June 15 in an effort to address this action item. I indicated that the date for the next EC meeting is June 26 and I would like a reply this week in time to assimilate the responses for our meeting. I haven't heard from the recipients on this email.

Strategic Messaging

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
EMSM01	Marketing Committee	Marketing Committee to develop strategic external messaging.	5/1/2006		Not Started	

KSF: Create an Environment to Raise Awareness for Safety & Reduce Accidents

Accident Reporting

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
SAAR01	Regional Directors	RDs required to solicit and provide accident reports for all accidents in their Regions within one week of any accident requiring medical attention or causing more than \$200 damage to glider."	10/1/2005		Ongoing	
SAAR02	Safety & Training Committee	Safety and Training Committee to work with IT to create national accident reporting database. Investigate Canadian method for feasibility.	8/1/2007		Not Started	<p>9/8/2006 Dave Broyles - Dave Broyles reports that the Harmonized World accident reporting database is a project for CIVL, not USHPA, and I have not agreed to do it for USHPA. I am just letting USHPA know that it is something I am doing which takes some of my time. I am hoping to have it going pretty well by the next CIVL meeting. If anyone who speaks English and a language other than French, Spanish and German wants to be involved in translation, I would be happy for their help.</p> <p>1/9/2006 Dave Broyles - The current web page for accumulation of accident information is working OK but could use some changes, which Steve Roti and I could consider together. The world-wide accident reporting database and associated program being developed by me, in concert with Fred Wilson for CIVL needs USHGA support to be successful, but its power and multiple language capability is much more appropriate if we are gathering data from 220 nations, not one. I will continue development of this program, and make it available to the USHGA as it progresses.</p>
SAAR03 1005 ST02	Dennis Pagen	Dennis Pagen to open a dialog with instructors to come up with desultory if not periodic discussion topics leading to pinning down safety items, causes of accidents and desirable standard techniques. What was written in the minutes was a short hand version which is not what I was tasked to do (collect and edit or write tutorials and distributed to the instructors by a method to be determined at, or by the next meeting of S & T).	4/1/2006		In Progress	<p>9/7/2006 Jayne DePanfilis - Dennis Pagen reports that he is still researching the matter of hang gliding launch technique. He received material from Australia and has been inquiring and discussing with other countries on his summer trips. He will be ready to begin writing in the fall of 2006.</p> <p>2/27/2006 Dennis Pagen - I was supposed to get the address of Mark Dale from Dave but didn't, so am still pursuing the first of what I intend to write. I will not work on a time table, but will get done what I set out to do, saving lives of fellow pilots.</p> <p>1/30/2006 Dennis Pagen - I am working on the first piece now. It may or may not be done by the meeting since I am contacting foreign organizations about technique and accidents.</p> <p>1/9/2006 Dave Broyles - I will inquire with Dennis about this. My guess is that it would be reasonable to develop these tutorials for use in the on-line recertification program.</p>

Public Perception

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
SAPP01	Awards Committee	Awards Committee to work with Marketing Committee to improve safe pilot awards program and tie to PR program.	3/1/2006		Not Started	
SAPP02	Editor, Safety, Training Committee	Safety and Training Committee, Marketing Committee, Publications Committee and Editor to develop guidelines for HG/PG magazine content regarding safety.	7/1/2006		In Progress	<p>1/28/2006 CJ Sturtevant - As for the safety issues, I actively solicit safety-related material through the monthly Master's Tips columns, which are almost always focused on safety, by design. I tried to include a couple of safety tips in each issue, but after a year or less I was unable to wring any more tips out of the instructors so that's fallen by the wayside, for the most part. It wasn't due to lack of effort or apathy or inattention, believe me!</p> <p>1/9/2006 Dave Broyles - Again, S&T is willing to participate in setting safety standards, but we need to be presented with ideas of what is currently acceptable, and what is needed. If we were to attack this unilaterally, my guess is that we would step on a lot of toes.</p>
SAPP03	Internal Marketing Subcommittee	Marketing Committee and Editor to work with top competition and other highly respected pilots to develop articles fostering culture of safety	7/1/2006		In Progress	8/29/2006 Peter Birren - This item is being worked by Mike Meier and others.
SAPP04	Headquarters Staff	Create a requirement for all USHGA chapters to have an assigned safety officer.	1/1/2006		Pending	<p>9/8/2006 Jayne DePanfilis - ED reports that legal counsel approves the change but recommends development of requirements for Safety Officer to explain why the Safety Officer should make a difference. Hold off on update to SOP 6-1 A. until the requirements are written. ED will notify Safety and Training to develop requirements for Safety Officer.</p> <p>8/30/2006 Jayne DePanfilis - Executive Director is waiting for final approval for this action item from Tim Herr. Pending final approval from legal counsel, the ED will forward the following action to Organization and Bylaws for implementation: To update SOP 6-1, "Chapter Requirements," Section 6.01, "Chapter Status Requirements," to include the requirement (Item 5) that all USHPA-approved chapters must assign a Safety Director. O&B will need to implement the updated SOP at the fall BOD meeting so a new copy of the SOP and a note of explanation can be mailed to all USHPA-approved chapters during the chapter and site insurance renewal process in December 2006</p> <p>2/11/2006 Jayne DePanfilis - We can either try to address this in a separate mail campaign etc. or we can schedule this as an action item for the 2006 renewal in December. We're entering chapter officer data into the SQL database now. We can run a report on the officer type, "safety" and determine how many chapters already have one.</p> <p>1/8/2006 Lisa Tate - Since the BOD approved the strategic plan and this was a recommendation within the plan, I would say this has approved and now needs to be implemented by the staff.</p>

Tandem Safety

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
SATS01	President	President to authorize a joint tandem safety investigation committee	10/1/2005		Complete	
SATS02	David Glover	David Glover to survey all HG Tandem Instructors to gather initial data	10/1/2005	10/1/2005	Complete	8/31/2006 Jayne DePanfilis - David did the research before the Tandem AT AC was written. SATS01 could not have been completed without completion of SATS02.
SATS03 1005 TA06	David Jebb	Dave Jebb to write article for magazine discussing good / bad tandem techniques.	3/1/2006	9/16/2006	Complete	9/16/2006 David Jebb - The article was written and submitted couple months ago. I made no mention as I recall of surge flaring since I do not believe it to be a safe technique to be taught in an article. It can be taught be taught, but up close, hands on with an instructor. 1/19/2006 Paul Voight - ...an update on the progress of your (upcoming) article on ""P.G. tandem techniques"". You might remember that someone had an issue with a landing technique they saw being used somewhere (surge flaring ?)... and brought it to our committee. You offered to discuss good techniques over bad ones in an article. Let me know when you think it might get it written

KSF: Preserve & increase flight opportunities to engage more strongly the membership

Liability Issues

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
FOLI01	Executive Director, Insurance Committee	Insurance Committee to work with Executive Director to develop an outline FAQ brochure for site liability issues.	2/1/2006		Not Started	9/1/2006 Jayne DePanfilis - Executive Director advised Mark Forbes that she added the FAQ brochure for site liability issues to the agenda for the Insurance committee meeting at the Fall BOD meeting. ED will forward the list of questions to FF for help with first draft. 8/30/2006 Jayne DePanfilis - ED recommends extending deadline to February 2007 pending completion of negotiations for Professional Liability Insurance Policy. If the Association purchases a Professional Liability Insurance policy, some changes are expected to be made to the Association's third party liability insurance policy. FAQ's should not be implemented until after this process is completed. 2/11/2006 Liz Sharp - No Progress

Local Apathy

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
FOLA01	Editor, Site Management	Site Management Committee to work with Editor to solicit case history articles in HG/PG magazine, focusing on site preservation education & inspiration.	1/1/2006		In Progress	1/28/2006 CJ Sturtevant - I publish on a regular basis "case history" articles on site preservation (Dog Mt., Sand Turn, Mingus to name a few that come to mind right away).
FOLA02	Headquarters Staff	Site Management Committee to work with Editor and Office to remind pilots not to take their sites for granted	10/1/2005		Complete	
FOLA03	Editor	Editor to post a reminder in November and December issues for pilots to remember land owners at Xmas.	10/1/2005		Complete	

Member Services

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
FOMS01	Executive Director, Publications Committee	Executive Director to make site preservation a priority. Publications Committee create recurring information box.	10/1/2005		Complete	
FOMS02	Site Management	Site Management Committee and Publications Committee to work with Executive Director to develop a comprehensive, easy to use Site Procurement Manual	1/1/2007		Not Started	

KSF: Action Items not covered by the Strategic Plan

Awards

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXAW 0319 AW04	Len Smith	Len Smith to add appropriate instructions to the SOP 3-17 that show that the Awards Committee Chairman has the responsibility to forward CIVL and NAA awards notifications to those organizations. Mailing information on those organizations to be included.	10/1/2006		Not Started	
XXAW 0319 AW05	Len Smith	Len Smith to add Bettina Gray Award and Videography award are not in the current copy of the SOP. These need to be added to the list of Awards currently residing in SOP 8-1.	10/1/2006		Not Started	
XXAW 0319 AW03	Len Smith	Len Smith will consult with, and if acceptable, will prepare a combined SOP for consideration by the Organization & Bylaws Committee. Presently, the Awards requirements are split between two SOPs, 3-17 and 8-1. It was proposed that SOP 8-1, "Awards Criteria" be merged into SOP 3-17, "Awards".	10/1/2006		Not Started	
XXAW 1005 AW01	CJ Sturtevant	C.J.. Sturtevant to make an effort to make all Directors aware that they should pursue awards nominations within their respective regions.	3/1/2006	12/5/2005	Complete	12/5/2005 CJ Sturtevant - I've added "get a note from Awards chairman" to my August calendar item re: solicitation for awards nominations.
XXAW 0319 AW01	Martin Palmaz	Martin to complete compilation of all previous awards issued list and submit to CJ for inclusion in an article to be published in the June and/or July issues of the magazine.	5/10/2006	5/1/2006	Complete	5/1/2006 Martin Palmaz - The comprehensive awards list was completed on Friday April 28th and mailed to CJ and Len. It includes all award ceremony recipients and safe pilot awards. Michelle in the office did the bulk of the awards list work.
XXAW 1005 AW02	Russ Locke	Russ Locke to investigate and submit nomination for NAA Safety award to the Executive Committee by November 21, 2005	11/21/2005	1/8/2006	Complete	1/8/2006 Russ Locke - My recommendation is that the NAA Safety Award for 2005 be presented to Peter Birren for his development of the Linkknife Tow Release. If you agree, then someone (me or Len?) needs to send the appropriate note to the NAA.
XXAW 0319 AW02	Headquarters Staff	Office to issue annual email notices in August to Regional Directors, Chapters and the membership notifying them that nominations are requested.	8/1/2006	8/30/2006	Ongoing	9/1/2006 Jayne DePanfilis - Update status to Ongoing. 8/30/2006 Jayne DePanfilis - This item is complete. 4/18/2006 Martin Palmaz - I reviewed the Awards committee report and there is an action item for a broadcast email to be sent in August, to all RD's, chapters and members to remind them about AWARD NOMINATIONS. Len has already provided me with this email and we will be emailing this at the beginning of August.

Competition

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXCC 0319 CC07	Connie Locke	Connie Locke to write an article for the magazine that addresses the importance of holding events and the significance of the decrease in the number of events from the past.	10/1/2006		Not Started	
XXCC 1005 CC01	Connie Locke	Connie Locke to address the fly-in and fun competition issues raised by Strategic Planning Committee.	3/1/2006	3/18/2006	In Progress	3/18/2006 Liz Sharp - Status Report to Board outlined plan and assign 6 new Action Items. 11/6/2005 Connie Locke - Help me to find a way to expand the Fun Flying in this country (or even beyond it).
XXCC 1005 CC03	Jim Zeiset	Jim Zeiset to present 7 pages of proposed changes to the CIVL Sporting Code at the Bureau meeting next week:	3/20/2005	2/26/2006	Complete	2/26/2006 Davis Straub - Jim Zeiset accomplish what was needed 11/7/2005 Jim Zeiset - I did in fact go to the CIVL Bureau meeting and presented the Bureau with 7 pages of changes to the CIVL Sporting Code. All of the non controversial items were approved by the Bureau along with quite a large number of straight forward corrections submitted by John Aldridge who is the volunteer responsible for Section 7. The balance of my submissions and some proposed by John will be reviewed by John and passed on to the HG Subcommittee for review and then voted on by the Plenary in Feb, 2006 (the CIVL Plenary will meet in Lausanne, Switzerland, from February 10 to 12). These are changes of substance and cannot be decided by the Bureau. I will report on the results of those submissions upon my return from the Plenary Meeting in March of 2006.
XXCC 0319 CC08	Connie Locke	Connie Locke to review current scoring systems and the problems with them.	10/1/2006		Not Started	
XXCC 0319 CC06	Connie Locke	Connie Locke to effect distribution of these guidelines to Clubs and Chapters with a letter of encouragement to hold some of these events.	10/1/2006		Not Started	
XXCC 0319 CC05	Connie Locke	Connie Locke resurrect the guidelines that in the past were a portion of either the Meet Director or sanction packages to help event coordinators with the daunting task of putting on events.	10/1/2006		Not Started	
XXCC 0319 CC04	Connie Locke	Connie Locke to initiate interaction between past event organizers to gain information regarding the difficulties encountered in holding events, steps taken to make the process easier, what worked and what didn't, and reasons for not continuing the process.	10/1/2006		Not Started	

XXCC 0319 CC03	Ron Gleason	Ron Gleason to replace wording in section 6.1 A of Competition Rulebook with: All competitors at USHGA sanctioned events are required to perform a hang check just prior to launch. Competitors should perform their hang check in front of qualified launch personnel (i.e., Launch director or his designees).	4/1/2006	4/1/2006	Complete	4/1/2006 Liz Sharp - Check of on-line Competition Rulebook displays appropriate change.
XXCC 0319 CC02	Josh Cohn, Matt Gerdes	Josh Cohn and Matt Gerdes to confer with Dennis Pagen, Russ Locke and any others they wish on the selection process for the 2006 USHPA Aerobatics Team and resolve team selection process.	10/1/2006		Pending	<p>7/28/2006 Liz Sharp - This item is now pending until the Fall BOD meeting. Action Item 0319 CC02 is not complete until the Competition Committee has decided (at the Fall BOD meeting) if a change is needed in the 2007 Competition Rulebook for both the HG Acro Team selection and the PG Acro Team selection and which section gets changed and what the wording is will be. The Teams have been selected for this summer's competition.</p> <p>5/31/2006 Jim Zeiset - I will need the names of those selected to represent the US as I must send that list through the NAA to the meet organizers.</p> <p>5/3/2006 Olivier - Hi Dave, There is some progress but I wish Dennis and Jim explain what will be the requirements concerning the Glider documentation.</p> <p>3/22/2006 Josh Cohn - Matt is waiting to hear back from CIVL on our nation ranking and thus team size. He'll give an update once that is known. My preliminary survey suggested that a selection would not be necessary since the number of pilots committed to going was less than the team size. But we'll make sure that things are done in a fair and transparent way.</p>

XXCC 0319 CC01	Rob Kells	Rob Kells to confer with Dennis Pagen, Russ Locke and any others his wishes on the selection process for the 2006 USHPA Aerobatics Team and resolve team selection process.	4/30/2006	9/1/2006	Complete	<p>9/26/2006 Liz Sharp - Matt Gerdes, Josh Cohn, and Rob Kells unanimously agree that there is no requirement for PG US Rankings. This closes this action item.</p> <p>9/21/2006 Rob Kells - It seems to me that there is no need for a HG aerobatic team selection system at this time.</p> <p>After all the time spent on ranking the team by you and others, in the end, only John Heiney bothered to go to the world meet. We do have a ranked list to start from, but until such time as there are more meets, and more pilot interest, (if that ever happens) then it seems to me that it will be a waste of time to put a pilot ranking system in the rule book for the HG aero guys.</p> <p>In case you decide that you want to (or feel you need to) put one in place for the PG pilots, or the HG pilots, or for speed gliding, I have made up a more compressed points system in the Excel spread sheet above. I believe that this system will work fine to select a future team, and it is based on the same principals as our current pilot ranking system. The reason I compressed the point spreads is because there are fewer pilots participating.</p> <p>I pasted in the March HG pilot aero ranking that we came up with as a place to start from. I'd guess that John would now move into the # 1 spot because of his 3rd in the Worlds.</p> <p>9/1/2006 Jayne DePanfilis - Executive Director reports that the 2006 Red Bull Vertigo event in Switzerland that included the International Aerobatics competition in question, was concluded in August.</p> <p>5/3/2006 Olivier - Hi Dave, There is some progress but I wish Dennis and Jim explain what will be the requirements concerning the Glider documentation.</p> <p>5/2/2006 RC Dave - Members of the US HG Team of Dreams (?) are wondering what they are planning for this summer. Is there any progress of this aero cert. issue? Is data going to cut it?</p>
XXCC 0319 CC09	Connie Locke	Once the information is documented and a path decided on by the BOD, Connie Locke to continue review of the competition system and revisions can be addressed.	10/1/2006		Not Started	
XXCC 1005 CC02	Ron Gleason	Ron Gleason to wordsmith and add to the Competition Rulebook: 1) A hang check is required just prior to launch to be done by the launch director (or their designees) at every USHGA sanctioned event, and 2) In Cross Country competitions, no additional flying contests (spot landing, etc.) for the competition pilots shall be sponsored by the meet organizers, except if the task is canceled for the day.	11/1/2005	10/23/2005	Complete	10/23/2005 Ron Gleason - The changes proposed by Dennis were approved at the meeting and I have incorporated them into a draft version of the rulebook which was circulated the Saturday of the BOD meeting

Elections and Allocations

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXEL 0319 EL00	Liz Sharp	Make appropriate changes to draft of new SOP 2-9, Recall Procedure for Regional Directors, to corporate Attorney and forward to Jayne DePanfilis.	6/9/2006		Pending	<p>9/1/2006 Jayne DePanfilis - Executive Director reports Tim Herr's legal review was completed 6/13/2006. Mark Forbes to forward to O&B committee for implementation at the 2006 Fall BOD meeting.</p> <p>8/30/2006 Jayne DePanfilis - Executive Director forwarded SOP 2-9 to Tim Herr for review 6-9-2006. Tim Herr replied with comments 6-13-2006. ED forwarded SOP 2-9 with comments to the EC and Bill Bolosky 6-13-2006. ED sent status inquiry to EC 8-30-2006.</p> <p>6/13/2006 Jayne Depanfilis - Tim Herr has provided comment.</p> <p>6/5/2006 Liz Sharp - Updated Director Recall SOP sent to Tim Herr</p> <p>5/28/2006 Liz Sharp - I am adding an action item for me so this does not get lost,</p> <p>5/28/2006 Liz Sharp - I am adding an action item for me to update SOP so this does not get lost,</p> <p>5/3/2006 Bill Bolosky - Two comments. In 9.02D, it should say something like “Any person submitting a petition who then fails to present the required number of sponsor signatures within the period outlined in 9.02A may not submit another recall petition for that regional director within one year of the submission of the original petition.” This makes more sense than what’s there now, since the petition doesn’t submit the signatures, the sponsor does. It also makes it clear that I can’t prevent someone’s recall by submitting a petition, then not gathering any signatures, since someone else could just submit another petition. It should be changed to say USHPA where appropriate.</p>
XXEL 0319 EL01	Jayne DePanfilis	Submit draft of new SOP 2-9, Recall Procedure for Regional Directors, to corporate Attorney.		8/30/2006	Dropped	9/1/2006 Rick Butler - This item is collapsed into 0319 EL00.
XXEL 0319 EL02	Mark Forbes	Update draft of new SOP 2-9, Recall Procedure for Regional Directors, and submit to Organization and Bylaws Committee..	10/1/2006	4/30/2006	Dropped	5/28/2006 Liz Sharp - Replaced by Action Item 03-19 EL00 Per Liz' E-Mail

Executive Committee

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXEC 0731 EC06	Jayne DePanfilis	Jayne DePanfilis to amend Fall BOD meeting schedule and inform the Board	8/28/2006	8/28/2006	Complete	8/30/2006 Jayne DePanfilis - Completed 8-28-2006. Lisa Tate has assumed responsibility for finalizing the meeting schedule.
XXEC 0424 EC02	Jayne DePanfilis	Executive Director to have an Instructor Liability Insurance program to review at the Fall BOD meeting	10/1/2006		Pending	8/30/2006 Jayne DePanfilis - Tim Herr will present the proposal for the Instructor Liability Insurance Program to the EC and the Chair of the Insurance committee Thursday, October 5
XXEC 0522 EC12	Mark Forbes	Mark Forbes to follow-up with Bill Bolosky ON Power Harnes Task Force progress and report to the Executive Committee.	6/15/2006	7/31/2006	Dropped	9/1/2006 Rick Butler - This Item has been collapsed into 0731 EC07 as it's duplicated.
XXEC 0116 EC01	Felipe Amunategui	VP Amunategui to review the information from last year's ED review to see if there should be any corrections, revisions, or changes, and send a rough draft of what will be used for the performance evaluation of the Executive Director to President Tate by the end of the week.		2/14/2006	Complete	2/14/2006 Felipe Amunategui - Enclosed you will find an edited evaluation form. Please comment and return to me for edits as soon as possible. If it is acceptable, I would like it mailed to the voting directors, and I also wish one form to be completed by the ED. I would prefer to do this electronically, but it may not be feasible.
XXEC 0828 EC03	Jayne DePanfilis	Jayne DePanfilis to forward Mark's insurance opinion email to Tim Herr for assessment before sending to Dick Heckman	9/11/2006	8/29/2006	Complete	8/30/2006 Jayne DePanfilis - Complete
XXEC 0828 EC04	Mark Forbes	Mark Forbes to write broadcast email to Region 9 announcing opening for Regional Director.	8/30/2006		Complete	8/31/2006 Rick Butler - Message distributed to Region 9. Complete. 8/30/2006 Rick Butler - Mark has submitted message for distro.
XXEC 0828 EC05	Liz Sharp	Secretary Sharp to send Executive Director Job Description to members of the Executive Committee	8/28/2006	8/28/2006	Complete	8/29/2006 Liz Sharp - Item complete. 8/28/2006 Liz Sharp - Attached are two versions: Jenn's with minor corrections on page 3 to reflect the new Performance Evaluation procedure and schedule (2005 1210), and Jenn's with Jayne's comments (2005 0811).
XXEC 0828 EC06	Felipe Amunategui	VP Amunategui to compare Job Description and current ED Evaluation subjects for relevance and revision and report back to the Executive Committee. Due September 18 or October 5, 2005	9/18/2006		Not Started	

XXEC 0522 EC06	Jayne DePanfilis	Jayne Depanfilis to review spreadsheet of Strategic Plan Action Items and identify overlap with BOD meeting Action Items.	6/15/2006	9/8/2006	In Progress	<p>9/8/2006 Jayne DePanfilis - ED reports that this action item is complete</p> <p>8/30/2006 Jayne DePanfilis - Executive Director expects to complete this project by September 1, 2006</p> <p>7/3/2006 Rick Butler - That will do nicely, Liz. I appreciate your doing this. I'm thinking after this round, I should be able to incorporate those changes and then cut over to AIMS, with any new changes just being sent to my attention.</p> <p>7/2/2006 Liz Sharp - I have found a copy of the previous version of the BOD Action Items but so far I have not found out how to do the Merge/Compare in Excel. I'll print out both versions, do a visual check, note the Action Item Number and send you the list also with the new file.</p>
XXEC 0731 EC01	Bill Bolosky	Finance Committee Chair Bolosky will review the Cash Target formula during the Finance Committee session at the Fall BOD meeting.	8/28/2006		In Progress	8/29/2006 Bill Bolosky - I've proposed a new cash target formula, and we'll consider it at the Finance Committee meeting at the BOD.
XXEC 0424 EC03	Mark Forbes	Treasurer Forbes to document approval of \$230,000 for the line-of-credit renewal in an email to the Executive Director.	4/30/2006	4/25/2006	Complete	4/25/2006 Mark Forbes - I recommend that we ask for a credit line on the building in the amount of \$230,000 for the coming year. I base this on the fact that we value the building on our books at about that amount, for the purpose of calculating our cash target. While this significantly understates the true market value of the property, it is in line with the financial policies that the board has adopted.
XXEC 0629 EC01	Mark Forbes	Bill Bolosky to contact Silk and Adler for their interpretation of the limit(s) of Insubstantial Resources as applied to our situation before approaching the insurance people. (Note: Rosemary Fei on vacation until July 11	7/31/2006		Dropped	8/29/2006 Bill Bolosky - I've resigned from the powered harness task force, and so this item should be reassigned, either to Mark Forbes or Dick Heckman.
XXEC 0522 EC13	Jayne DePanfilis	Jayne DePanfilis to forward the operating guidelines for the internet forums to Tim Herr for final approval.			In Progress	<p>8/30/2006 Jayne DePanfilis - Tim Herr advised the Executive Director that he should forward his final opinion regarding the operating guidelines to the ED by September 1, 2006</p> <p>7/20/2006 Jayne DePanfilis - ED forwarded the first draft of the Operating Guidelines for the Internet Forums to Tim Herr for his review July 18. ED and Rick waiting for Tim's review.</p> <p>7/7/2006 Jayne DePanfilis - An Implementation document has been submitted to the ED as of 7/7 and addresses concerns raised by the Attorney, clarifies questions raised, and details operational guidelines, and activities. ED will review the document before forwarding to Tim Herr for approval. The EC will be asked to review Implementation guidelines before the forums are activated.</p> <p>6/20/2006 Jayne DePanfilis - There are some policy issues to address before we can consider implementing the Internet forums. Tim spent 1-2 hours discussing the issues with me. I addressed some of the bigger issues in my email to you and Lisa last week.</p>

XXEC 0522 EC05	Jayne DePanfilis	DePanfilis to forward recommendation for dues recognition to the Executive Committee.	6/15/2006	7/31/2006	Complete	<p>8/30/2006 Jayne DePanfilis - Completed during the 7-31-2006 EC telephone conference when Jill Goodwin of Waugh and Goodwin, CPA, advised the EC and the Chair of the Finance committee to maintain the existing rolling average calculation for dues recognition.</p> <p>7/20/2006 Jayne DePanfilis - ED provided Jill Goodwin with information RE: The formula for membership dues recognition. Jill Goodwin scheduled a meeting with the ED July 28. We will also be discussing Bill Bolosky's recent observations RE: Formula for the Cash Reserve Target.</p> <p>6/15/2006 Jayne DePanfilis - I just forwarded a status report regarding my recommendation for the process for recognizing hang gliding and paragliding membership dues to Mark and Bill. I am not currently in a position to make a recommendation because we are still in the ""fact finding"" and consultative stages on this topic.</p>
XXEC 0629 EC08	Lisa Tate	Lisa Tate to send out Social Venture Partnership's Board Self Assessment with cover letter to assist in development of Board training.	6/29/2006	6/29/2006	Complete	<p>7/26/2006 Lisa Tate - Complete</p> <p>6/29/2006 Lisa Tate - We would like you to further evaluate our organization to determine out strengths and liabilities by using the enclosed organizational assessment. This is a tool intended to help us create a snapshot of USHPA so that we can develop, improve, and grow to effectively and efficiently deliver our mission. Please fill out and return the enclosed evaluation form by July 15th.</p>
XXEC 0629 EC07	Liz Sharp	Liz Sharp to contact Max Bishop at FAI concerning Official Observers.	7/31/2006	7/18/2006	Complete	<p>7/18/2006 Liz Sharp - I'll notify Dennis that your action item to investigate this is now an action item for NC committee.</p>
XXEC 0629 EC06	Liz Sharp	Liz Sharp to develop with Jim Zeiset, David Glover and Davis Straub to develop specific USHPA criteria, method for application and application processing for appointing FAI Official Observers.	10/1/2006	7/18/2006	Complete	
XXEC 0629 EC09	Liz Sharp	Liz Sharp to write to Davis Straub concerning Hang Glide Chicago situation and possible options.	6/29/2006	6/29/2006	Complete	<p>6/29/2009 Liz Sharp - Davis, The Executive Committee is very grateful that you brought this situation to our attention. During our conference call this evening, we reviewed the situation, the most recent news and the options available</p>
XXEC 0629 EC05	Planning Committee	Lisa Tate, Jayne DePanfilis, and Riss Estes to flesh-out and develop action plan components based on the approved Strategic Plan KSF priorities. Due at August Conference Call.	8/31/2006		In Progress	<p>9/22/2006 Lisa Tate - Transferred to planning committee as action item for fall meeting. To be completed at planning committee meeting in October</p> <p>8/30/2006 Jayne DePanfilis - Executive Director reports that no phone call was scheduled for August. KSF's were prioritized by the EC, the Planning committee chair and the ED during the 6/29/2006 EC conference.</p> <p>7/26/2006 Lisa Tate - Status Update: In Progress</p>

XXEC 0629 EC04	Felipe Amunategui	Felipe Amunategui to contact Weatherhead School for Non-Profit Management for quotes and proposals for presentations on fiduciary responsibilities, conflict of interest, Board accountability, etc., and how this plays into committee actions.	8/28/2006		In Progress	7/28/2006 Rick Butler - The scope of this action item has changed to schedule to Fall 2007 because of Weatherhead's full booking schedule. 7/25/2006 Felipe Amunategui - I updated Lisa on the options available through Weatherhead. The short of it is that their calendar is full for the year, but they are interested in becoming involved with our organization. I was given a contact name for a faculty member who is off for the summer. I will follow up with the faculty member at the end of summer.
XXEC 0629 EC03	Lisa Tate	Lisa Tate to contact Tom Silk for quotes and proposals for ½ day and full day presentation on Directorship responsibilities.	7/31/2006		Complete	8/28/2006 Jayne DePanfilis - This issue is complete. 7/26/2006 Lisa Tate - Will report to EC on 7/31/06 for approval 6/30/2006 Lisa Tate - I have been playing phone tag with Tom Silk all day but his latest message on my answering machine indicated he was very interested in working with our group. He and I are both leaving for vacation tomorrow - he will be back on the 10th so I will follow up with him again then.
XXEC 0629 EC02	Jayne DePanfilis	Jayne DePanfilis to provide her Executive Director's Report to the Executive Committee via email by Thursday, July 6, 2006.	7/6/2006	7/7/2006	Complete	7/20/2006 Jayne DePanfilis - ED forwarded her completed ED Report to the EC via email Friday, July 7, 2006 7/7/2006 Liz Sharp - Executive Director's Report 07072006 (June 29, 2006 EC meeting).
XXEC 0629 EC10	EC	EC to review situation after the weekend to see if the operations owner complied as agreed regarding required certifications and training. EC to work with RD Tracy Tillman to determine if agreement was met and take appropriate action if not.	6/24/2006	9/1/2006	Complete	9/1/2006 Jayne DePanfilis - Executive Director reports that this is complete.
XXEC 0424 EC01	Jayne DePanfilis	Executive Director DePanfilis to make arrangements for a one-day Conflict Resolution session at the Fall 2006 BOD meeting in the Bay Area and inform the Executive Committee of the program outline including key issues, process, schedule and materials the Board will receive to aid in applying conflict resolution in their Regions and making the program available to Chapters and clubs in their area.		6/20/2006	Complete	5/22/2006 Liz Sharp - Replaced by Action Item 05/22 EC02. Per EC Munutes.
XXEC 0522 EC03	Jayne DePanfilis	EC assigns Executive Director with facilitating a process to develop a branding platform (she has expressed expertise and interest in this area) by first surveying the Marketing Committee on developing ideas for a branding platform.	6/26/2006		Dropped	9/1/2006 Rick Butler - This action item's progress has been dropped into EMPR01, as it was duplicate with the aims of that AI from the Strategic Plan
XXEC 0522 EC04	Jayne DePanfilis	Executive Director DePanfilis to research status of DHV certification for nano-gliders.	6/5/2006	5/25/2006	Complete	5/25/2006 Jayne DePanfilis - Nano-gliders are not certified.

XXEC 0522 EC02	Jayne DePanfilis	Executive Director to contact Sussman for proposal on Conflict Resolution as outlined in the Strategic Plan and report back to the Executive Committee by the end of May. ED is then to finalize arrangements.	6/15/2006	6/25/2006	Complete	<p>9/8/2006 Jayne DePanfilis - ED reports that Tim Herr didn't realize that he hadn't forwarded his final opinions RE: Operating Guidelines for Internet Forums and will do so ASAP</p> <p>6/25/2006 Steve Sussman - I appreciate having been asked to do a workshop for the Association in October, but I've decided to decline.</p> <p>6/15/2006 Felipe Amunategui - I agree that the conflict resolution training will provide useful skills for the board members, and I support going ahead with it. I also would like us to have reasonable and realistic expectations about what can be accomplished by this training. I hope that came through in my comments.</p> <p>6/15/2006 Steve Sussman - Here is the Conflict Resolution proposal. I'm sending a copy to Lisa and Warren as well. Let me know how this addresses the Board's desires. Thanks for the invitation to submit this.</p>
XXEC 0522 EC01	Jayne DePanfilis	Executive Director DePanfilis to call Urs Kellenberger and see if Urs's group can have a location and date by May 31 so she can finalize arrangements with the hotel and notify the Board members.	6/15/2006	6/19/2006	Complete	<p>6/19/2006 Jayne DePanfilis - ED contacted Crowne Plaza today to implement contract for the 2006 fall BOD meeting October 5-8 (including director training). Houston! We have lift off!</p> <p>6/16/2006 Liz Sharp - Email responses from Lisa, Liz and Mark.</p> <p>6/16/2006 Jayne DePanfilis - I've asked Molly to revise the contact for the Crowne Plaza to show the new dates October 5-8 (October 5 Director training). I need to know if there's a conflict with the new dates at the EC level ASAP please.</p>
XXEC 0522 EC08	Lisa Tate	Lisa Tate to contact Warren concerning what kind of commitment he can provide to the USHPA's Marketing Committee. Moving Warren to the Planning Committee may be a possibility.	6/15/2006		Complete	<p>7/26/2006 Lisa Tate - Completed</p> <p>6/29/2006 Liz Sharp - From the Minutes - Warren will committ to only the external marketing. He is in the process of devolping an external marketing plan and has identified 25 programs. The Marketing Plan will be sent to the Executive Committee whihin two weeks.</p> <p>6/17/2006 Lisa Tate - Warren contacted, email dialogue exchanged, waiting for final reply.</p>
XXEC 0424 EC07	Liz Sharp	Liz Sharp to contact Competition Committee Chair and request comment on the safety issues at Quest as raised in a Forum post on the Vermont Hang Gliding Association's website..	4/30/2006	4/25/2006	Complete	<p>4/25/2006 Liz Sharp - Gary, Below is an eye-witness account from one of the competitors at the Quest meet. TRH may not have been aware that the aerobatics demonstration was done by pilots practicing for the upcoming World Championships in Europe. [Also note that responses from Competition Committee Chair Zeiset and Competition Safety Subcommittee Chair Pagen were also forwarded to Trudeau.</p> <p>4/24/2006 Liz Sharp - The EC received a question about safety at this year's Quest meet. The question came from reading the following post to the Vermont Hang Gliding Association website.</p>

XXEC 0424 EC06	Jayne DePanfilis	Executive Director DePanfilis to research changes to the Privacy Policy and the auto email (or a website report format that Regional Directors will have access to), and recommend to the Executive Committee ways to remove the barriers so Regional Directors can move forward with mentoring programs.	5/31/2006	5/15/2006	Complete	9/26/2006 Jayne DePanfilis - Completed September 2006 5/15/2006 Jayne DePanfilis - According to Tim Herr the privacy policy does not prevent implementation of the mentoring program that Gary Trudeau has in mind. Gary, you will need to detail the results you expect from the IT processes before Rick can determine the requirements and Steve can provide feedback. As I mentioned during the April 24 EC call, it is highly unlikely that we can implement an automated email reply when a new member with null ratings or a beginner rating or a novice ratings joins the organization. I'll defer to Rick and Steve.
XXEC 0828 EC02	Mark Forbes	Mark Forbes to find insurance opinion email to Peter Birren which condenses Tim Herr's insurance position and forward to Jayne.	9/1/2006	8/29/2006	Complete	8/29/2006 Jayne DePanfilis - Completed
XXEC 0522 EC10	Lisa Tate	Lisa Tate to pick up Strategic Planning process with the ED and the EC, along with Riss Estes (Planning Committee Chair).	6/26/2006		In Progress	9/22/2006 Lisa Tate - Transferred to planning committee as action item for fall meeting. To be completed at planning committee meeting in October 7/26/2006 Lisa Tate - Moving onto Phase 2 or priorities 6/29/2006 Liz Sharp - From the Minutes - President Tate Presented the Strategic Plan Action Priorities. Of the six items Organizational Efficiency is No. 1. The Executive Committee agrees with the priority order as presented. 6/17/2006 Lisa Tate - This was to develop plan priorities and it is in progress. I had thought the deadline for this was the next EC meeting.
XXEC 0828 EC01	Mark Forbes	Mark Forbes will debrief Bill Bolosky and members of the PHTF, to acquire the necessary information to speak with Rosemary Fei of Silk and Adler for their interpretation of the limit(s) of Insubstantial Resources as applied to our situation, and report back to the EC and PHTF by Friday, September 1, 2006	9/1/2006	8/30/2006	Dropped	8/30/2006 Jayne DePanfilis - Duplicate item with 0731 EC07
XXEC 0522 EC07	Liz Sharp	Liz Sharp to put Communication Policy into SOP format and send to Organization and Bylaws Committee (O&B) for approval and placement in Policy Manual.	6/15/2006		In Progress	6/13/2006 Jayne DePanfilis - I support Rick's proposal to implement a general policy that addresses communication. Good idea. I do not support eliminating the requirement for the certification required for emails originating from regional directors. It is my opinion that all broadcast emails should be reviewed by the Executive Director. 6/13/2006 Liz Sharp - Do we need to add a section on the forum communications? Do we need to lessen the hassle for our Regional Directors and Committee Chairs to use broadcast emails on legitimate USHGA business to complete action items that involve notifying the membership?
XXEC 0424 EC04	Lisa Tate, CJ Sturtevant	Lisa Tate to work with CJ and possibly Tad Hurst on producing an article to announce and review the steps taken to the change in the name of the Association.	4/30/2006	4/24/2006	Complete	4/29/2006 Lisa Tate - My action item to work with CJ and tad regarding an article on the name change was completed on April 24th. Tad is to write initial article and I will follow up with President's column.

XXEC 0424 EC05	Jayne DePanfilis	Executive Director DePanfilis to arrange a work group meeting including the following people: Warren Schirtzinger, Lisa Tate, Arturo Benscome, Liz Sharp, and Martin Palmaz and Jayne DePanfilis from HQ.	4/30/2006		Complete	<p>8/30/2006 Jayne DePanfilis - Completed/Obsolete The Logo Contest was reassigned to the Internal Marketing Subcommittee and will be published in the October magazine.</p> <p>7/20/2006 Jayne DePanfilis - The work group meeting that was to be arranged by the ED between Warren Schirtzinger, Lisa Tate, Arturo Bencosme, Liz Sharp, Martin Palmaz and Jayne DePanfilis should be closed. I contacted Warren today to obtain his input RE: Status of the action Item. The purpose of the meeting was to address the Logo Contest. The Logo Contest is an action item for the Internal Marketing committee and should be reassigned to the Internal Marketing committee after a chair is selected.</p> <p>6/19/2006 Jayne DePanfilis - ED has not attempted to reschedule this meeting in light of the president's action item to confer with Warren regarding his role as chair for the Marketing committee.</p>
XXEC 0731 EC05	Jayne DePanfilis	Jayne DePanfilis to make arrangements with Robert Wells for Instructor Liability Insurance Presentation to the Executive Committee Thursday morning, October 5, 2006	8/28/2006	8/28/2006	Complete	8/30/2006 Jayne DePanfilis - Completed 8-28-2006. Robert Wells will not be able to attend the Fall Board of Director's meeting due to a schedule conflict. Tim Herr will make the presentation. We hope to include RW via speaker phone but Robert may be traveling October 5.
XXEC 0522 EC11	Lisa Tate	On a separate issue Lisa Tate will contact Gary Trudeau.	6/15/2006	6/20/2006	Complete	<p>7/26/2006 Lisa Tate - Complete</p> <p>5/30/2006 Lisa Tate - Liz also agrees to keep the letter as is and I haven't heard from Mark yet but I want to get back to Gary so I'll send it out today.</p>
XXEC 0731 EC03	Lisa Tate	Lisa Tate to contact Tom Silk and confirm arrangements for October 5 presentation.	8/28/2006	8/10/2006	Complete	8/11/2006 Jayne DePanfilis - This is complete.
XXEC 0731 EC04	Jayne DePanfilis	ED to discuss a proposal with Tim Herr for provision of an overview of the Association's Bylaws as part of the program for Director Training on Thursday, October 5 in the event Bill Bolosky is unable to facilitate the presentation.	8/28/2006	8/10/2006	Complete	<p>8/14/2006 Jayne DePanfilis - President Tate advised the ED that it will not be necessary to obtain a RFP from Tim Herr for presentation of an overview of the Association's Bylaws during the Fall Board of Director's meeting because Tom Silk of Silk, Adler and Colvin will be addressing the Association's Bylaws during his presentation. ED sent notice of withdrawal of RFP to Tim Herr</p> <p>8/10/2006 Jayne DePanfilis - This is complete.</p>
XXEC 0731 EC02	Jayne DePanfilis	Executive Director DePanfilis will direct a report from Regina on collected dues and how she does the calculation to Mark Forbes.	8/28/2006	8/11/2006	Complete	8/11/2006 Jayne DePanfilis - This is complete.
XXEC 0731 EC13	Felipe Amunategui	VP Amunategui to prepare an outline of the scope of the discussions on improving communications between the Executive Committee and the Executive Director	8/28/2006		Not Started	

XXEC 0731 EC10	Mark Forbes	Regional Director Forbes will contact rating official, Rob Spoerrer, and Canada's Stewart Midwinter for more information and propose a resolution.	8/28/2006	8/7/2006	Dropped	8/7/2006 Liz Sharp - This is being dropped as the action has been rolled into 0728 EC09.
XXEC 0731 EC09	Mark Forbes	Regional Director Forbes will investigate alleged inappropriate Tandem activities in and around Region 1, and report as well as recommend disciplinary action if any	8/28/2006		Not Started	
XXEC 0731 EC08	Lisa Tate	Regional Director Tate will contact the Tandem pilot for his side of the story and will formulate a proposal for any disciplinary actions	8/28/2006		In Progress	9/22/2006 Lisa Tate - Investigation in progress- estimated completion date Oct.15. 2006 8/30/2006 Jayne DePanfilis - Regional Director Tate reported to the EC that she has contacted the pilot. The proposal for resolution is still pending
XXEC 0731 EC07	Mark Forbes	Mark Forbes to consult Bill Bolosky and members of the PHTF, to acquire the necessary information to speak with Rosemary Fei of Silk and Adler for their interpretation of the limit(s) of Insubstantial Resources as applied to our situation, and report back to the EC and PHTF.	9/1/2006		In Progress	9/1/2006 Jayne DePanfilis - Executive Director reports that the EC accepted Bill Bolosky's resignation as Chair of the PHTF July 31, 2006. Status changed to Complete. 8/30/2006 Jayne DePanfilis - A due date of September 1, 2006 was accepted by Mark for this action item during the 8-28-2006 EC meeting. (Due date updated from previous 7/31/2006) 6/29/2006 Liz Sharp - From the Minutes - Forbes reports that Bolosky is hard pressed to find a way forward via the Insubstantial Resources option. The first results from Silk and Adler brought a halt to the formulation of the questions for insurance representatives.
XXEC 0522 EC09	Lisa Tate	Lisa Tate to write some Conflict of Interest policy statements for review by the Board members at the Fall BOD meeting.	10/1/2006		In Progress	9/22/2006 Lisa Tate - Draft completed, to be presented at Fall Meeting 6/17/2006 Lisa Tate - In Progress

Executive Director

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXED 0116 ED02	Jayne DePanfilis	DePanfilis to forward to Executive Committee by, Thursday January 19th, the special voting procedures document for review and approval.		3/17/2006	Complete	3/17/2006 Liz Sharp - Survived the vote count procedure without the procedure.
						2/2/2006 Liz Sharp - A multipurpose checklist (make it an Appendix of the procedure) with a generic description of each of the required documents needed, then add “such as” and list the types of documents that would fulfill the requirement; the checklist should also have a wide column or a specific space to fill in the identity of the exact document that will be used for the each different membership votes.
						2/1/2006 Jayne DePanfilis - I do approve of the "one-size-fits-all" approach to the Vote Count procedure. I'm still a little confused about the best way to capture the information specific to the proposed name change vote so I'm still focused on capturing all documentation until I figure out where and how it fits.
						1/28/2006 Liz Sharp - I see this procedure as a process to be used in the name change vote, the power vote, when it comes to pass, and any other general membership votes, especially those prompted by a membership petition.
						1/27/2006 Jayne DePanfilis - This is a draft. This is only a draft. I have alot of work to do before it is complete. I need to refer to the bylaws before I write the purpose to research the information regarding board-called minutes. I haven't written the scope.
XXED 0801 ED01	Jayne DePanfilis	Jayne DePanfilis to contact Tim Herr for amendment to Article IX, Section 4 of the Bylaws to encourage committees to work in a professional, responsible manner for the benefit of the Association	9/15/2006		Complete	9/8/2006 Jayne DePanfilis - ED reports she received Tim Herr's proposed amendment for Article IX, Section 4 of the Bylaws and plans to forward to the EC by week's end, 9/15/2006. Item Complete
XXED 0116 ED01	Jayne DePanfilis	Executive Director DePanfilis to forward new performance evaluation form suggested by Rick Butler for use in the annual reviews of the office staff to VP Amunategui.		1/18/2006	Complete	1/19/2006 Jayne DePanfilis - Executive Director DePanfilis to forward new performance evaluation form suggested by Rick Butler for use in the annual reviews of the office staff to VP Amunategui. Completed 1-18-2006. Copied Lisa Tate too.
XXED 0319 HQ01	Headquarters Staff	HQ Staff update Contacts List a to show Dick Heckman as Region 10 Director	4/1/2006	4/11/2006	Complete	4/11/2006 Jayne DePanfilis - Completed 03-19 HQ01 regarding update of contact lists to show Dick Heckman as Region 10 Director. Completion date April 1, 2006.

XXED 0116 ED03	Jayne DePanfilis	Executive Director will continue discussions with Larry Clymer to ascertain the current FAA position on our Towing Exemption request, and see if there is any wiggle room for compensation.			Ongoing	<p>9/5/2006 Jayne DePanfilis - Changing status to Ongoing</p> <p>8/30/2006 Jayne DePanfilis - Executive Director last reported to Sport Pilot subcommittee chair, Tracy Tillman, Bill Bryden, Mike Meier, Steve Kroop and the EC 6/21/2006. The Sport Pilot subcommittee meets again during the Fall BOD meeting. Email exchanges are ongoing.</p> <p>6/19/2006 Jayne DePanfilis - I will be seeking consultation with Sport Pilot subcommittee members Tracy Tillman, Mike Meier and Lisa Kain regarding the exemption to the Sport Pilot rule. We had agreed to table action regarding the Sport Pilot rule until the Towing exemption was renewed. I just received official notification that the Association's Towing exemption was renewed through June 30, 2008.</p> <p>1/19/2006 Jayne DePanfilis - The discussions with Larry Clymer are ongoing.</p>
XXED 0116 ED04	Jayne DePanfilis	Executive Director will send 3 years of payroll allocations to Bolosky.		1/19/2006	Complete	1/19/2006 Jayne DePanfilis - Completed.
XXED 1003 ED01	Jayne DePanfilis	Executive Director DePanfilis to make some decisions on bookkeeping staff and electronic resources		1/19/2006	Complete	1/19/2006 Jayne DePanfilis - Regina has agreed to target a date in 2006 to make the change. We're discussing a possible mid-summer target or in October after the board meeting.
XXED 0116 ED05	Jayne DePanfilis	Executive Director to report back to the Executive Committee in 2 weeks on payroll increase in 2005 expenditures.		1/19/2006	Complete	1/19/2006 Jayne DePanfilis - I'm not exactly sure what this means but I provided a detailed report about payroll in my email to Bill and Mark.
XXED 1205 ED01	Jayne DePanfilis	Executive Director DePanfilis will follow-up with an email to Mark Forbes, Riss Estes and Lisa Tate who spurred this discussion on Chapters and Co-ops.		1/19/2006	Complete	1/19/2006 Jayne DePanfilis - I have completed the insurance action item under Carry-over action items from December 5, 2005. I provided Riss, Lisa and Mark with a comprehensive explanation regarding the reasons why USHGA-approved chapters that provide paid instruction are not eligible for insurance coverage.
XXED 0319 HQ02	Headquarters Staff	HQ Staff to immediately suspend invoicing Foundation for administrative services, 2) arrange for waiver of fee for mailing labels, and 3) work with Foundation's authors (as assigned by Steve Onstad) and USHPA IT Manager to create Foundation information page on USHGA Contribution webpage and include a link to Foundation.	4/1/2006	4/11/2006	Complete	4/11/2006 Jayne DePanfilis - I suspended the policy if invoicing the Foundation for admin/rent indefinitely per Bill Bolosky's recent email. The agreement between the USHPA and the USHGF serves as the basis for providing free mailing labels for USHPA members to the Foundation. The Foundation will be required to sign the agreement pertaining to the extent of the use of the labels but they will not be required to pay for the labels. The Foundation information page exists and USHPA's IT Director is ready to post the Foundation's information once the information is provided to him.
XXED 0319 HQ03	Headquarters Staff	HQ Staff to print new renewal forms showing increase of \$10 in membership fee, and implement for June renewals.	4/1/2006	4/11/2006	Complete	4/11/2006 Jayne DePanfilis - Completed 03-19 HQ03 regarding implementation of \$10 dues increase on membership application. Incorporated the new information into the April renewal notification process. April 1, 2006 New application will be posted on the website on June 1, 2006.

Finance

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXFI 1005 FI01	Bill Bolosky	Bill Bolosky to forward the following to O&B for inclusion in the policy manual: “As an alternate statement, if we define E3 to be three months’ expenses, CL to be current liabilities, UR to be unearned revenues, PE to be prepaid expenses and RP to be the value of real property, the cash target may be represented as: $E3 + CL + UR = \text{Cash} + PE + \min(UR, \frac{3}{4} RP)$.”	11/21/2005	1/28/2006	Complete	1/28/2006 Bill Bolosky - I'm putting it on the O&B agenda for the March meeting.

Insurance

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXIN 1005 IN04	Paul Voight	Tandem committee to follow up with regional directors concerning non-compliant tandem instructors. See 10-05 IN03.	3/1/2005	2/3/2006	Complete	2/3/2006 Paul Voight - My action item 1 was investigated & resolved by Tad H. to his & Jayne's & Broyles (and my) satisfaction last week.
XXIN 1005 IN03	Mark Forbes, Jayne DePanfilis	Mark Forbes/Jayne DePanfilis to prepare cover letter to tandem instructors to accompany 30-day forms, outlining rating official requirements and responsibilities. Attorney to notify tandem instructors regarding representation as rating officials. Clearly define reporting requirements and custodial responsibility for forms, requirements for employees or contractors. Due 11/15/05.	11/15/2005		In Progress	8/30/2006 Jayne DePanfilis - Executive Director sent email inquiry to Mark Forbes regarding "next steps."
XXIN 1005 IN02	Mark Forbes	Mark Forbes with HQ to effect mailing of Instructor Liability Insurance Survey by mid-November, and tabulated before spring BOD meeting by Mark. Schedule review of survey results at spring BOD insurance committee meeting.	11/15/2005	3/18/2006	Complete	3/18/2006 Liz Sharp - Item replaced by Mandatory Instructor Liability Insurance Plan approved by BOD. See item #3 of Insurance Committee Report.
XXIN 1005 IN01	Mark Forbes	Mark Forbes to finish instructor liability insurance survey form, Lisa Tate to review.	11/1/2005	3/18/2006	Complete	3/18/2006 Liz Sharp - Item replaced by Mandatory Instructor Liability Insurance Plan approved by BOD. See item #3 of Insurance Committee Report.
XXIN 0319 IN03	Jayne DePanfilis	Jayne DePanfilis to work with Tim Herr to negotiate discounted rates for schools employing USHGA instructors with insurance.	4/1/2006		Pending	9/26/2006 Jayne DePanfilis - ED to follow up with Mark Forbes at the Fall BOD meeting 8/30/2006 Jayne DePanfilis - USHPA will not be able to negotiate discounted rates for CGL coverage for schools without implementation of a Master Policy for Instructor Liability Coverage. Pending purchase of the Professional Liability Policy 4/13/2006 Jayne DePanfilis - The association, including the ED, the Insurance committee, and legal counsel, are focused first and foremost on the effort to obtain discounted rates for professional liability coverage for individual instructors.
XXIN 0319 IN04	Jayne DePanfilis	Jayne DePanfilis to work with Tim Herr to negotiate supplemental site insurance fee for training site landowner coverage.	4/1/2006	3/22/2006	Complete	8/30/2006 Jayne DePanfilis - This item is Complete. 4/13/2006 Jayne DePanfilis - If the association purchases a master policy for professional liability insurance for individually certified USHGA instructors, the policy will provide individual instructors with the ability add sites and landowners to their policy.

XXIN 0319 IN05	Jayne DePanfilis	Jayne DePanfilis to prepare a report to the BOD on aerotowing and surface towing are not currently covered for tug pilots and tug planes. Coverage is available through First Flight for ATP-rated, waived USHGA tug pilots towing USHGA waived members.	10/1/2006	4/1/2006	Complete	8/30/2006 Jayne DePanfilis - Complete April 2006
XXIN 0319 IN06	Jayne DePanfilis	ED to present a draft copy of a separate, discretionary, master liability insurance policy for aerotowing and tug pilots. The policy is to include coverage for aerotowing and the tug pilot in cases where the entity in charge of the towing is a club and not a commercial operation and the USHPA ATP rated tug pilot and solo hang glider pilot on tow (at the other end of the rope) are both members of the USHPA with an original signed waiver on file at USHPA headquarters.	10/1/2006		In Progress	<p>9/26/2006 Jayne DePanfilis - ED notified Chair of Insurance committee that she will be briefing the Insurance committee on the status of a separate master policy for tug pilots and aerotowing. It is not feasible to provide coverage for tug pilots and aerotowing in a separate Association master policy. ED to discuss alternative solution with Insurance committee.</p> <p>9/5/2006 Jayne DePanfilis - ED reports she sent an email to Robert Wells and Dawne Fay of FF to remind them that she provided FF with her recommended changes to the first draft of the insurance policy for aerotowing in June. She is expected to present the second draft to the Insurance committee at the Fall meeting.</p> <p>8/30/2006 Jayne DePanfilis - This action item was addressed during the Insurance committee meeting in March in Colorado Springs. ED advised the Insurance committee of her decision to decline to offer the policy for review because the meeting was dedicated solely to the discussion of the Professional Liability policy. ED followed up with Dawne Fay of First Flight in March and again with Robert Wells of First Flight in May. ED provided her recommendations for policy language changes to First Flight in June. Pending receipt of an amended draft policy by First Flight.</p>
XXIN 0319 IN02	Jayne DePanfilis	Jayne to develop detailed plan for implementation and administration of mandatory instructors liability policy. Expected program start as soon as practical after approval of final plan by EC.	4/1/2006	5/10/2006	Complete	<p>5/22/2006 Liz Sharp - Replaced by Action Item 0522 EC02. Per EC Minutes</p> <p>4/13/2006 Jayne DePanfilis - Action item 03-19 IN02 can not be completed until Tim negotiates the fee and administration/reporting requirements for the master policy for professional liability insurance for instructors.</p>
XXIN 0319 IN01	Jayne DePanfilis	Jayne DePanfilis to obtain loss runs for 2005 from First Flight, along with policy copy. New policy is bound, same price per member as last year. Last rate increase was 1997. No change in terms of coverage.	4/1/2006	5/3/2006	Complete	<p>5/3/2006 Jayne DePanfilis - Delivery of this report satisfies completion of action item 03-19 IN01 from the March BOD meeting action item report.</p> <p>4/13/2006 Jayne DePanfilis - Action item 03-19 IN01 is partially complete: I received a copy of the bound policy for 2006 on 4-4-2006. I am still waiting for a reply from Dawne Fay at First Flight regarding the loss runs for 2005. I emailed my request to her again this week.</p>

Marketing

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXMK 0319 MK01	Warren Schirtzinger	Warren Schirtzinger to re-evaluate all marketing activities or plans initiated before reactivation of the marketing committee (marketing committee, dates TBD)	10/1/2006	10/1/2005	Dropped	9/5/2006 Rick Butler - This item was collapsed into EMMC02.

Membership and Development

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXMD 0319 MD01	Dick Heckman	Dick Heckman to discuss problem of non-active instructor listings on the website with Safety and Training and HQ.	10/1/2006	9/6/2006	Complete	9/6/2006 Rick Butler - Information on the website is dynamically populated so the only non-active instructors are the ones who have current ratings but aren't currently teaching. Jayne sent the information given to the Insurance Committee in April detailing Instructor activity to Dave Broyles for review. This matter is complete.

Name Change

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXNA 1005 NA01	Jayne DePanfilis	Jayne DePanfilis to work with Tim Herr and Tad Hurst on wording of ballot and calling a membership meeting for Saturday afternoon in Colorado Springs at next BOD meeting - the date to be announced – probably either March 17-19 or 24-26.	3/1/2006	12/19/2005	Complete	12/19/2005 Jayne DePanfilis - Final version for the announcement of the special membership meeting for the February magazine

National Coordination

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXNC 0319 NC02	Tracy Tillman Jayne DePanfilis	Tracy Tillman and Jayne DePanfilis to continue addressing exemption #4144 for aerotowing unpowered ultralight vehicles (current one expires 6/30/06) using true ultralight tugs under 103, and for USHGA ATP-rated pilots to tow with current fleet of LSA category tugs during transition period.	10/1/2006	4/27/2006	Complete	4/27/2006 Jayne DePanfilis - I submitted the association's request to renew the towing exemption to FAA today using the online Docket Management System. The tracking number for the exemption renewal request is 396551.
XXNC 0319 NC06	Lisa Tate	Lisa Tate will review the SOPs for guidance on appointment of CIVL Delegate and make a determination.	10/1/2006	6/17/2006	Complete	6/17/2006 Lisa Tate - Done
XXNC 0319 NC05	Tracy Tillman Jayne DePanfilis	Tracy Tillman and Jayne DePanfilis to request exemption to allow USHGA APT-rated pilots to tow for non-commercial/club operations using LSA with Sport Pilot license.	10/1/2006	4/25/2006	Complete	7/26/2006 Lisa Tate - Complete 4/25/2006 Jayne DePanfilis - In light of today's extensive discussion regarding the association's role in the development of the Sport Pilot rule, and the fact that the ""pending"" exemption request submitted in September 2004 was never acted upon by FAA, it was decided that USHPA should not attempt to modify the existing exemption request.
XXNC 0319 NC04	Tracy Tillman Jayne DePanfilis	Tracy Tillman and Jayne DePanfilis to develop operational guidelines for USHGA member tug pilots regarding the transition to SP and applicable FAA regulations. (Commercial vs. private for towing for compensation or hire.)	10/1/2006		In Progress	9/21/2006 Tracy Tillman - The plan as agreed by Jayne and CJ, is for Tracy to write a series of articles for the HG/PG Magazine to describe the requirements for transition of tugs and pilots to meet Sport Pilot regulations. the first article will be submitted to CJ by the meeting in SF, for the December issue. 8/30/2006 Jayne DePanfilis - Executive Director sent email to Tracy Tillman suggesting that this action item should be reassigned to include the Towing committee. Actions 0319 NC03 and 0319 NC04 are of a highly technical nature. ED's role should be administrative and facilitative only
XXNC 0718 NC02	Dennis Pagen	Dennis Pagen to prepare proposal on FAI Official Observers for presentation at the Fall BOD meeting	10/1/2006		In Progress	7/27/2006 Lisa Tate - Roll the contents of 07-18 NC02 into this item.
XXNC 0319 NC03	Tracy Tillman Jayne DePanfilis	Tracy Tillman and Jayne DePanfilis to align USHGA Aerotow pilot and vehicle requirements with FAA Sport Pilot and aircraft towing requirements.	10/1/2006		In Progress	9/21/2006 Tracy Tillman - The plan as agreed by Jayne and CJ, is for Tracy to write a series of articles for the HG/PG Magazine to describe the requirements for transition of tugs and pilots to meet Sport Pilot regulations. the first article will be submitted to CJ by the meeting in SF, for the December issue 8/30/2006 Jayne DePanfilis - Executive Director sent email to Tracy Tillman seeking clarification of this action item. ED suggests reassignment of this action item to include the Towing committee. Tracy Tillman sent copy of US DOT/FAA 8130.2F Change 2 to ED 7/13/2006: "Airworthiness Certification of Aircraft & Related Products." ED expects to discuss this document with the Sport Pilot subcommittee at the Fall BOD meeting.

XXNC 0319 NC01	Art Greenfield	Art Greenfield to write a short article for the magazine explaining the role of the NAA and some of the benefits for the membership.	4/1/2006	8/4/2006	Complete	8/4/2006 Jayne DePanfilis - CJ, Jayne and Art are working to edit the article for final publication in the October issue of the magazine. 6/27/2006 CJ Sturtevant - Hi, Art, Yes, we can put this in October, and yes, the deadline would then be August 6.
XXNC 0718 NC01	Dennis Pagen	Dennis Pagen to contact Max Bishop at FAI concerning Official Observers.	7/31/2006	7/27/2006	Dropped	7/27/2006 Dennis Pagen - Rolled into Action Item 0718 NC02 and dropped

Organization and Bylaws

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXOB 0319 OB04	Bill Bolosky	Bill Bolosky to amend SOP 12-2 and SOP 12-4 as described in Proposal 4 of the Organization and Bylaws Committee Report and submit to website Policy Manual.	4/1/2006	3/22/2006	Complete	3/22/2006 Bill Bolosky - Complete
XXOB 0319 OB02	Bill Bolosky	Bill Bolosky to update Policy Manual SOP 12-2 104 18.B 3 A, Paragliding Intermediate Special Skills, Para-Ski, by striking “and A.6”, and submit to website Policy Manual.	4/1/2006	3/22/2006	Complete	3/22/2006 Bill Bolosky - Complete
XXOB 0319 OB01	Bill Bolosky	Bill Bolosky to Update Policy Manual SOP 12-2 104.18 4 D, Paragliding Special Skills, Restricted Landing Field by correcting “SLF” to “RLF”, and submit to website Policy Manual.	4/1/2006	3/22/2006	Complete	3/22/2006 Bill Bolosky - Complete
XXOB 1005 OB01	Bill Bolosky	Bill Bolosky to forward updated SOP 2-2, “Selection of Board Meeting Location” for inclusion in the policy manual.	11/1/2005	1/5/2006	Complete	1/5/2006 Liz Sharp - Verified by examination of on line master of the Policy Manual.
XXOB 0319 OB06	Bill Bolosky	Bill Bolosky to update Policy Manual SOP 12-5 Section 5.08 A 10, Administration of Ratings by changing reference at the end of #10 from SOP 12-6 to SOP 12-3, and submit to website Policy Manual.	4/1/2006	3/22/2006	Complete	3/22/2006 Bill Bolosky - Complete
XXOB 1005 OB03	Bill Bolosky	Bill Bolosky to forward the updated SOP 2-4, “Travel Reimbursement’, for inclusion in the policy manual.	11/1/2005	1/28/2006	Complete	1/28/2006 Liz Sharp - Action completed per examination of on-line Policy Manual.
XXOB 0319 OB13	Bill Bolosky	Upon approval by the BOD, Bill Bolosky to modify Bylaws Article I, Section 2, General Purposes by replacing the last sentence of the current paragraph in the General Purposes as described in Proposal 14 of the Organization and Bylaws Committee Report and submit to the website Policy Manual.	4/1/2006	3/22/2006	Complete	3/22/2006 Bill Bolosky - Complete
XXOB 1005 OB02	Bill Bolosky	Bill Bolosky to add ownership of new SOP 2-2 to the Organization & Bylaws committee in the responsibilities table at the end of SOP 3-4.	11/1/2005	1/28/2006	Complete	1/28/2006 Liz Sharp - Action completed per examination of on-line Policy Manual.

XXOB 0319 OB07	Steve Kroop	Steve Kroop to address apprenticeship program in Policy Manual SOP 12-5 and USHGA Approved Method of Instruction and Diagram “Instructor Certification/Recertification” at end of SOP and recommend appropriate wording.	10/1/2006	7/26/2006	Complete	<p>7/26/2006 Rick Butler - The item has been completed. The bubble for apprenticeship has been removed from the flow chart and has been entered into Forms Control.</p> <p>7/25/2006 Steve Kroop - As you are aware I have always contended that there was no need to modify the flowchart since there was already a “no apprenticeship” path. In the interest of closing out this action item I have modified the chart so that apprenticeship is optional and not in the critical path to become an instructor. I believe that the removal of the apprenticeship requirement was a big mistake and I will not be a party to removing from my flowchart entirely. The attached revised flowchart is a work file. If the champion of this initiative feels strongly enough about this the optional apprenticeship element can be removed by selecting it and pressing the delete key.</p> <p>Sorry for being a little contrary here but I have to be true to my conscience.</p> <p>3/27/2006 Steve Kroop - I believe there is no need for action here since the flowchart currently provides a path that does not require apprenticeship.</p>
XXOB 0319 OB08	Dave Broyles	Safety and Training Chair Broyles to research Policy Manual SOP 12-5 Section 13 and 19 General Information paragraphs, and determine if difference is on purpose or which General Inform- mation paragraph to change and what the new text should be.	10/1/2006		Not Started	
XXOB 0319 OB09	Bill Bolosky	Bill Bolosky to update Policy Manual SOP 12-5 Sections 20 A, Advanced Paragliding Instructor by copying paragraph 14 A 1 to paragliding section 20 A, and submit to website Policy Manual.	4/1/2006	3/22/2006	Complete	3/22/2006 Bill Bolosky - Complete
XXOB 0319 OB10	Lisa Tate, Jenn Beach, Paul Gazis, Dutcher Sterling	President Tate, and Organization & Bylaws Committee members Jenn Beach, Dutcher Sterling, and Paul Gazis to work on transition plan for elimination of Honorary Director position and definition of other means of recognizing valued volunteers to include identification of portions of Bylaws and SOPs to be changed and the new text, a new means of recognizing valued volunteers, and the steps and timeline for implementation.	10/1/2006		Pending	<p>9/3/2006 Lisa Tate - In progress, I will have something for the Fall meeting.</p> <p>8/31/2006 Jenn Beach - This item has been deferred until the Spring 2007 BoD meeting.</p> <p>7/26/2006 Lisa Tate - In Progress</p>
XXOB 1005 OB04	Bill Bolosky	Bill Bolosky to forward the updated SOP 12-2 and 12-5 for inclusion in the policy manual.	11/1/2005	1/28/2006	Complete	1/28/2006 Liz Sharp - Action completed per examination of on-line Policy Manual.

XXOB 0319 OB12	Bill Bolosky	Upon approval by the BOD, Bill Bolosky to modify Bylaws Title and Article I, Section 1, Name by replacing “United States Hang Gliding Association” with “United States Hang Gliding and Paragliding Association,” and replace the acronym “USHGA” with “USHPA” in the following locations of the Bylaws listed in Proposal 13 of the Organization and Bylaws Committee Report and submit Bylaws to website Policy Manual.	4/1/2006	3/22/2006	Complete	3/22/2006 Bill Bolosky - Complete
XXOB 0319 OB03	Bill Bolosky	Bill Bolosky to Update Policy Manual SOP 4-2.05, Cash Reserve Target as describe in Proposal 3 of the Organization and Bylaws Committee Report and submit to website Policy Manual.	4/1/2006	3/22/2006	Complete	3/22/2006 Bill Bolosky - Complete
XXOB 0319 OB14	Bill Bolosky	Upon approval by the BOD, Bill Bolosky to modify Bylaws Article II, Section 1, Address by replacing: 219 West Colorado Avenue, Colorado Springs, Colorado 80903; with: 1685 West Uintah Street, Colorado Springs, Colorado 80904.; and submit Bylaws to website Policy Manual.	4/1/2006	3/22/2006	Complete	3/22/2006 Bill Bolosky - Complete
XXOB 0319 OB15	Bill Bolosky	Organization & By-Laws to consider incorporating into the SOP 12.01.100.05, add line after line D: "E. If gliders approaching head on next are next to a ridge, the glider with the ridge to the left shall give way to the glider with the ridge to the right". (See Item 1 on S&T Report).	10/1/2006		Pending	8/29/2006 Bill Bolosky - This is on the agenda for the Fall 2006 Meeting for the Committee.
XXOB 0319 OB16	Bill Bolosky	Organization and By-Laws to consider moving requirement from 12-2.104.18.B into SOP 12-2.104.18-A. And remove the line that references “must hold A4 and A6 above.” (See Item 3 on S&T Report).	10/1/2006		Pending	8/29/2006 Bill Bolosky - This is on the agenda for the Fall 2006 Meeting for the Committee.
XXOB 0319 OB17	Bill Bolosky	Organization and By-Laws to consider updates SOP 12-5 listed in the Appendix A of the S&T Report..	10/1/2006		Pending	8/29/2006 Bill Bolosky - This is on the agenda for the Fall 2006 Meeting for the Committee.
XXOB 0319 OB18	Liz Sharp	Liz Sharp to research communications for existence of previous request to add Safety Subcommittee to the Competition Committee SOP, and, if not found, contact Competition Committee Chair for resubmission. The Organization and Bylaws committee will use a virtual meeting to review, approve and request EC approval.	6/1/2006		Not Started	

XXOB 0510 Email	Bill Bolosky	Bill Bolosky to update the "history" section of the bylaws (at the end) to include the changes that were recently made to the bylaws.	6/15/2006		In Progress	9/8/2006 Jayne DePanfilis - ED reports that she sent reminder email to Bill Bolosky and Rick Butler to update "history" section of Bylaws and has not heard from Bill 5/10/2006 Bill Bolosky - It should be. I'll update it and send it to Rick. 5/10/2006 Jayne DePanfilis - I noticed that the ""history"" section of the bylaws (at the end) was not updated to include the changes that were recently made to the bylaws. Does this section need to be updated too?
XXOB 0319 OB11	Liz Sharp	Upon approval by the BOD, Secretary Sharp will execute an affidavit (based on format supplied by Chair Bolosky) for name change and file with the California Secretary of State.	4/1/2006	4/13/2006	Complete	4/13/2006 Jayne DePanfilis - You completed the following action item: ""upon approval by the BOD, Secretary Sharp will execute an affidavit for name change and file with CA Secretary of State. We didn't implement Bolosky's resolution. We implemented Tim Herr's resolution.
XXOB 0319 OB05	Bill Bolosky	Bill Bolosky to update Policy Manual SOP 3-02 05 B, Competition Committee by changing “K” to “T”, and submit to website Policy Manual.	4/1/2006	3/22/2006	Complete	3/22/2006 Bill Bolosky - Complete

Planning

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXPL 1005 PL02	Lisa Tate	Lisa Tate to write article for January 2006 issue of magazine summarizing and explaining USHGA strategic planning.	11/10/2005	11/7/2005	Complete	11/7/2005 Lisa Tate - It's done.
XXPL 1005 PL01	Riss Estes	Riss Estes to provide requirements to Rick Butler ASAP to determine suitability of existing software for a web-based planning method to monitor plan progress, categorize volunteers, resource project planning, etc.	11/1/2005	11/14/2005	Complete	11/14/2006 Riss Estes - I took care of this last month already. Thanks for following up.

Powered Harness

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXPH 1005 PO01	Jayne DePanfilis	Jayne DePanfilis to work with Tad Hurst and Attorney to prepare the wording of changes to be developed and approved by Corporate Counsel and EC for a membership meeting be called to vote to amend the Articles of Incorporation to clearly allow powered harnesses as part of the primary purpose of the USHGA. That meeting to be held in conjunction with the Spring 06 BOD meeting.	3/1/2006	11/19/2005	Complete	11/19/2005 Lisa Tate - Due to recent developments with the powered harness vote, the EC has voted to adopt the following course of action: The EC will immediately appoint a Task Force. The task force will meet and develop up to 3 comprehensive, factual proposals.
XXPH 1005 PO02	Tad Hurst	Tad Hurst to solicit pro and con power harness articles by November 3, 2005, for the magazine.	11/3/2005	1/4/2006	Complete	1/4/2006 Liz Sharp - Articles appeared in magazine.
XXPH 0319 PH01	Bill Bolosky	Powered Harness Task Force to formulate a reporting schedule for the Executive Committee.	4/26/2006		Dropped	9/8/2006 Jayne DePanfilis - Change status to "Dropped." It never happened. Bill resigned etc. 3/25/2006 Jenn Beach - Will try to review this in the next few days. Hope that will still work for you. 3/20/2006 Liz Sharp - Attached from last December are the updates to the Competition Committee SOP which Davis wrote and I agree on. I have also added the changes from the March O&B meeting. If Jenn and Bill aapprove, I can get this added to the Agenda of the April 10 EC meeting.

Publications

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXPU 0319 PU10	Martin Palmaz	Martin Palmaz to establish calendar photo selection committee (will recruit from last year's committee) from photographers who have published in other publications, and from recommendations supplied by C.J.	10/1/2006	5/31/2006	Complete	5/31/2006 Martin Palmaz - Calendar committee selected.
XXPU 0319 PU01	Headquarters Staff	HQ to post BOD meeting dates and locations on home page as soon as available.	4/1/2006	6/15/2006	Complete	8/30/2006 Jayne DePanfilis - This is complete. 4/24/2006 Liz Sharp - The Power Harness Task Force is to investigate an "insubstantial resources" program outside the primary purpose of the Association, limiting resources and expenses for all non-primary purpose activities to 15%. Because of a very tenuous connection to the primary purposes of education and scientific purposes, the Pilot Proficiency Rating Program and the liability insurance policy may be included in non-primary activities. The next step will be to approach the insurance company about sequestering insurance costs. EC MInutes 04/24/06
XXPU 0319 PU02	CJ Sturtevant	Magazine Editor to arrange monthly editorial content page for Foundation. Paul Gazis may have first submission	4/1/2006		Ongoing	8/7/2006 CJ Sturtevant - This is completed. Paul's first article is due out in September. I requested content for October, but have not yet received a reply. I can arrange space and request content, but I cannot supply material to fill that page 5/22/2006 Liz Sharp - Waiting Information from Ben Rogers. Per EC Minutes.
XXPU 0319 PU03	Paul Gazis	Paul Gazis to use list in Attachment A of the Foundation Proposal as basis for first advertorial in magazine.	4/10/2006	9/5/2006	Complete	3/22/2006 Paul Gazis - I did indeed bring my own copy, and I'd already started work on a draft over the weekend, but it is extremely helpful to have another copy of the original in digital form! 9/5/206 Paul Gazis - Yes, that action item is most well and truly complete.
XXPU 0319 PU05	Mark Forbes	Mark Forbes to create low-resolution PDF files for the magazine archive, and will deal with any requests for PDFs of magazines for individual pilots who travel.	10/1/2006		Ongoing	9/5/2006 Jayne DePanfilis - ED reports that to her knowledge, the staff hasn't received any requests for low res PDF files for the magazine but if we do, Mark Forbes has agreed to try to accommodate individual pilot requests.
XXPU 0319 PU07	CJ Sturtevant	C.J. Sturtevant to write a short article on contributor agreement	10/1/2006		Pending	9/5/2006 Jayne DePanfilis - ED reports that she should be forwarding the staff's suggested changes to the first draft of the Contributor's agreement to Tim Herr for his final comments this week. The editor should write a short article on the revised contributor agreement/invoice once it has been implemented. The Editor's comments will also be included with the agreement during implementation. 7/26/2006 Jayne DePanfilis - Contributor's Agreement and Invoices have been drafted and sent to Tim Herr for review. Status changed to Pending.

XXPU 0319 PU09	Martin Palmaz	Martin Palmaz to include with every PG calendar a request that purchaser ask other PG pilots to purchase one also.	10/1/2006	7/26/2006	Complete	7/26/2006 Martin Palmaz - This item is Complete. Once the calendars are delivered, the letters will be included with all out going calendars. 5/31/2006 Martin Palmaz - The following Action item is also outstanding
XXPU 0319 PU04	Martin Palmaz	Martin to investigate feasibility of re-activating contributor T-shirt	10/1/2006		In Progress	9/21/2006 Martin Palmaz - T-shirt vendor quotes pending and expected to be completed by 9/27/06. Contributor t-shirt information will be completed by Fall BOD meeting 9/5/2006 Jayne DePanfilis - ED reports that Martin will discuss the feasibility of this action item with the PUBS committee during the Fall BOD meeting. 7/26/2006 Martin Palmaz - This item will be investigated in August 5/31/2006 Martin Palmaz - The following Action item is also outstanding
XXPU 0319 PU11	Peter Birren	Peter Birren to write up a magazine article to publicize new logo contest.	10/1/2006	8/29/2006	Complete	8/29/2006 Peter Birren - The Logo Contest is essentially complete except for the Jury and the Voting phase. The announcement goes out in the October Issue. 5/22/2006 Liz Sharp - Unfortunately we were not able to make arrangements for the conference call with Warren Schirtzinger on the marketing strategies and the logo contest before he left for Europe, so there has been no progress. The consensus of the Executive Committee is to support the logo contest but to wait one month for Schirtzinger's return. EC Minutes 4/18/2006 Lisa Tate - As you know, I have asked CJ to postpone this article by one month so that the EC has had time to discuss it. I spoke with Peter Birren on Sunday but I'd still like to hear from the Marketing committee. At this point I think it would be helpful for Peter and Warren to join the EC call for this discussion.
XXPU 0319 PU12	CJ Sturtevant	C.J.. Sturtevant to discuss with Rick the possibility of creating a web site button to allow easy submission of articles and photos on home page.	10/1/2006		In Progress	9/5/2006 Rick Butler - There is a reference page for folks to connect to the Magazine Dropbox via FTP. This should be all the action required for this Action Item, but we'll get confirmation from CJ and update AIMS when we hear back.
XXPU 0319 PU13	Jayne DePanfilis, Martin Palmaz	Jayne DePanfilis and Martin Palmaz to investigate total costs for producing a paper copy of a "new pilot edition" of the magazine, to be available through instructors and schools.	10/1/2006		In Progress	9/21/2006 Martin Palmaz - Branding Iron quote pending. Printbridge quotes pending. Pending quotes are expected to be completed by 9/27/06. Publication Printers quotes completed. Printed New Pilot Edition cost estimates will be completed by Fall BOD meeting 8/30/2006 Jayne DePanfilis - Martin Palmaz will provide report regarding options for producing a paper copy of a "new pilot edition" to the Publications committee at the 2006 Fall BOD meeting. 5/31/2006 Martin Palmaz - The following Action item is also outstanding

XXPU 0319 PU14	Jayne DePanfilis, Martin Palmaz	Jayne DePanfilis and Martin Palmaz to investigate making an online version of the New Pilot Edition, available on the USHPA website.	10/1/2006		In Progress	9/21/2006 Martin Palmaz - Branding Iron quote pending and expected to be completed by 9/27/06. New Pilot Edition - web version cost estimate will be completed by Fall BOD meeting 9/5/2006 Jayne DePanfilis - ED reports that this action item is in progress. Martin will be providing a report to the PUBS committee during the Fall BOD meeting. 8/30/2006 Jayne DePanfilis - Martin Palmaz's report regarding the "new pilot edition" will include a recommendation for an online product. 5/31/2006 Martin Palmaz - The following Action item is also outstanding
XXPU 0319 PU08	CJ Sturtevant, Martin Palmaz	C.J. Sturtevant and Martin Palmaz to get the word out to paragliding pilots that the continuation of the paragliding calendar depends on successful 2007 paragliding calendar sales.	10/1/2006	5/28/2006	Complete	5/28/2006 Liz Sharp - Liz saw article in June Magazine.
XXPU 1005 PU02	Jayne DePanfilis, CJ Sturtevant	Jayne DePanfilis and C.J.. Sturtevant will design/create an information box for HG/PG Magazine to continually let members know assistance is available (SP page 38). This information box will suggest that members call the office for help in opening and preserving sites.	3/1/2006	3/11/2006	Complete	3/11/2006 Liz Sharp - See completed Strategic Plan Action Item FOMS01. 3/9/2006 Jayne DePanfilis - CJ and I agree that the infrastructure for providing assistance to chapters is not yet developed enough to warrant promoting the service in the magazine. The strategic plan should help us make progress to the point where both CJ and I are comfortable that we are promoting a service that can be consistently provided.
XXPU 0319 PU06	Mark Forbes	Mark Forbes to write article on copyright law to inform potential contributors of two month exclusivity of our publication's use. Contributor's may request waiving this restriction for posting their work in their Chapter's newsletters or on-line publication from the USHPA Editor.	10/1/2006		Not Started	
XXPU 1005 PU01	Urs Kellenberger	Urs Kellenberger to contact Peter Birren, Thayer Hughes and Dean Funk to request design donation of downloadable ads and a brochure with strategic messaging for both HG and PG (suggested by the Strategic Plan, pages 33/34). Ads/brochures will be made available on the USHGA Web site for instructors where they can insert their contact information. Downloadable material will be available for schools and instructors only.	3/1/2006	2/28/2006	Complete	2/28/2006 Urs Kellenberger - Per Strategic Plan Action Item SIISO2, Peter Birren is designing the ""counter cards"" or ""downloadable ads"" for both PG and HG. He will have rough drafts ready for the BOD meeting.
XXPU 1005 PU03	CJ Sturtevant	C.J.. Sturtevant to add blurb in November and December magazines every year reminding clubs/chapters to gift landowners. Ongoing standard practice. (SP Action item, page 39)	10/15/2005	11/6/2005	Complete	11/6/2005 CJ Sturtevant - The reminder is in my December editor column.

XXPU 1005 PU04	Dutcher Sterling	Dutcher Sterling to work with Marketing Committee to complete and forward press releases of local accomplishments (competitions, long flights) to the news wires. Gary to assist.	3/1/2006	1/31/2006	Complete	1/31/2006 Warren Schirtzinger - If Dutcher will send me all of the press-related stuff he has collected or produced (I've not received anything from him yet), I'll look to see where it might fit in marketing plan that is under development.
XXPU 1005 PU05	Matt Taber	Matt Taber to create an outline for articles in the magazine to activate membership and local clubs and cause continued membership involvement in the strategic plan.	3/1/2006	1/29/2006	Complete	1/29/2006 Matt Taber - Finding writers who will write about the strategic plan in a way to involve and motivate members is looking like a pipe dream. I have yet to find an individual who is excited and will commit to the project. May have to rethink that action item.
XXPU 1005 PU06	Matt Taber	Matt Taber to find writers for strategic planning articles to have continuous monthly support of the strategic plan and cause the membership to become involved in the plan.	3/1/2006	3/16/2006	Complete	3/16/2006 Matt Taber - I currently have three articles that can be used in a membership drive that never got off the ground a few years ago. They are from Davis Straub, Clair Pagen Vasore and Matt Taber. Also a list of twelve names. 1/29/2006 Matt Taber - Finding writers who will write about the strategic plan in a way to involve and motivate members is looking like a pipe dream. I have yet to find an individual who is excited and will commit to the project. May have to rethink that action item.
XXPU 1005 PU07	Martin Palmaz	Martin Palmaz to initiate program to allow clubs to purchase and sponsor a month with their local site on the image in the calendar. Start calendar sooner for this year and next year in order to possibly sell them to the public.	3/1/2006	3/1/2006	Complete	3/1/2006 Martin Palmaz - The email regarding calendar photos and sponsorship has been written and will be sent to all the chapters and schools in the database by Rick in a broadcast email this week. The same email will be sent separately to other advertisers this week as well. I will be presenting a recommendation to the publications committee at the BOD meeting regarding calendar production with budgetary and schedule information.
XXPU 1005 PU08	Urs Kellenberger	Urs Kellenberger to coordinate investigation through HQ staff adding a gift subscription card in the magazine in time for holiday giving.	3/10/2006		Not Started	9/6/2006 Martin Palmaz - We have received a quote for inserting cards. Card layout will begin once details of the offer and implementation have been finalized. I will be soliciting ideas and comments on offer details in the next day from Urs, Thayer, CJ, Peter Birren and Steve Roti. If we're going to make the November issue, we'll need to have them printed at the start of October.

Safety and Training

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXST 1005 ST10	Steve Kroop	Steve Kroop to redo the Instructor Certification/Recertification flow chart at end of SOP 12-5 to remove “apprentice”	11/15/2005		Complete	9/5/2006 Rick Butler - This is complete. I removed "apprentice" from the flow chart and will submit a new chart to O&B for inclusion into SOP 12-5. 1/30/2006 Steve Kroop - FYI, I checked with Rick at the office and he says that his Flow Chart also does not mention the Apprentice instructor. I think this item was a goose chase. 1/9/2006 Dave Broyles - I will ask Steve Kroop to do this.
XXST 1005 ST05	Tracy Tillman	Tracy Tillman to work with the office to get the 6 approved questions concerning FAR 103 added to the H2 and P2 tests added to the current tests.	3/1/2006	11/7/2005	Complete	11/7/2006 Tracy Tillman - It's done.
XXST 1005 ST04	David Jebb	David Jebb to coordinate a program for PG IP presenters like the above program with a deadline of 24 months. Again, details will be developed by the same methods as above.	10/1/2006		Not Started	7/25/2006 David Jebb - I really have done anything with this – actually Dave Bowles and I were suppose to get together and discuss this program. Perhaps we can do so at the next board meeting. 1/9/2006 Dave Broyles - I will give David Jebb a poke about this one so we can plan it with a reasonable lead time.
XXST 1005 ST03	Dave Broyles	Dave Broyles on behalf of Michael Robertson (because no responsible name was assigned) to have a meeting of HG IP presenters before a board meeting as actually as once required by the current program within 12 months, and to be repeated at least every 3 years. Details will be developed by phone conference and /or email to make this happen by the required deadline.	3/1/2006	3/19/2006	Complete	9/19/2006 Liz Sharp - Action Item reassigned to Gregg Ludwig, Matt Taber and Dave Broyles during S&T Committee meeting as 03-19 ST06, through 03-19 ST09.
XXST 1005 ST01	Dick Heckman	Dick Heckman to investigate developing a program to implement an online recertification capability similar to that being used by the FAA to be adopted after consideration by S & T at the next meeting.	3/1/2006	3/18/2006	Complete	Liz Sharp - Action Item reassigned to Dennis Pagen and Dave Broyles during S&T Committee meeting as 03-19 ST11.
XXST 1005 ST07	Bob Hannah	Bob Hannah to review the Code of Conduct and present it to the next S & T committee meeting for serious consideration of adoption.	3/1/2006	3/9/2006	Complete	3/9/2006 Bob Hannah - I briefly reviewed the attached instructor code of conduct with Tim Herr yesterday. He advised USHGA against implementing the attached code of conduct. He asked me if I knew exactly why we were considering implementing this code of conduct. 1/29/2006 Bob Hannah - The code of Conduct is completed, I just need to go over it with Tim Herr to make sure that there are no bumps in the road. 1/9/2006 Dave Broyles - have not asked Bob Hannah to act on this yet. It might be valuable for him to acquire the Code of Conduct he developed and submitted for evaluation by Tim Herr, for a start to the one. I will ask Jayne to see if the document Bob developed is available.

XXST 1005 ST08	Dick Heckman, Michael Robertson, Dave Broyles	Dick Heckman Michael Robertson and Dave Broyles to address an action item from the USHGA Strategic Plan; S & T in coordination with M & D will establish a procedure to ensure an equitable number and distribution of IPs and the dissemination of their location, date, and Administrator in a timely manner	3/1/2006	3/18/2006	Complete	3/18/2006 Liz Sharp - Action Item reassigned to Dennis Pagen and Dave Broyles during S&T Committee meeting as 03-19 ST11.
XXST 1005 ST06	Dick Heckman, David Broyles	Dick Heckman and David Broyles to address action item from the USHGA Strategic Plan; The ED, S&T and M&D will identify all instructor certification requirements, develop ethics standards for instructors and determine the best method of making this information available to out membership and implement this approach.	3/1/2006	3/18/2006	Complete	3/18/2006 Liz Sharp - Action Item reassigned to Dennis Pagen and Dave Broyles during S&T Committee meeting as 03-19 ST11.
XXST 1005 ST09	Dave Broyles	Chairman Dave Broyles (because no name was assigned) to consider development of a paid 'Designated Examiner' program similar to that implemented by the FAA with the explicit purpose of instituting Quality Control for our instructor program. This is a program to be developed on a 2 year plan with the full understanding that there are going to be many issues to consider for its implementation. S & T recognizes that this is a major departure from our past methods, but there was strong support for its consideration and development.	3/1/2006	3/18/2006	Complete	3/18/2006 Liz Sharp - The Chairman is unable to find a person interested in championing this Action Item form his October Report. 1/9/2006 Dave Broyles - I don't think it would be possible to get S & T to vote to put this program in front of the BOD for consideration. Too many of the committee members think it would be too much of a burden for the schools and for pilots so I am not prepared to go forward with it. If the BOD as a whole wants to consider it, I can propose a program, and let S & T vote it down, and it can be reconsidered by the BOD. The program will be complex and hard to implement, but could be a big improvement in the way we do things. I am not prepared to do anything with it, unless I think it is fairly certain to be accepted.

Site Management

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXSM 0319 SM02	Russ Locke	Revisit Strategic Plan – Discussion of the role of this Committee.	10/1/2006		Not Started	
XXSM 0319 SM03	Russ Locke	Russ Locke to email copy of NPS Budget to Liz to attach to Committee Report in Minutes	4/1/2006	3/22/2006	Complete	3/22/2006 Russ Locke - Liz, following is the budget information that needs to be attached to the Site Committee Report. Hopefully, you can cut and past it without to much trouble.
XXSM 1005 SM01	Randy Leggett	Randy Leggett, exiting Committee Chair, to inform new committee Chair, John Greynald, of timeline for development of Site Procurement Manual as indicated by the Strategic Plan.	11/1/2007	11/7/2005	Complete	11/7/2005 Randy Leggett - I emailed the letter to jayne the day after the BOD meeting...and I contacted Jon via email from Rochester so both are complete.
XXSM 1005 SM02	John Greynald	John Greynald to work with Editor to solicit case history articles focusing on site preservation and inspiration for the Feb 2006 issue, closing December 10, 2005.	12/10/2005	1/28/2006	Complete	1/28/2006 CJ Sturtevant - I publish on a regular basis "case history" articles on site preservation (Dog Mt., Sand Turn, Mingus to name a few that come to mind right away).
XXSM 1005 SM03	Randy Leggett	Randy Leggett to write a letter to be included with Chapter Renewal Packages to refer to Site Procurement Manual, and Case History articles in magazine.	11/1/2005	12/15/2005	Complete	12/15/2006 Jayne DePanfilis - I edited the letter. I hope you approve. The packets were mailed today. I thought it would be okay to use Foundation letterhead because you signed the letter as VP of the USHGF and a member of the USHGA Site committee.
XXSM 0319 SM01	Russ Locke	Find individual to look into closed ski resorts in Pennsylvania. This opportunity needs someone from this area to look into the possibility of expanding flying sites. Chair to send note to local chapters	10/1/2006	3/18/2006	Complete	3/18/2006 Liz Sharp - Completed in General Session by Dennis Pagen: There is only one closed ski resort in Pennsylvania and a better launch site is just down the road.

Strategic Planning

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXSP 0319 ST04	Dave Broyles	Dave Broyles to draft article based on modified wording for SOP 3.16 to explain confidentiality procedure to the membership once changes have been proposed and approved.	10/1/2006	4/11/2006	Complete	9/6/2006 Rick Butler - This item was collapsed into 0319 ST03
XXSP 0319 ST09	Headquarters Staff	Office will send IP Administrators the letter concerning a procedure to ensure an equitable number and distribution of ICPs and the dissemination of their location, date and Administrator to include Tandem Administrators. See #7 and Appendix B of S&T Report.	4/1/2006	4/10/2006	Complete	4/10/2006 Rick Butler - Sent ""Dear IP Administrator: The Membership and Development Committee and the Safety and Training Committee request your assistance in presenting regular scheduled IPs."" 3/30/2006 Martin Palmaz - We are taking care of this ASAP and will let you know when we have the responses from IP administrators.
XXSP 0319 SP01	Riss Estes, Steve Kroop, Steve Mayer	Steve Kroop, Steve Mayer and Riss Estes to investigate which targeted action items which could undertaken that might have an immediate impact on growth, particularly in the area of instructor support.	10/1/2006		In Progress	6/11/2006 Riss Estes - 03-19 SP01 is being investigated and for clarification it is ""solely"" in the area of instructor support, not ""particularly."" I've conducted an initial instructor survey and developed a list of potentials.
XXSP 0319 ST15	Dave Broyles	S&T Committee Chair Broyles to approach Strategic Planning Committee Chair Estes and negotiate the removal of the Designated Examiner program from the Strategic Plan.	10/1/2006		Not Started	
XXSP 0319 ST14	Dennis Pagen, Gary Trudeau	Dennis will research International symbols. Gary will work with him and propose alternative for marking the area so it is visible from the air at the Fall 2006 BOD Session.	10/1/2006		In Progress	8/30/2006 Gary Trudeau - I got a response from the BHPA about the action item Dennis Pagen and I were supposed to do from the last BOD meeting. I will bring it to the next BOD meeting 8/28/2006 Gary Trudeau - I got a letter off to the British Hang Gliding and Paragliding Association yesterday about this very subject. Just waiting for a reply.
XXSP 0319 ST13	CJ Sturtevant, Bob Hannah, Steve Mayer	Recommend Editor and Bob Hannah and Steve Mayer to develop guidelines for HG/PG magazine content regarding safety. See Item #17 of S&T Report.	10/1/2006	3/18/2006	Complete	3/18/2006 Liz Sharp - Completed in General Session by consensus of BOD during Publications Committee Report Review: The Editor has flexibility when important safety issue(s) may cause imbalance in HG/PG content.
XXSP 0319 ST11	Dennis Pagen, Dave Broyles	Dennis Pagen and Dave Broyles to formally write up a program to initiate an on-line recertification capability, along with implementation procedures. Dennis to add the number of lesson days (offered in ranges) the instructor has taught in the last 3-year period; and to list the ratings the instructor has issued in last 3-year period; also add to the procedure – please attach a copy of your first aid card. For consideration by S & T at the next meeting. See Item # 12 of S&T Report.	10/1/2006		Not Started	

XXSP 0319 ST10	Tracy Tillman, Mark Windscheimer	Subcommittee headed up by Tracy Tillman to work with Mark Windscheimer and other instructors to draft standardized method for teaching scooter tow instruction for hang gliding. This will be a benchmark of best practices. Due by June 15, 2006. See Item #8 of S&T Report	6/15/2006		In Progress	9/20/2006 Mark Windsheimer - Tracy Tillman has all the information that I was asked to gather and create for this project and will be able to present it at the board meeting if it fits into the prioject
XXSP 0319 ST07	Dave Broyles, Matt Taber	Matt Taber and Dave Broyle will then work together to schedule dates to ensure an equitable number and distribution of ICPs and the dissemination of their location, date and Administrator. See #7 and Appendix B of S&T Report.	6/1/2006		Not Started	
XXSP 0319 ST01	Dave Broyles	If changes to 12-2.104.18.B into SOP 12-2.104.18-A are approved by O&B, Dave Broyles is to instruct HQ to effect a database logic change is required by the USHPA office. See Items 3 and 4 of S&T Report.	10/1/2006		Not Started	
XXSP 0319 ST05	Dave Broyles	Dave Broyles to build out agenda for HG IP program in San Francisco (SF) as needed. Not mandatory for IP presenters to attend the meeting. See Item #6 on S&T Report.	10/1/2006		Dropped	9/6/2006 Jayne DePanfilis - From what I can tell this action item was dropped. Postponing it has the same effect as dropping it because it was intended to be held in conjunction with the Board meeting. 9/6/2006 Dave Broyles - I have postponed it until we can have it at a place that the IP presenters can afford. I explained it to Lisa Tate on the phone.
XXSP 0319 ST03	Dave Broyles	Dave Broyles to propose modified wording for SOP 3.16 by 4/15/06. See Item # 5 on S&T Report.	4/15/2006	3/22/2006	In Progress	9/5/2006 Jayne DePanfilis - ED reports that this action item is In Progress but it is not Complete. Dave submitted revisions for SOP 3-16 to the EC in April. The revisions were not approved by legal counsel. The article for the magazine can't be written until the SOP is revised. 4/11/2006 Jayne DePanfilis - Dave Broyles proposed a modified wording for SOP 3.16 to explain confidentiality procedure to the membership in an email attachment to the EC on March 22, 2006. It is my understanding that this proposal is problematic but it was submitted. 3/22/2006 Dave Broyles - I am attaching an updated version of SOP 3-16 to the EC for review, consideration and adoption; a discussion of some points about confidentiality implemented in this form and an article about accident report confidentiality to be published in the magazine.
XXSP 0319 ST02	Dave Broyles	Dave Broyles to put Bill Heaner on the list of IP Administrators. See Item #2 of S&T Report.	10/1/2006	4/11/2006	Complete	4/11/2006 Jayne DePanfilis - Michelle implemented Bill Heaner's IP Administratorship on April 7, 2006.
XXSP 0319 ST08	Dave Broyles, Matt Taber	Dave Broyles and Matt Taber to send letter to the USHPA Office and to the Editor . See #7 and Appendix B of S&T Report.	5/1/2006	4/10/2006	Complete	4/10/2006 Rick Butler - Sent ""Dear IP Administrator: The Membership and Development Committee and the Safety and Training Committee request your assistance in presenting regular scheduled IPs.""

XXSP 0319 ST06	Gregg Ludwig	Gregg Ludwig to draft letter concerning a procedure to ensure an equitable number and distribution of ICPs and the dissemination of their location, date and Administrator and send to Dave Broyles by Sunday. See #7 and Appendix B of S&T Report.	3/19/2006	3/22/2006	Complete	3/22/2006 Dave Broyles - Matt Taber has composed the letter. See attached document ""Dear USHPA"".
-------------------	--------------	---	-----------	-----------	----------	--

Tandem

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXTA 1005 TA01	Paul Voight	Paul Voight to see that the following people are removed from the Tandem Administrator Appointments on the website: 1) Brad Kushner—not active., and 2) Steve Burns—not active.	3/1/2006	11/2/2005	Complete	11/2/2005 Paul Voight - Done
XXTA 1005 TA07	Paul Voight	Paul Voight contact Bill Bolosky and office to clean up clerically the references to AT rating in SOPS 12-02.	3/1/2006	2/3/2006	Complete	2/3/2006 Bill Bolosky - Please apply the following update of SOP 12-2 (rev 02/06) to the policy manual. It's fixing essentially typos in the section on paragliding tandem towing operations. I have Lisa's authorization under SOP 3-4.02(E) for this change without BOD/EC approval.
XXTA 0319 TA02	Paul Voight	Paul Voight to develop new SOP consistent with how we are assigning launch methods for each tandem rating (Tandem LAUNCH skills for Tandem Pilots) and submit to Organization and Bylaws.	10/1/2006		Not Started	9/20/2006 Paul Voight - Provided Verbiage to O&B to incorporate into SOP 12-2 to Bill Bolosky and Liz Sharp.
XXTA 0319 TA01	Paul Voight	Paul Voight will remind administrators that they have the responsibility of collecting regional director's approvals. Office will only receive a clinic report form for completed clinics.	6/1/2006		In Progress	9/8/2006 Jayne DePanfilis - ED reports that Paul Voight plans to address this action item W/E Sept. 15. 6/2/2006 Rick Butler - I've updated all forms and cover letters for this activity to include integrating the new versions from Paul. Packets on the web are updated. An e-mail missive is going out right now with the new attachment. Paul - I also added a blurb as a post script about accessing packets should they want them. Let me know if there is anything further to be done with this request. 6/1/2006 Paul Voight - Please send the following short note to all (H.G. & P.G.) TANDEM administrators.
XXTA 1005 TA04	Paul Voight	Paul Voight follow up informing new appointees.	3/1/2006	11/2/2005	Complete	11/2/2005 Paul Voight - Done
XXTA 1005 TA02	Paul Voight	Paul Voight to check status of PG tandem administrator, Matt Senior.	3/1/2006	11/2/2005	Complete	11/2/2005 Paul Voight - Done
XXTA 1005 TA05	Paul Voight	Paul Voight to follow up with office to effect the following changes to the 30-day Membership form: 1) Additional language needed on 30 day form to clarify that instructors must be current USHGA members and appropriately rated, and are not representatives of USHGA. 2) Additionally, it is recommended that the form be changed to ask for "Student Pilot" signature rather than "Pilot" signature., 3) Remove check boxes that indicating student rating given. 4) Remove redundant places for writing in dates on the 30 day form.	3/1/2006	11/2/2005	Complete	11/2/2005 Paul Voight - Done

XXTA 1005 TA03	Paul Voight	Paul Voight to see that the subjects of the following new tandem administrator appointments fulfill their requirements before they are put on webpage: 1) Gregg Ludwig approved for HG pending running a clinic; 2) Terry Kramer approved for HG pending running a clinic; 3) Brad Hill approved for PG pending running a clinic; and 4) Jeff Greenbaum approved for PG pending running a clinic.	3/1/2006	11/2/2005	Complete	11/2/2005 Paul Voight - Done
-------------------	-------------	---	----------	-----------	----------	------------------------------

Towing

ID No	Responsibility	Action	Timing	Complete	Status	Activity Detail
XXTO 1005 TO01	Steve Kroop	Steve Kroop to see that the following rule is added to the towing section of the policy manual or as a foot note to the SOP section for part 103 (or both): Whenever possible, free flying hang gliding/paragliding pilots should stay clear of the towing pattern as defined by the tow operator/flight park operator/airport manager unless in an emergency situation. When in the tow pattern, all free flying hang gliding and paragliding pilots must yield to gliders under tow, tow planes, and tow lines.	3/1/2006	3/17/2006	Complete	<p>3/17/2006 Lisa Tate - Kroop submitted wording for SOPs 12-2 and 12-4 to O&B committee.</p> <p>2/27/2006 Steve Kroop - I am happy to button this up immediately if someone will approve adding the ROW rule to the SOPs I really do not think this is a BOD level decision.</p> <p>1/31/2006 Steve Kroop - I would like to mention that I favor adding the ROW statement in action item TO01 to the SOP section on towing and part 103 and opposed to the idea of adding it to documents that do not exist (that need to be created). [Also] I do not believe there is consensus of methodology and equipment in AT, ST-HG, ST-PG [needed to create these discussion topic documents]..</p> <p>1/30/2006 Steve Kroop - In light of the fact that the “Discussion topics” really does not exist for the various tow launch methods I propose to add the towing right-of-way item in TO01 to the towing section of the policy manual or as a foot note to the SOP section for part 103 (or both).</p>
XXTO 1005 TO02	Steve Kroop, Paul Voight	Steve Kroop and Paul Voight to see that the following statements are be added to tandem and aerotow study, test, and administrator/supervisor packages (statement to given to Safety in training Committee for dissemination to AT and ATP pilots): • Experience in tandem hang glider flight using aero-tow launch, along with analysis of accidents and incidents that have occurred during such flight, strongly suggest that for safety reasons, the following cautions be observed. • If the tandem finds themselves too low behind the tug the tandem pilot should pull in and release rather than push out. Just because you have pushed out on tow without incident, in the past, does not mean that there is not extreme underlying danger. If the tandem glider becomes disconnected from the towline with a nose high attitude, while pushing out, a very abrupt stall (super stall) will result and MUCH more altitude than one would expect will be required for recovery (up to 1000’ or more); in the most extreme cases may result in a structural failure. • Tug pilots towing tandems require extra awareness particularly early in the tow in order to help the tandem pilot avoid critical situations from developing. Prior to initiating a tow, assessment of the appropriate tow speeds based on total weight of the tandem glider, instructor and student should be made; more total weight will require increased tow speeds. A glider CAN stall on tow; towing a little faster is better than a little too slow to help prevent the glider from stalling. The tug pilot should fly the appropriate airspeed to maintain the tandem glider in the proper position and avoid pulling up abruptly leaving the tandem glider low.	3/1/2006	1/31/2006	Complete	<p>1/31/2006 Steve Kroop - The safety advisory of item TO02 has been added to the packets of all AT and Tandem officials. I can add a question to the AT test, however, this advisory is primarily directed to ATPs and Tandem ATs which have no test. So it seems adding it to AT supervisor/ Administrator packages is essentially the only part of the action item that is doable..</p>

USHPA E-Collaboration

Rick A. Butler
Director, Information Systems
USHPA

Agenda

- Purpose and Requirements
- What is E-Collaboration
- What is USHPA doing now?
- What can USHPA do in the future?
- Considerations and Barriers
- What's the point of all this?
- Questions

Purpose and Requirements

- Desire for committees to perform work between board meetings
- Desire to have an increased measure of continuity for Association business
- Cannot overlook the existence of bridging technology

Definitions

- E-Collaboration
 - Integration of electronic communication technologies to allow people to interactively share information and work collectively at a distance
- E-Conference
 - Electronic communication between people at a distance that combine audio, video, or data
- The Difference
 - E-Collab involves groups working together.
 - E-Conf is specific to presenting information

E-Collaboration Categories

- Real-Time
 - Virtual Meeting Venues
 - Instant Messaging/Chat
 - VoIP
- Not Real Time
 - Threaded Discussions
 - Portal Technologies
 - Document Change Management
 - Team Calendars
- Professional Grade
 - Project Management Systems
 - Workflow Systems
 - Knowledge Management
 - Social Systems

Current Outlook

- E-Mail
 - While direct, there's no guarantees to feedback
 - Partial information, depending on who is (and isn't) copied on a message
- Telephone/Teleconferencing
 - Expense
 - No history outside of what members bring with them

Future Aspirations

- Discussion Forums
 - VoIP Solutions
- Association Portal - Intranet
- Centralized Document Management
- Streaming Services
 - Messages to the membership

Pre-Flight Considerations

- Benchmark for Success
 - What's the point where we 'arrive'
- Needs Assessment
 - Open Ended vs. Defined Plan
 - Cool vs. Useful
 - Usage vs. Idle
- Return on Investment
 - We must understand the investment
 - We must realize the value

Barriers to Overcome

- Adoption
 - Political difficulties
 - Legal Issues
 - Resources
- Innovation
 - Linked to adoption
- Involvement
 - E-Collab dies when individuals don't stay engaged
- The Digital Divide
 - Not all of us are wired

The Bottom Line

- Are we willing to change how we communicate and collaborate?
 - It doesn't make sense to adopt a new technological solution if the people using it can't/won't adapt
- What technologies do committees need to do their jobs effectively?
 - There are many out there; the trick is choosing the *right* ones.

The Bottom Line

- New tech solutions won't:
 - encourage more people to fly
 - make more instructors
 - open more sites
- Only we can do those things
- Technology is an enabler but is not the end-all solution to organizational effectiveness

Question & Answer