



Pacific Northwest Division National Ski Patrol

Convention Planning Guide

This Convention Guide is a ***confidential manual*** of the PNWD to the Convention Chairman(s) or Regional Director of the Hosting Region. In accepting this manual, you agree to ensure the information contained in this manual ***remains confidential***. Complete and submit the financial accounting of the income and expenses by December 15th of the convention year to:

Reba Sharp
14710 NW Oakhills Drive - Beaverton, Oregon 97006
reba.sharp@gmail.com

Confidential

Acknowledgement

This manual is the creation of a wonderful woman and outstanding patroller from the Hyak patrol.

Shirley Cummings

For many years Shirley Cummings was the Convention Liaison that devoted an inordinate amount of time (100's of hours) to compile, prepare and provide the manual you have before you.

Shirley is a wealth of knowledge and excellent mentor. Shirley always extends her "helping hand" along with her beautiful smile.

Thank you so much Shirley for all the work you have done and the help you have provided to so many conventions and patrollers over the years. We couldn't have made it without you!!

So, for all the Convention Chairs and Committee Members, past – present – future, when you see Shirley at the convention, please go up to her and give her a Big Thank You!





Table of Contents

	Page
Preface	4
PNWD Convention Core Committee and Goals	5
Committee Members Areas of Responsibilities	6
Convention Program – Classes	7
Patrol Roster by Regions	8
Division Convention Rotation Schedule by Region	10
Pre-Convention Planning for Site Selection General Guidelines	
2-3 Years Out - Convention Planning.....	11
1-2 Years Out - Prior to Contract Signing.....	17
Comparing Sites for Hotel Selection - Convention (YEAR) 202X	30
Preliminary Information Gathering – Possible Hotel Sites – Year 202X - 1 to 2 years Out. ..	31
Comparative Statistics	
Attendance.....	32
Costs.....	33
Expenses.....	34
Income.....	36
Miscellaneous.....	37
By Laws of the Pacific Northwest Division 8/20/22	38
Division Director – IRS Letter for Tax-Exempt Status	43
Federal Form Documents	
Document 1 - Employer Identification Number.....	44
Document 2 – IRS Letter - April 8, 1984.....	45
Document 3 - IRS Letter – January 17, 1973.....	46
Document 4 – IRS Letter – June 8, 2009.....	50
Document 5 – PNWD Eligibility to use Tax ID Number.....	51
Miscellaneous - Examples from Previous Conventions	
Name Tag.....	53
Logo - Pacific Northwest Division.....	54
Donation Letter.....	55
Thank You Letter.....	56
Registration Form.....	57
Evaluation Form.....	58
Convention Program Schedule.....	60

Preface

The PNWD convention is an annual event when patrollers, within the Division, look forward to attend. This is a time for the Division Director and Regional Directors to come together to conduct the business of the Division, as well as a time for Directors and patrollers from across the Division to network and enjoy the activities and training provided at the convention.

With that said, the purpose of this manual is to provide the hosting region with information/guidelines that are required for the convention along with roles and responsibilities. The convention is a big undertaking which requires a great deal of preparation and organization. It is important to choose the committee members carefully and wisely. You need committee members that will complete their tasks.

This quote is so true:

“The strength of the team is each individual member. The strength of each member is the team.”



PNWD Convention Core Committee & Goals

The purpose and goals of the Convention Core Committee is to provide consistency; to work on a yearly basis to utilize local, state(s) and nationwide resources for the convention with a goal to increase national support and attendance of national speakers.

The rotation of individuals is to incorporate new ideas and thoughts. This support will enable the hosting region the ability to “focus in” on specific areas of activities (expertise, knowledge, personnel, donations etc.) and to access the experience and knowledge from the Core Committee members.

Convention and beyond: The Committee is committed to supporting the core of Patroller Safety.

This commitment is to aid in and support Patroller Safety becoming more automatous and the norm with multiple components.

An additional goal is to remind all patrollers of the 1938 NSP Creed: Service and Safety

Division Director	Andy Bechdolt
Division Convention Chair(s)	Reba Sharp
Division Webmaster(s)	Richard Murphy
Division Website(s)	Richard Murphy & Jodie Jeffers
Division Safety(s) / ORM(s)	Jodie Jeffers / Joe Ferarro

Division Director Appointments (Rotates every 3 to 5+ years)

Previous Knowledge / Expertise Member	Kathy Lee
Previous Knowledge / Expertise Member	Shirley Cummings
Patroller not actively involved in previous conventions	Jack Ramsey

Convention Committee Members and Areas of Responsibilities

Key Areas	Core Committee	Region Committee	Additional
Convention Liaison	Reba Sharp		
Hotel Contracts	Convention Liaison Division Director Division Attorney	TBD	
Hotel Rooms/Food/Lodging	Convention Chair	TBD	
Hotel Conf /Breakout Rooms	Convention Chair	TBD	
Finance	Division Controller	TBD	Check Account - Square
Registration	Convention Chair	TBD	Online Registration
Website & Convention	Division Webmaster Division Safety		Surveys - Photos
AV Items & Hotel	Division Webmaster	TBD	
Awards	Division Awards		National – Division - Region
Marketing National	Convention Chair	TBD	Theme-Flyers-Emails-Posters-Website
Marketing Region	Convention Chair	TBD	Flyers-Emails-Posters-Website
Legal	Division Attorney		
Keynote Speakers National	Division Director		
General Presenters	Convention Chair	TBD	
General Program	Convention Chair	TBD	List of Programs –see next page
Statistics Committee	Convention Chair	TBD	
Hospitality Room	Convention Chair	TBD	Food - Beverages
National Vendors	Division Director	TBD	Raffle – Silent Auction-Hospitality
Regional Vendors	Convention Chair	TBD	Raffle – Silent Auction-Hospitality
National Donations	Division Director	TBD	Raffle – Silent Auction - Hospitality
Regional Donations	Convention Chair	TBD	Raffle – Silent Auction - Hospitality

Convention Programs - Classes

Alumni

Awards

Bike Patrol

History

Host

Instructor Development

Medical

MTR/AVY

Mt Bike

Nordic

OEC

OET

Safety

Senior

Womens

Yap

Special

Patrol Roster by Regions		
<u>REGION</u>	<u>ID #</u>	<u>PATROL</u>
INLAND EMPIRE	P009	Lookout Pass
	BP-P009	Lookout Pass/Hiawatha Bike Patrol
	P012	Loup Loup
	P013	Mission Ridge
	P017	Mount Spokane
	P039	Silver Mountain
	P040	Bald Mountain
	P041	Cottonwood Butte
	P042	Snowhaven
	P046	49 Degrees North
	P051	Ski Bluewood
NORTHWEST		
	P006	Crystal Mountain
	P008	Snoqualmie Summit East (Hyak)
	P015	Mount Baker
	P020	Hurricane Ridge
	P027	Snoqualmie Summit Central
	P028	Snoqualmie Summit West
	P034	White Pass
	P037	Snoqualmie Summit Alpentel
	P048	Cascade Backcountry
	P061	Mount Rainier Nordic Patrol
OREGON		
	P003	Mount Bachelor
	PO14	Mount Ashland
	P024	Santiam Pass
	P032	Warner Canyon
	P035	Willamette Pass
	P038	Willamette Backcountry

SOUTHERN IDAHO		
	P001	Anthony Lakes
	P004	Bogus Basin
	P005	Magic Mountain
	P016	Ferguson Ridge
	P022	Payette Lakes
	P029	Soldier Mountain
	P030	Spout Springs
	P059	705 Backcountry Patrol
	P063	Payette Lakes Nordic
WY'EST		
	P018	Cooper Spir
	P050	Mount Hood Timberline
	BP-P050	Mount Hood Timberline Bike
	P052	Mount Hood Ski Bowl
	P053	Mount Hood Meadows
	P054	Mount Hood Ski Patrol, Inc.
	P055	Mount Hood Nordic
	P056	Mount Hood Summit



Division Convention Rotation Schedule by Region

YEAR	CONVENTION CHAIR	REGION
2020	Dave May	Northwest
2021	Pam Carson	Southern Idaho
2022	Matthew Wood	Wy'east
2023	Kelli Piper	Inland Empire
2024	Eric Brittingham	Oregon
2025	John Coulon	Northwest
2026	Pam Carson	Southern Idaho
2027	heather Van Houten	Wy'east
2028		Inland Empire
2029		Oregon
2030		Northwest
2031		Southern Idaho
2032		Wy'east
2033		Inland Empire
2034		Oregon
2035		Northwest



Confidential

Pre-Convention Planning for Site Selection—2-3 Years Out

I am available any time to answer questions and discuss your convention concerns.

Reba Sharp (503) 936-3937 reba.sharp@gmail.com

The division convention is a business meeting of the Pacific Northwest Division Board of Directors and Executive Committee. All patrollers are welcome to attend the convention, but the purpose of this annual meeting is to provide an opportunity for officers to conduct the business affairs of the Division.

OVERVIEW:

- Access to the complete *Convention Planning Guide* is available to the Convention Chair and Region Director. The guide is available to all members on the PNWD website and updated after each convention.
- This “pre-planning section” should be read two to three years before the region hosts the convention. It has general information mainly focused toward selecting a hotel and signing contracts. The earlier negotiations are begun, prior to the convention, the more leverage a committee will have in negotiating with the hotel. For this reason, it is suggested the site selection committee be appointed **two to three years** in advance. Note – some hotels may be reluctant to secure the convention three years in advance.

CONTRACTS:

- The Division Director is the **only** person authorized to sign contracts.
- Forward potential hotel contracts to the Division Convention Liaison for evaluation before sending to the Division Director for signature. The Division Convention Liaison will send the reviewed contract to Division Legal Counsel for review and necessary changes. After Legal Counsel’s review and approval, the contract will be sent to the Division Director for final review, approval and signature.

PURPOSE:

- The primary purpose of the convention is to provide an opportunity for officers of the PNWD (Patrol Directors, Region Directors and Division Director) to conduct the business affairs of the Division and vote on the annual budget.
- The secondary purpose of the convention is to encourage new patrol leadership to attend and to provide an exchange of educational information in a welcoming social setting.
- Ensure that the site location meets the primary objective (business) before concentrating on fulfilling secondary (social, educational) objectives. (Primary Needs: meeting rooms, general session rooms, break-out session rooms.)
- It is very helpful, if members of the site selection committee have attended or assisted with prior conventions so they understand the type of facility that is needed.

DATES & TIMES:

- The convention is held the **2nd week-end in August (Friday-Sunday)**. There must be a valid (financial) reason to request the Board of Directors to change the dates...it will have a big effect on attendance! Many things have been taken into account: forest fire season, harvest time, local celebrations, and school vacation, etc.
- The “official” convention times are Friday afternoon (1:00 pm) through Sunday (12:00 pm noon). Any official activities scheduled outside of those time parameters must be pre-approved by the Division Director. “Adding an extra day” may have a big financial impact; expenses add up quickly. Many different Division, Region and Patrol budgets can be impacted, so receive approval from the Division Director before committing to increasing the time.

- Friday morning maybe used for Patrol Director orientation (PD 101 and the OEC seminar).

FINANCES:

- A \$6000 advance of PNWD funds may be requested (from Division Controller) 2 years prior to your convention.
- Plan to work with approximately a \$20,000 budget.
- Contact the Division Controller to obtain the banking and checking account information necessary to open an account for the convention. The Division Controller will provide detailed instructions required to open a checking account and address all banking requirements.
- Note- A **New Bank Account** is opened for **each** convention: **do not co-mingle** region or patrol funds with Division Convention money.
- Do not use a current patrol or region account. Convention bank accounts use the division abbreviation and year. Example: “PNWD Convention 20XX” (Use the year of the convention).
 - The PNWD (regions and patrols registered within it) has been granted tax exempt status under the umbrella of the NSP. The division has its own EIN number. A copy of the documents verifying the tax-exempt status of the NSP and the assigned EIN number of the PNWD and its affiliated patrols is provided in the “Finances” section of this *Guide*.
 - The EIN number is often needed to open an account with non-profit status (fees free). The IRS EIN assigned number for the PNWD is #91-6158845. Each convention will need to change signers on the checking account, new bank cards will need to be signed; this is usually your Convention Treasurer and Convention Chairman.
 - If you need copies of the PNWD Bylaws or Articles of Incorporation, those can be found in the *Convention Planning Guidee* in the Finance Section.
- All convention expenses are to be budgeted and paid for with registration fees supplemented with raffle ticket sales and auction items.
- The Division accepts payments via VISA/MasterCard/Debit Card the “Square” for registration, the silent auction and raffle tickets. Be aware that there are service fees charged, approximately 3% for each transaction, so build this 3% fee into your budget and into the registration and meal fees.
- Funding has been approved to offset convention expenses for the current Convention Chairman and for the Convention Chairman of the convention two years out. (If there are Co-Chairs, the funding is split.)
- The hosting region/patrol is eligible to receive 25% of the profit up to a maximum of \$2000. **To be eligible for the profit, the hosting patrol/region must submit the completed convention statistical and financial reports to the Division Convention Liaison and the Division Controller, submit a check of the convention profit to the Division Controller and return the (3) Square readers to the Division Webmaster by December 15 of the Convention year.**

NEGOTIATIONS:

Unfortunately, first prices quoted are rarely the final negotiated price. Therefore, when requesting quotes from potential hotels, use lower estimates than you anticipate for BOTH number of sleeping rooms needed and meals ordered. (It is easy to re-negotiate the numbers upward.)

- When estimating attendance, anticipate that **50% of all rooms and meals should be from the hosting Region or Patrol**. Attendance numbers fluctuate primarily because of the size of the hosting region.
- There are 3 big numbers to negotiate:
- **Minimum Food & Beverage Amount**-Including tax and tip this figure will probably be around \$6000-\$7500. Be aware that if the Friday night function effects overall convention attendance and the hotel meal counts if it is off-premise. (*See prior comparative statistics by year.*)

- Negotiate that final food numbers will be finalized a week before the convention date. The hotel normally provides a 10 % buffer for last-minute additions. Provide a “drop-dead” date be posted in the flyer to reserve rooms and meals.
- **Minimum number of sleeping rooms guaranteed** - (depends on hosting region 80-100 total).
- **Minimum cost of regular sleeping room rate** - Experience has shown that we often exceed the minimum number of sleeping rooms sold.
- **Check prior year’s statistics.** The best predictor of attendance for your convention is the attendance numbers from the last convention held in your region.

SITE REQUIREMENTS:

Sleeping Rooms:

THURSDAY: 9 rooms + 1 suite (Division Director...suite also often used for small meetings.)
 FRIDAY: 40 What is the financial risk if the hotel demands higher
 SATURDAY: 40 room minimums or these minimums are not met?
 TOTAL: 90 *

*More rooms are usually sold (especially in the more populated regions) but it is best to have the lower numbers in the hotel contract.

Note: a few patrollers may stay Sunday night – normally 2 rooms for Sunday.

Goal: Stay under or close to \$200 per night for sleeping rooms...lower the better.

Be sure to quote the business tax rate that will be added to the per night stay.

(Sample of comparative statistics found in detail elsewhere in *Planning Guide*)

Year	Region	Thurs	Fri	Sat	Required Nights Stayed	Total Nights Stayed	Cost to NSP +Tax
2025	Northwest						\$169 + Tax
2024	Oregon	43	60	66	154	169	\$179 + Tax 16%
2023	Inland	30	50	51	No Minimum	131	\$179 + Tax 20%
2022	Wy’east	20	90	69	100	117	\$139 + Tax 16%
2021	So. Idaho	23	42	42	95	107	\$145 + Tax 16%
2020	Northwest	Covid	NA	NA	95	NA	\$159 + Tax 9%

For more statics from previous years, see Statistics section of this Guide.)

Meals:

(Ask hotel catering what food substitutions they can make to stay under these amounts if possible)

Saturday Breakfast 50 people
 Saturday Lunch 50 people
 Saturday Banquet 100 to 130 people
 Sunday Breakfast 50 people

Remember, these are “planning numbers” only, not the numbers used during negotiation with the hotel for number of guaranteed rooms and minimum food and beverage guarantee.

- Prices for meals vary widely among geographic and metropolitan areas. Pay special attention to the total cost of a meal (tax, gratuity, room charge, service charge) before setting the amount to be collected. Figure the total cost of the meal and how much patrollers will be asked to pay.
- Custom menus can usually be negotiated to meet your budget. Request the “**Per Diem Menu**” or “**Government Menu**” to get the lowest price quotes. In order to reach affordable meal pricing be willing to adjust the menu that will be amenable to the hotel and the patrol.

- Use the lowest possible number for the meals. These are the numbers the hotel uses to set the “minimum food and beverage guarantee” figure that may be included in the contract. Keep this number as low as possible!
- Are tax and gratuity included in the meal charges? What is the percentage for each? Is it based on food costs alone or is there tax and gratuity on all meeting room charges and set-up fees?
- Is the meal set-up to be buffet or served? (Buffet is often cheaper for the hotel and sometimes lower cost can be negotiated. Be sure charges are by ticket not by plates used!)
- Plan vegetarian and vegan options for meals if possible (definitely at least for the Saturday Banquet).
- In recent years, a portion of the registration fees have occasionally been used to subsidize the costs of meals. This has become necessary because not meeting minimum meal numbers can result in being charged for the meeting rooms. Room cost estimates have always exceeded the meal subsidy amounts.
- Check with Division Director and Division Convention Liaison before setting the amount of any registration subsidy needed to balance your meal budget.

Meeting Room Sizes & Maximum Number Anticipated:

FRIDAY:	40 people	Board of Directors	1:30 pm – 5:00 pm	Classroom set-up
	60 people	Patrol Director Training	Time varies	Classroom set-up
SATURDAY:	150 people	General Session	8:30 am – 10:00 am	Theater set-up
SUNDAY:	100 people	General Session	8:30 am - 10:00 am	Classroom set-up

Breakout Rooms: (minimum of 4 rooms, more if there are more choices on the program.)

SATURDAY:	20- 50 people	Breakout Session (1)	10:00 am - 5:00 pm	All approximate needs; space & numbers depends on the agenda
	20- 50 people	Breakout Session (2)	10:00 am - 5:00 pm	
	20- 50 people	Breakout Session (3)	10:00 am - 5:00 pm	
	20-50 people	Breakout Session (4)	10:00 am - 5:00 pm	

Secure Rooms:

FRIDAY:	Awards and Equipment Rooms: Can be either a large single space or preferably 2 spaces approximately 12’x 12’; room must be able to be locked at night.
SATURDAY:	Awards and Equipment Rooms: Can be either a large single space or preferably 2 spaces approximately 12’x 12’; room must be able to be locked at night.
SUNDAY:	Equipment Room only.

Vendor Room(s)/Space:

Many committees arrange for vendors to display (usually rent) space for ski-related, fitness or first aid items. Some vendors will also contribute a door prize, raffle, or a silent auction item. Verify hotel policy on using hall space, etc.

- Do NOT assume security/responsibility for any vendor equipment. Vendors are responsible for the security of their booths and products. Make sure you are aware of any additional hotel charges when ordering extra tables, table skirts, AV equipment, etc. for meeting or equipment rooms or vendor areas.
- Do NOT invite vendors who are obvious competitors with NSP national sponsors. Review the NSP website for “current” sponsors of NSP; submit the list to the Division Director for review and approval.
- Vendors are responsible for the cost of their own meals and expenses.

Hospitality Room:

This is usually a suite and has sometimes been used by the hospitality chair as a sleeping room. It can be a terrace or any space where food and beverage items can be stored and served. Sometimes it is a room the hotel provides if hotel room & food requirements are met. Ideally, this room has a sink and refrigerator.

The hotel must be aware that donated food/beverage (alcoholic and non-alcoholic) items will be brought into the Hospitality Suite. (The Hospitality Suite is usually rented out as a “Guest” room, food and beverage items can be brought in and served. Nevertheless, this is sometimes a touchy subject with many hotels; it usually helps to mention that none of the food and beverages will be sold and that the Hospitality Suite will be closed one half hour before and one half hour after meal functions in order to not to compete with the scheduled meal events on the Convention agenda.

Sample food and beverage items that have been donated or purchased, in the past, for the “Hospitality Suite” are located in the “Committees” section of the *Convention Planning Guide*.

To encourage donations of food and beverages to the Hospitality Room, plan to display a “Donor Board” and tell prospective donors that their donations will be listed there (and possibly on the program/agenda if you decide to do that also.) The more donated food and beverage items, the lower the hospitality budget will need to be. Estimating “donated items” is a big challenge in designing your budget.

FACILITIES REQUIREMENTS: Off Premise

Golf, Biking, Hiking, etc.:

Numbers vary...somewhere between 6 to 50 people play (regular or miniature). It is not an “official convention function” and should be financially self-sustaining. Moreover, Board Members (Regional Directors and Division Director) if registering for golf, must have tee time priorities that will allow them to attend the “official function of the day”, the board meeting which usually begins at 1:00 pm. Setting up the golf tournament usually involves a minimum amount of work for the committee or chair. This is a less time-consuming job; this is not a position for one of your best workers.

Friday BBQ:

Traditionally, this is put on by the locals at as low a cost as possible and involves a great deal of work for the BBQ committee. Often a park, a local hall, a ski hill or some local attraction is chosen for the site. It is often the only division function many patrollers attend and is a great place for locals to show their friendliness and hospitality. Some regions or patrols choose to highlight their region or patrol history as part of the decorations or displays at this event.

In choosing a site, consider the site rental cost. Estimate dividing that among the attendees...can the locals still afford the meal? Families? Are off-premise permits required? Can you bring in alcohol and or food? Are there kitchen facilities? Sinks with hot water? Food warmers? Restroom facilities? Parking? How far from the main hotel? (Unless all the food/beverages are donated, the cost of buses to transport and wait is usually cost-prohibitive.) Is liability insurance an issue? Is a liquor license required? Is there a large damage deposit required? Is the space handicap accessible? Are restrooms and parking adequate? Does your county require a health permit? How far away is the BBQ from the hotel patrollers must drive to attend?

The BBQ can also be held at the hotel property if there is an appropriate space available to hold the BBQ. Normally, all food and beverage sales go to meeting the minimum food and beverage requirement.

IMPORTANT REMINDERS:

- **Only** the Division Director is authorized to sign contracts. No other signatures will be honored by the PNWD.
- When using “Attendance Statistics”, provide the hotel with “anticipated numbers” about **1/3 LESS than the number you anticipate**. These initial numbers are what the hotel uses to set the “minimum food and beverage amount” that we must meet...so keep it low.
- Try to request the “**government food menu or per diem menu**”; it usually has the lowest menu prices available.
- In planning, “guestimate” your numbers based on the fact that **50%** of the attendance at all functions should come from the **hosting region**.
- Comparative statistics on attendance and costs have been compiled from past conventions by region. These are included in more detail in the *Convention Planning Guide*. It includes information on costs, attendance, rooms used, expenses and income. These statistics should be used as a guide in setting your budget and registration fee. The most useful statistics are the numbers from the prior convention held in your region.
- Get bids from several hotels, not merely your favorite hotel. Bids from competing hotels can often be used to negotiate better deals.
- The agenda is set by the Division Director who invites the guests and speakers and should be consulted on anything “new”. Your committee should be prepared with suggestions, but the decisions will be made by the Division Director. (If there is a change in Division Director prior to your convention, be prepared to work with both incoming and outgoing Division Directors and be ready to make last-minute changes.) Also, at every stage of the planning process, involve your Region Director and Division Convention Liaison. If there are changes in those positions, be ready to adjust to those changes as well!
- Note which hotels have been used in the past (by any region). A good rapport may have already been established with that hotel chain and can be helpful in negotiations.
- Once the hotel is selected (and before you set your registration fee), send an electronic copy of the hotel contract to Division Convention Liaison: Reba Sharp at reba.sharp@gmail.com. After review, the Division Convention Liaison may contact you with questions or ask for clarification of the contract. When the contract review is complete, the contract will be sent to the PNWD Legal Counsel for review. When legal has completed the review, the contract will be sent to the Division Director for review and signature.



shutterstock.com · 171256841

General Guidelines Prior to Contract Signing 1-2 years Out

This section Purposely includes repetitive information from Planning 2 -3 years ahead.

CONVENTION CHAIR: If you are reading this booklet, the position of the Convention Chair may belong to you. You will probably spend more time on this project than you ever could have imagined. Only a few people, the ones who have done it, realize the effort that is involved...and ONLY a few people do it a second time. The few who have chaired a convention really appreciate the total spectrum of your efforts and most past chairmen are willing to help you in any way they can. Don't be afraid to ask!

In addition to the overall responsibility for planning the entire convention, the Division Convention Chair (or Co-Chairs) is also **ultimately responsible for submitting a financial accounting**. Even if there is a Convention Treasurer or Controller, it is the responsibility of the Convention Chairman to see that a full financial report is made to the Division Convention Liaison.

This financial report should include an accounting of all income and expenses itemized by category, as well as attendance numbers and actual costs and costs charged by attendees. (See Statistics Section of the planning guide.

The completed statistical and financial reports should be submitted no later than **December 15th** following the convention. This information provides key planning for future committees. The three (3) Square readers, if used, should be returned to the Division Webmaster Administrator.

CONTRACTS: As stated previously, all contracts must be forwarded to Division Convention Liaison for review before the contract will be transmitted to Division Legal Counsel and the Division Director.

The Division Director is the **only** person authorized to sign contracts and must have the final say on all financial commitments made on behalf of the division.

DIVISION CONVENTION LIAISON: (Reba Sharp ; (503) 936-3937; reba.sharp@gmail.com)

In addition to writing, updating and providing the Convention Planning Guides and advising the convention committees, the Division Convention Liaison is working simultaneously with four different region convention committees:

- Working with the prior year convention chair includes auditing the full financial records, verifying that donations have been acknowledged, and formulating recommendations based on the prior year experience.
- Working with the current committee includes overseeing all contracts, suggesting a working timeline and offering feedback on the proposed agenda and activities.
- Working with the upcoming year (one-year-out) convention chairs to see that committees are on track and budget restrictions are met.
- Working with the Region Director to appoint both a Convention Chair and Site Selection Committee for the convention to be held in two to three years and assisting that committee evaluate various options for locations and convention sites.

FINANCES:

- **Advance Fee:** As of 2006, PNWD will provide \$6000 in seed money; this is available one to two years in advance of your convention. Request the advance from Division Controller.
- **Open New Checking Account:** **Do not use a current patrol or region checking account.**

The Division has opened a checking account for the PNWD Conventions at the US Bank. A checking account with \$6000 “advance” PNWD funds will be given access and provided through the US Bank PNWD account. This account may require a two or three person signature account that may be requested from the Division Controller 18 months prior to your convention.

- Each convention will need to have “new” signers on the checking account; this is usually your Convention Treasurer and Convention Chairman.
- The current PNWD Controller will provide guidance regarding the checks or online bill payments that can be made via the US Bank website.
- After the convention PNWD profit share will be left in the account with the original \$6000 seed money. Any loss will be coordinated with the current PNWD Director and Board of Directors.
- The IRS assigned the EIN number 91-6158845 for the PNWD.
- Contact the Division Controller for guidance or any questions that may arise.
- If you need copies of the PNWD By-Laws or Articles of Incorporation, those can also be found in the *Convention Planning Guide* in the Finance Section.
- **MasterCard / VISA/Square:** MasterCard or Visa (Square) may be used for convention expenses...especially for auction items and raffle tickets. However, be aware that there is a 3% fee if the Square is used; build this cost into your budget, registration and meal fees.
- Early registrants should be advised to save their check or credit receipt as proof of early registration for “next year’s” convention. If you accept cash registration, provide a cash receipt. A list of early registrations should include name, date, amount, patrol.
- Conventions use on-line registration and on-line payment options to register.
- Whatever payment options you choose to use—cash, check, Square, or on-line payment, plan to build the associated service fees into your budget and registration and meal pricing.
- The ***financial goal of the convention is to break even*** or to provide a small profit for the division.
- No separate non-division fundraising activities are to take place.
- The convention committee is responsible to pay all expenses from funds collected at registration. Except for the \$6000 division seed money, PNWD finances are not involved.
- Financial incentive for early registration receipt...or a special door prize drawing for the first 50 registrants...or a free T-shirt are some of the ideas you may want to consider.
- A check for the full convention net profit derived from the convention should be sent to the Division Controller by December 15th of that same year (with copy sent to Division Convention Liaison).
- The Host Region or Patrol will be eligible to receive a refund of 25% of any net convention profit to a maximum up to \$2000 provided that:
 - The required statistic reports have been submitted by December 15th to Division Convention Liaison.
All statistics must be completed in each financial and statistical report; see below in Financial Report Section.
 - A check for the full amount of any convention profit has been sent by December 15th of the convention year to the Division Controller with a copy emailed to the Division Convention Liaison. Profit to be determined by subtraction of seed money, hotel expenses, guest expenses and other general convention expenses.
 - When all the requirements have been met, the Division Controller will issue a check to the Region by March 1st of the following year.
 - How the profit refund is divided among the regions or patrols is usually based on their respective workloads. The decision will be made by the Region Director.

- **Financial Report:** (See also *Convention Planning Guide*, Financial Report)

The complete financial report should be submitted by December 15th following the convention. The Division Convention Chair has the ultimate responsibility to compile information from the Treasurer and Registration Chairman, prepare the financial report and submit it to Convention Division Liaison. It is preferable to send the required information electronically. Convention statistical reports to include the following:

- Comparative Statistics Attendance
- Comparative Statistics Costs
- Comparative Statistics Expenses
- Comparative Statistics Income
- Comparative Statistics Miscellaneous

Other information is appreciated but not required.

- Recommendation for future convention chairs and committees
- Recommended changes to the *Convention Planning Guide*
- Copy of the check sent to Division Controller
- Copy of closing bank statement

Be aware that the purpose of submitting this information is not to scrutinize every expense you have, but to provide a list of items that should be considered for future convention budget and planning committees.

GUESTS:

- It is customary that one or two national officers or advisors are invited to each convention; the decision on which national guest(s) is invited is solely up to the Division Director. Transportation costs for national guests are paid out their respective national budgets; **the cost of their rooms and meals is a convention committee cost** and must be planned for in the overall convention expenses.
- There is no set rule for any ski area operator representatives that may be invited or choose to attend. However, because of the advantages inherent in maintaining good relationships with them, inviting local area operator representatives to attend as guests should be considered and discussed with the Division Director.
- A guest/guest speaker may arrive on Saturday. The Saturday lunch is paid by the convention budget. No one, other than the Division Director, is authorized to invite (paid for) guests or speakers.
- Do not consider paying for outside entertainers or guest speakers to present; the budget will not usually support such an expenditure and there are plenty of patrol topics for volunteer speakers to cover.
- The Convention Chairman may send out a welcome letter to invited guests and include a Division Roster so they can become familiar with “Who’s Who in the PNWD”. The Division Director may have a personal or political interest in being the designated contact person. Consult with the Division Director for direction.
- In your ending Financial Report, be sure to include an accounting for all the fees, meals, etc. paid for invited guests.

HOTEL CATERING:

- **CATERING MINIMUM GUARANTEE AMOUNT:**

This is the amount required by the contract that the division is agreeing to pay for total meals; it is one of the most important negotiating points you will discuss with the hotel. **Underestimate the numbers you tell the hotel and keep the numbers as low as possible!** The hotel will always let you increase the meal

numbers up to the number of people the room can legally hold; however, the hotel never will allow the meal numbers, in the contract, to be lowered.

- The hotel catering representative is key to the social and financial success of the convention. However, the turnover rate for this position can be very high. Many Convention Chairmen have made verbal agreements with the catering representative only to find a new (uninformed) person in that position a few months before the convention, which provides little time to re-negotiate anything that hasn't been written down. It is advised to write down a summary of every meeting with the hotel representatives. That way you can write a "thank you for your time" type of note or email...and it is our understanding type of letter" confirming the pertinent facts that you have agreed upon. The hotel contracts will sometimes not cover many of things that are discussed. Request the hotel representative confirms via email or letter your understanding is correct.
- The hotel must be aware that donated food/beverage items will be brought into the Hospitality Suite. If the hospitality room is a guest suite, they will usually allow outside food and beverages to be brought in. Mention that the Hospitality Suite will be closed one half hour before and one half hour after scheduled meals.
- Try requesting the "government menu choices" or the "per diem menu"; this is usually a much cheaper menu than the one the hotel will initially provide.
- The cost and quality of meals is always a main concern. Are tax and gratuity included in the meal charges? What percentage? Can substitutions be made so that meal costs are as low as possible? Can costs of \$20 breakfast, \$20 lunch and \$45 dinner be met (with tax and gratuity included)?
- Is the meal set-up to be buffet or served. (Buffet is cheaper for the hotel and you may be able to negotiate a price difference.)
- State that the cost for any individual substitution request from the contracted food or beverage menu is the responsibility of the individual making the request.
- Make sure if you elect a buffet-type setting that the number of people charged is based on the tickets collected---never on the number of plates used (people often go back for seconds and often take a second plate.) The Convention Chair, Registrar, Treasurer or individual should be in charge of collecting the tickets for every meal function. NOTE-This eliminates patrollers that HAVE NOT PAID for a meal to eat without paying. In addition, patrollers that have paid for a meal, MAY NOT receive their meal due to the meals served exceeded the projected "final" meal numbers provided to the hotel. The individual must also verify with a hotel representative (**at the time of the meal with signature**) of the agreed upon number. Any speakers or guests must be issued tickets even if they are not charged so that the numbers agree.
- If you do a served menu with an entrée option, be sure to have designated (beef, chicken, vegan, etc.) food tickets. In that case, only allow people with tickets into the room and ask that tickets be placed on the table in front of the plates for the waitperson to remove. In offering entrée options, be sure to offer vegan or vegetarian entrées as well.
- Catering managers usually plan for 10% more than the number of people reserved. So there is already a "fudge factor" built in...underestimate meals by 10%.
- What are the charges for coffee breaks? Per cup? Per urn?
- You may want to negotiate a 24-hour meal reservation notice, or the smallest number to which the hotel will agree. (This group is historically late to register for everything and many expect to be able to sign up for meals when they show up in person to register.) Do not sacrifice offering an organized meal function for the large group in order to accommodate late arrivals.
- You may want to provide a "drop-dead" date for meal orders and **not allow** patrollers to purchase meals at the last minute. The committee will need to review and determine the approach they want to

implement. *Fore warning, late minute orders create a lot of stress for hotel staff and the Convention Chairman.*

- Will there be a bar for the cocktail hour before the Saturday night banquet? Is the bar supported by the cost of drinks or is there an additional charge for the bartender? If so, is there a minimum number of bartender hours or a minimum payment? A bar set up fee? Is gratuity added to the bartender service or bar bill?
- If a patroller brings their own wine to the Saturday dinner ask what the “uncorking” fee is per bottle.

ESTIMATING ATTENDANCE:

It is always necessary to make plans based on an estimate of the anticipated numbers for ALL meal functions, room rentals, meeting attendance, etc. and this can be a challenge. In addition to using the prior year’s statistics as a guide, you should plan that 50% of whatever number you use for ALL functions should be based on the anticipated number of patrollers **from your local region.**

HOTEL NEGOTIATIONS:

- Ideally, the negotiations for room rates, room number minimums, food choices and costs are completed one to two years in advance. This time frame places the division in the best negotiating position and still allows time to move the convention to a new location if agreements on price and particulars cannot be reached.
- Room number minimums can be discussed in terms of an aggregate number for the total number of nights or in terms of a per night number. In either case there is a negotiated benefit to be determined for an agreed-upon number of rooms. Usually, the benefit is a free VIP suite which is usually used for the Hospitality Room...or it may be used for guest suites...or as an offset against overall costs.
- Number of rooms needed is often a measure of the convenience and desirability of the convention location and can vary between regions and from year to year. Obviously, try to negotiate for the smallest minimum number of rooms to achieve the greatest benefits.
- Estimated number of rooms needed are:

Thursday Night	10 to 20
Friday Night	40 to 50
Saturday Night	40 to 70
- Room number minimums can play great havoc with the budget and is often “the big unknown” even after registrations are in. Since room reservations are made directly with the hotel, patrollers may not remember to identify themselves as such when making reservations. So, if the hotel is requiring a minimum number of rooms it is best to:
 - Publicize the room rate as a “special patroller rate” (as an incentive for them to remember to identify themselves). Elsewhere in this booklet is comparison of room rates for the last 5 to 6 conventions (“*Comparative Statistics*”).
 - Make sure that there is an incentive for patrollers to identify their affiliation when registering. Verify that the “ski patrol rate” is as good as the “corporate rate”, “government rate”, and “tax deductible organization” rate.
 - If the room reservation numbers look like the minimum number of sleeping rooms requirement may not be met, ask the hotel for a roster of registered guests and cross reference that list against the convention registration list.
- Often some of the patrollers who staff the Hospitality Suite also use it as their sleeping room. Most convention committees have elected not to charge these “workers” for the “sleeping” portion, especially

when the Hospitality Room is usually negotiated as a “free benefit” for meeting the minimum number of sleeping rooms.

- Are any of the rooms for meal functions also being used for meeting rooms? Set up time required? What time can the decoration committee or the awards set-up committee get into the room to set up for the awards banquet?
- Hopefully, there is a verified tech-experienced patroller (like the Division Webmaster) to oversee all of the technical and audio-visual requirements. NOTE - hotel technical support and equipment rates are very expensive. Be sure to ask for pricing and include in the contract. Arrange with hotel and Division Webmaster for back up screen(s) and equipment in the event of technical difficulties.
- Who is the hotel representative assigned to set up and test microphones? How long before the function begins will that be completed? (Have a back-up patrol audio-visual technician
- .) NOTE-hotel AV equipment and labor rates are expensive. If possible, utilize patrollers for technical support/services and equipment to save on the budget.
- Specify that no long-distance telephone costs are authorized to be charged to the convention account from the Hospitality Room, Lobby, Registration Desk, Pool or any general meeting room locations. All guests are responsible for their own phone charges, faxes, copy charges, etc.
- List the names of individuals that are authorized to request audio-visual items, copies, faxes, etc. that may be charged to the convention budget. Usually this is limited to Division Director, Convention Chair, Program Chair, Division Webmaster and Division Convention Liaison.
- Outline the times that rooms with any equipment or awards are to be locked and who is authorized to have a key and unlock the rooms.

OPERATIONS

- As soon as possible after the location of the convention has been decided and the hotel site decision has been made, the registration form should be finalized. This means you need to know all meals costs and set your budget before designing the form. **This is the best reason for starting to plan early.**
- Be aware that the agenda is the big draw for attendance...not the local geography or off premise attractions. Publicize your plans as a “Possible Agenda”; you can later make changes...but publish something early so patrols can allocate funds if they choose to send representatives for specific programs to allow patrollers and families to plan and make vacation arrangements.
- The *Nor'Wester* is our main source of publicity and it is free! A convention article should appear in every *Nor'Wester* issue. Often, submission for the January issue is December 1st. Check with editor for the deadline date and note that a convention article of approximately (x size) will require space. Photos along with the “theme” for the convention set off your article and are great for pre-publicity interest.
- The registration form should definitely appear in both the Spring and Summer issues of the *Nor'Wester* and if possible should appear in the winter issue (December 1st deadline).
- **Contact Division Webmaster to have the Registration Form put onto the division web.** Usually, other convention publicity can also be made available on the web. Please allow review and approval of the registration form from Division Director
- Try to involve local patrols or your region. Many patrollers have ideas for table centerpieces, decorations, etc. that were used for their local banquets and could be used again.
- List the costs and numbers used if a convention T shirt, hat or memento is offered. If T shirts are ordered, list the amounts for each size as well as the left over sizes that are not sold. Some past records on this information is located elsewhere in this manual (“*Comparative Statistics*”). Be aware that T shirts are size restrictive and you may end with some “unwanted sizes”. It is best to order fewer than the number of

attendees (for example for the “first 100 registered”) than to risk an over order. You can ask for the size of T-shirt on the registration form.

- The budget will not support the cost of a band. In the past when a band or a DJ has played, it has been on a volunteer basis or at a greatly reduced cost. The purpose of the Saturday night banquet is awards presentation; that usually lasts until 9:30 or 10:00 pm.
- Provide a list of VIPs (national guests, ski area operator representatives, guest speakers, etc.) for the Registration Desk, Hospitality Room, Division Staff, Division Director, Region Director; it is also helpful to provide a pronunciation guide for unusual names. You may also want to consider assigning a “personal host/hostess” to each guest. This can be anyone whom you think will do a good job of making special guests feel welcome, who knows key people in the division or region and who will introduce guests to other patrollers.
- Plan to have someone from your committee make a presentation to the Division Board of Directors at the Spring Board Meeting (usually in late April or early May). You should also plan to bring some extra registration forms to the Spring Board meeting; the forms can be divided among the Region Directors so that they can present them at their respective regional meetings.
- Family/patrol radios or cellular phones are great communication tools at the convention. However, patrollers should utilize hotel (house) phones or cellular phones outside meetings/lecture rooms to avoid interruptions.
- Some respondents have suggested that division staff officers and the convention committee wear special ribbons or some designation so they are more visible to answer questions, and provide direction, etc.

QUESTIONNAIRE EVALUATION:

- The results of an exit Evaluation Questionnaire can be helpful to division staff and to next year’s committee. Some complain evaluations at every meeting and an overall questionnaire on Sunday are redundant.
- Do not overload attendees with evaluation questionnaires. If the Division Director has preference for either individual questionnaires after each break-out session or for a general convention questionnaire at the end of the convention, it will be the Division Director’s call.
- Generally, responses on questionnaires are very disappointing. “Offer more things for patrollers;” unfortunately, no one has EVER mentioned specifics.
- Is there information the Division Director, Division Convention Liaison or the committee really want or need to know in-order to address? In the past, responses have been so general that little information is attained.

SCHEDULE:

The Division Director will make the final agenda decisions. However, the program committee is invited to make suggestions for offerings during the break-out sessions. As a minimum, the Division Director will usually want to reserve the times listed below for the official schedule. Additional time must be reserved for guest speakers, roundtable discussions, etc.. Also, some issues may come up at the Annual National Meeting in June and will require an adjustment in the “proposed agenda”. Do not schedule any ‘fun detours’ to conflict with the “core business schedule” without getting personal approval from the Division Director who will be in office at the time of the convention.

FRIDAY	1:00 to 5:00 pm	Executive Committee Board Meeting
SATURDAY	8:30 to 10:30 am	General Session
SATURDAY	12:00 to 1:00 pm	Lunch & Ski Flight Slide Show
SATURDAY	1:00 to 3:00 pm	General Session
SATURDAY	6:00 to 10:00 pm	Awards Banquet
SUNDAY	08:30 to 11:30am	General Session

- In addition to these core times, breakfast meetings are often scheduled for PNWD Advisors and Patrol Directors. The Division Director will make the decision which group will meet Saturday and which group will meet Sunday. It is not the same every year. It is sometimes limited to Regional directors (or Patrol Directors and above). (These breakfasts are often hosted by and paid for by the PNWD (not convention funds). Usually, the individuals RSVP to the secretary and pay for the breakfasts on their individual forms and are reimbursed later. Take care that you do not count these breakfast reservations twice (individual and advisor or Regional Director). The Saturday & Sunday morning breakfasts are usually for specific groups – Division Advisors and their respective region counterparts on one day and Patrol Directors on the other.
- Traditionally, the annual meeting has been a three day meeting beginning on Friday afternoon. Although the golf tournament (or other elective options) is often scheduled for Friday morning, the “official agenda” begins Friday afternoon with the Executive Committee Board Meeting.
- Hosting regions have sometimes tried to schedule extra special committee meetings or social functions/excursions on the Thursday prior to the convention. A word of caution: “adding an extra day” can potentially have a big impact on total lodging and food costs. Expenses add up quickly for guests; expenses are also reimbursed for many officers so the division budget can be impacted greatly. Therefore, the “official schedule” should begin Friday afternoon.
- The Friday night dinner may be held “off-premise”. It is an opportunity to include local patrollers and families at a cheaper cost than a hotel meal because food is often donated and labor is provided by the hosting patrols. Because most hotels require a “group meal function each day in exchange for free meeting rooms, it is usually necessary to negotiate the Saturday lunch or breakfast as a trade-off.
- OEC, OET, or other committees may elect to schedule private breakfast meetings or classes. If this is done, the committee usually provides the juice and rolls and individual attendees are not charged. If a committee wants to schedule a “committee breakfast “they make their own arrangements for bringing in the food, for hosting it in a private suite and they assume responsibility for all costs involved. Meeting time and location should be included on the agenda.
- Convention Chair should plan to give a Certificate of Appreciation to the Catering Manager and to the Hotel Manager. Presenting, these at the Saturday lunch is probably the best time to present the certificate. Be sure to request these certificates from the Division Awards committee well in advance.

- Some years, significant donations to support the Hospitality Room are made by a vendor or sponsor. This individual should also receive a Certificate of Appreciation.

COMMITTEES: (See also “*Committee Responsibilities*” elsewhere in this guide.)

Convention Committees can be organized in any way that makes best use of your convention personnel. Below are *some* of the ways that committees in the past have been organized. Be aware that the two biggest jobs (in addition to the Convention Chairs) are those of the Donations Administrator and Registration-Records and Finance Chairman. Be sure to choose these individuals very carefully; they will probably do the majority of the work and must be responsible, dependable, energetic and have excellent follow-thru and execution.

Donation Administrator: This individual works with several committees and is responsible to co-ordinate all donations so that the same prospective donor is not inundated with multiple requests. This person oversees sending out the advance request letters and works with the Records Chair to make sure that all donated items are acknowledged with a thank you note. Sample letters are available elsewhere in this guide---see “*Sample Letters*”.

POSSIBLE COMMITTEE AREAS THAT MAY SEEK DONATIONS:

Hospitality	Beverages, food, snacks, ice, paper goods.
Registration	Packets can include pens, pads of paper, maps, toothpaste, toothbrushes, candy, gum, key chains, combs, cologne samples, rulers, pencils, lotions. pharmacy samples, etc....anything close to free that will fit inside whatever size packet you have.
Door Prizes	Almost any type of donation can be used for door prizes. Door prize names or numbers are drawn at the beginning of the meals or general sessions and serve as an incentive to getting everyone and assembled and the meeting started on time.
Raffle & Silent Auction	These are usually your “hot ticket items” that can bring in the most money. Consider trying to obtain ski clothing, trips, luggage, mugs, skis, poles, VRBO stays, boards, helmets, accessories, tools, artwork, wine, food...endless opportunities here!

Start early to solicit donations. Many organizations create and approve the future (next year) budget in the fall (September through December). It is very important to request your donation during these months to be included in the next year budget. Asking for donations **immediately after the PNWD convention** (August) is a perfect time to begin soliciting donations.

Convention Records:

This individual is ultimately gathering all of the registration and financial information necessary to complete the final statistics report for your convention. (Ultimately, it is the Convention Chair or Co-Chair who are responsible...but it helpful to have an assistant.) Knowing early in the planning process what specific types of information will be required can play a large part in setting up the record keeping.

This individual can also be responsible for taking notes at all the meetings, notifying committee members of past meeting summary notes and future meeting notices, obtaining the list of donors from the donation’s Chairman (and arranging with the donation’s chair for someone to write them thank you notes, maintaining a list of donors and the estimated value of their respective donations for IRS purposes. Often the Convention Chair attempts to do this job, as well as, the chairmanship; if you elect to do these activities, secure an assistant, you will need one! Division stationery and envelopes (NSP logo) are available for soliciting donations, writing thank you notes. Order these supplies from the Division Secretary.

Hospitality Suite:

The goal of the Hospitality Room is to provide a social setting to stimulate fellowship, camaraderie and discussion with patrollers from within the division. The Hospitality Committee works to secure food and beverages for the Hospitality Suite; utilize as many donations as possible to keep costs down.

The Hospitality Chair:

- 1) Schedules patrollers to staff the room (usually from 7:00 am to 10:00 pm excluding meal times)
- 2) Prepares and displays a “Donor Thank You Poster” for all items donated for use in the Hospitality Room
- 3) Requests donations to support the food and beverages provided.

(See also “*Committee Responsibilities*” elsewhere in this booklet.)

It is usually easier to assign responsibility for the Hospitality Suite to a single patrol. However, this is an opportunity for patrollers from several patrols to meet and work together.

Registration:

The registration form needs to be ready 9-12 months in advance. That means you need to know all costs ahead of time (You need to know everything yesterday!) The Registration committee works with the core committee to set prices on all meals and convention functions:

- Receives and confirms registrations.
- Designs registration form. Allow time for the **registration form** to be proofed by the Division Director and Division Convention Liaison **before** it is submitted for publication in the *Nor’Wester* and on the division web site.
- Obtains packet donations and stuffs registration materials, agenda, name tags, meals tickets into packets. Maintains on-going counts of all paid convention functions.
- Coordinates registered names of attendees with hotel reservation desk to verify credits for required sleeping rooms.
- Verifies meal counts with hotel staff.
- Prepares name tags for attendees. (Usually include patrol/division title and National Appointment number on name tags.) Also, often the program schedule is printed on the reverse of the name tag.
- Displays a donor board for all donated items. Secures additional staff for the registration desk.
- Secures additional staff for the registration desk and sets up a schedule for registration volunteers.
- Works with the Convention Chair, Convention Co-chairs and Records Chair to complete the statistics and financial reports.

Treasurer:

- Sets up separate convention bank account. **Do not mingle convention funds with patrol or region funds.** Banks often require the division ID number. For purposes of IRS reporting, IRS# 91-6158845 is the employer identification number of the Pacific Northwest Division, National Ski Patrol.
- Applies for \$6,000 seed money from Division Controller.
- Records and deposits checks and cash as registrations are received.
- Work with the Division Webmaster to determine the method to be used for collecting funds from any online registrations. (Credit card machine, Square, pay Pal, etc.)
- Pays all expenses keeping a detailed record of all expenses by category.

- Copies check register and helps Convention Chair and Records Chair prepare Convention Financial Report for Division Convention Liaison.

Program:

- Works with Convention Chairman and Division Director to finalize schedules of National and local guests as to speaking times and requirements.
- Is aware the Division Director has the “final” say on all proposed agenda topics and activities.
- Communicates with division advisors to schedule meeting needs. Works to select rooms and arrange room set-up format for all meetings.
- Verifies any special needs for traffic flow, additional equipment, etc.. PNWD and Convention Committee does not provide any audio-visual equipment—advisors are to bring their own. A screen and microphone will be rented from the hotel for use at the Friday Board meeting and the General Sessions if necessary.
- Coordinates with Audio Visual Committee for specific needs.
- Prepares and publishes the meeting/program agenda.
- Arranges “secure room” that can be locked at night for awards, equipment and history displays.
- Schedules space and collects fees for any vendors that attend.

Friday Fun Night:

- Makes arrangements and coordinates the Friday Night Function. A reminder any contract to be signed must be signed **ONLY** by the Division Director. Usually, the Friday night function is priced as low as possible so as to attract local patrollers and maybe held off-premise.
- Obtains food and beverages working to get as many donated items as possible.
- Arranges for any required off-premise licenses, permits, insurance etc.
- Sets up tables, bar area, prepares food (150 to 200 people) and cleans up.
- Decorates facility as appropriate to theme.
- Arranges area for any special presentations, such as “History & Memorabilia,” Ski Flight, Airlift Northwest presentation, etc.
- Gathers meal tickets or tracks number of attendees and collects/tallies funds for meals.

Publicity:

- Writes articles for *Nor’Wester* and division web site.
- Sends multiple e-mail blasts on agenda and activities to patrollers in all regions. The division has compiled a list of email addresses throughout the division. This is a great and efficient convention publicity resource for you to use. It is fast, easy and transmits your message across at no cost; you can contact Region Directors and or Patrol Directors and ask them to forward to patrollers within their region and patrols.
- Works with the Regional Director and Convention Chair(s) to prepare a presentation for the Sunday General Session at the prior year’s convention.

Audio-Visual Equipment:

- Gets a list of all speaker equipment that will be used from the Programs Committee. (As much as possible, all presenters should be encouraged to use their own equipment. Any equipment that is “loaned” is done so on an individual basis between the borrower and the loaner....**the division is not responsible for any borrowed equipment.**)

- Checks with presenters ahead of time and assists presenters in getting equipment up and ready for presentations.
- Provides extra extension cords, etc. and anticipates needs that may arise. Is present at both general sessions to solve any Audio-Visual problems that may occur.
- Shadows the hotel Audio-Visual person to ensure ahead of time that the microphone, screen, TV hook-up, etc. are ready on time.
- The PNWD IT Webmaster for the convention will review all AV equipment needs and provide recommendations as needed. NOTE – With the ability to register ONLINE there are maintenance fees for this service (website, domain name, monthly Square subscription fee, etc.) the convention budget must plan for \$1500.00 IT maintenance fees in the COST report.

Golf Tournament:

- Reserves the facility and arranges for carts as necessary.
- Works to get donations of prizes for this event.
- Schedules players based on their Friday afternoon meeting commitments.
- Prepares a list of winners of various categories to be announced at either the Friday night Function or Saturday Luncheon. This event typically involves less than 20 people so set your manpower priorities accordingly.

Decorations:

- Prepares (usually) only table decorations for Saturday Awards Banquet using a skiing theme tied to convention theme. Decorations are a great way of setting the mood, generating interest in various events and conveying a welcoming feeling. These need not be expensive. Many patrols have posters on their walls, flags and signs that can be used. Other decorations are optional depending on cost and availability.

Vendors:

- Works with Program Committee to arrange for vendor displays, usually obtaining door prizes from them. If vendors are to be charged for space rental, this should be conveyed to them in writing.
- Checks ahead of time to make sure that vendors are not current competitors with any of the national NSP sponsors.

Tours:

- Provides information and maps to local attractions. This is done by an individual rather than a group sponsored basis so that all money changes hand directly; this is information only...the convention is not involved in collection of the money or delivery of the event. Types of tours include trips to shopping malls, museums, wineries and breweries, as well as special local attractions.
- In past years there has been very little interest in tours or off premise excursions. Most of these tours or activities have been cancelled for lack of registration. Therefore, this committee is a low priority in terms of time planning and manpower assignments!

COMMITTEE THANK YOU PARTY

- If you schedule a “Thank You” Party for your committee, make sure you have some incentive that will motivate everyone to turn in all of their receipts and written reports on time.

Setting a “final submission date” for reimbursement of receipts is a good incentive. If receipts are not received by the final submission date, receipts will not be processed for reimbursement.

- Enter the costs for the party as a separate line item as you would for all convention expenses.



Preliminary Information Gathering – Possible Hotel Sites – Year 20XX 1 to 2 years Out		
Numbers to be used for Negotiators		
General Requirements		Hotel Name-Address-Contact
Sleeping Rooms		Comments
Sleeping Rooms Needed	Thursday 10 – Friday 30 – Saturday 35	
Minimum Sleeping Rooms Required by Hotel		
Cost per Room	Is this the lowest rate? Vs Government rate, company rate, etc.	
Food and Beverage Guarantee		
Meal Numbers Free meeting room for every meal function.		
Saturday Breakfast 35, Lunch 40, Dinner 100, Sunday Breakfast 35		
Minimum Food and Beverage Required		
Meeting Room Requirements		
Friday Meeting Room	9:00 – 12:00	50 People
Friday Meeting Room <i>(can be same room as morning meeting)</i>	1:00 – 5:00	50 People
General Session	9:00 – 12:00	100 – 150 People
Lunch	12:00 – 1:00	40 – 50 People
Break Out Rooms (4 Rooms)	1:00 – 5:00	40 – 50 People
Additional Rooms & Comments		
Hospitality Suite Open Daily Not Open around or at meal times Can food & beverage be brought in	Does Suite have a sink How many people can room hold Is suite open to the outside - Features	
Locking Room Awards / Storage		
Miscellaneous		
How is bar charged – Included in cost of drinks – Minimum		
Is there a parking fee – None – Per Day – Per Entry – Per Exit		
Are pets allowed – Fee per day or per stay		
Vendors allowed in hallway – Extra charges for tables		
Charge for coffee or water at meetings		

Attendance Comparative Statistics

Region	2026	2025	2024	2023	2022	2021	2020 <i>Covid Virtual</i>	2019
Rotation	Southern Idaho	Northwest	Oregon	Inland Empire	Wy'east	Southern Idaho	Northwest	Oregon
	Boise	Everett	Eugene	Spokane	Portland	Boise	SeaTac	Eugene
Total Registration		117	174	136	88	128	104	106
Early Regis's						84		27
Middle Regis's				103				54
Late Regis's		3	22	33		44		
Emailed						4		
No Show / Cancel					2	10		
Mailed in Form					23	34		
In Person						1		
VIPs / Not Pd		2		1				
Fri Only @ \$5								
1st Time Patroller			17					23
Guests		21	4		3			
Friday BBQ		65	92	80	90	27		92
Friday Lunch						35		
Guests					7			1
Registrants /Guests		141	178	136	95	128		
Sat Breakfast		55	77	69	69	122		67
Sat Lunch		59	78	68	77	122		69
Sat Banquet		117	133	136	104	110		128
Sat Guests		17	4		1	5		0
Sun Breakfast		47	63	59	53	66		43
Sun Guests						5		
Special Dietary						1		
Golf				2				4
Biking			A Few					
Tours		10						9
Raft								12
Other			6 Pub Crawl					
Comp Meals		4	4	3		3		6
Comp Room Nights			1	1		1		2
Vendors						3		
Guests			40	2	7			
Canada							2	
Inland Empire			19	59	16	25	9	12
Northwest			29	25	17	24	45	25
Oregon			46	23	19	21	14	40
Southern Idaho			17	12	5	11	14	17
Wy'East			23	17	22	41	13	13
Alumni					2	0	4	8
Admin						1		
Other / No Patrol						5	3	
TOTAL		117	174	136	88	128	104	106

Cost Comparative Statistics

Region	2026	2025	2024	2023	2022	2021	2020 Virtual Covid	2019
	Southern Idaho	Northwest	Oregon	Inland Empire	Wy'east	Southern Idaho	Northwest	Oregon
Rotation	Boise	Everett	Eugene	Spokane	Portland	Boise	SeaTac	Eugene
	Riverview	Marriott	Valley River Inn	Ruby Inn	Portland Sheraton	The Grove Hotel	NA Due to Covid	Valley River Inn
Early Registration					Not Collected	\$ 60.00		\$ 27.00
Registration Fee		\$60.00	\$65.00	\$65.00	\$ 55.00	\$ 70.00		\$ 54.00
Late Registration		\$75.00	\$85.00	\$85.00	\$ 75.00	\$ -		
ViPs/ Not Paid						\$ -		2
1st Time Patroller			\$45.00			\$ -		23
Friday BBQ		\$35.00	\$26.00	\$24.00	\$ 25.00	\$ 24.00	NA - Covid	24
Sat Breakfast		\$19.00	\$20.00	\$20.00	\$ 18.00	included	NA - Covid	\$ 19.00
Sat Lunch		\$28.00	\$25.00	\$26.00	\$ 20.00	included	NA - Covid	\$ 20.00
Sat Banquet		\$55.00	\$48.00	\$33.00	\$ 38.00	\$ 40.00	NA - Covid	\$ 38.00
Sun Breakfast		\$19.00	\$20.00	\$20.00	\$ 18.00	\$ 18.00	NA - Covid	\$ 19.00
Golf			NA	NA	NA	\$ -	NA - Covid	4
Rafting						\$ -	NA - Covid	12
Tours						\$ -	NA - Covid	9
Other					\$35.00	\$ -	NA - Covid	
Momento Cost						\$ 360.00	NA - Covid	
Comp Meals		\$99.00		\$99.00		\$ -		6
Comp Rooms						\$ -		2
Comp Total						\$ -		8
Rooms Required		154	100	No minimum	90	85	110	100
Room Cost		\$169 + 11%	\$179 + 14%	\$179 +16%	\$139 +16%	\$145 + 16%	\$159 + 9%	\$110 + 14%
Thur Night Actual				30	20	23	20	32
Fri Night Actual			60	50	40	42	45	54
Sat Night Actual			66	51	55	42	45	50
Sun Night Actual					2			
Total Actual Rooms Used			126	131	55 booked 117 total nights	107	110	136

EXPENSE Comparative Statistics								
Region	Southern Idaho	Northwest	Oregon	Southern Idaho	Wy'east	Southern Idaho	Northwest Covid	2019
	2026	2025	2024	2023	2022	2021	2020	Oregon
Rotation	Boise	Everett	Eugene	Spokane	Portland	Boise	SeaTac	Eugene
	Riverview	Delta Hotel	The Labrador	Ruby Inn	The Sheraton	Grove Hotel	Double Tree Hilton	Valley River Inn
Minimum Room Guarantee		105	100	No Minimum	90	85	110	100
Actual Rooms Booked (Nights)			139	131	117	107	0	136
Minimum Food/Beverage		\$11,000.00	\$10,000.00	\$7000.00	No Minimum	\$4,500.00	\$7,500.00	\$9,000.00
Actual Food/Beverage			\$17,144.00	\$19,545.96	\$7238.00	\$13,641.63	0	\$16,054.42
Regular Room Rate		\$169.00	\$179.00	\$179.00	\$139.00	\$ 145.00	\$159.00	\$110.00
Rate After Deadline					\$165.00			\$195.00
Meal gratuity Fee %		22%	22%	20%	23%	20%	12.4	22%
Tax %		11%	NA	9%	16%	6%		NA
# Sleeping Rooms Booked			100	51	117	6	NA	136
Set up Fee			\$620.00	\$3050.00			NA	
Number of Meals Subsidized				3		7	NA	
Amount of Meals Subsidized				\$99.00		\$211.68	NA	
Hotel Costs								
General Session (2)			\$620.00	\$2900.00	1	\$600.00	included	
Secure Storage				Included	1	Included		
Breakout Rooms (4)				Included	3	\$600.00	Included	
Vendor Rooms(2) / Tables				Included	Included	Included	Included	
Guest Room Fees			\$202.27	Included	Included	Included	Included	
Bar Set-up				\$50 Per Hour	Included	Included	Included	
Table / Skirts				Included	Included	Included	Included	
Hospitality Room			\$1,695.00	\$150.00	Included	\$ 983.10	Included	
Audio Visual Expenses			\$1,235.00			\$5,330.00		\$685.00
Meals Catering				\$7260.00	\$6,284.00	\$12,492.00	NA	\$10,347.00
Bartender Fee				\$150.00	\$100.00			
Tax/Gratuity if not included				\$1452.00	\$1,635.99	\$1,351.23		\$2,276.34
Subsidized Parking Lot				Included	Included	1		
Service Charge on Meals				\$610.00		\$2,498.40		
Tax				\$1113.48				
Hotel Subtotal		\$22,085.31	\$25,010.84	\$13,734.48	\$8,019.99	\$23,854.73		\$13,308.34
Fri Night Function								
Fri BBQ Food & Beverage			Included	Included	\$754.00	\$1,960.00	NA	\$2024.00
Bartender Fee				\$100.00	\$100.00		NA	
Fri BBQ Rental /AV					\$75.00		NA	
Friday Sub Total				\$100.00	\$929.00	\$1,960.00	NA	

EXPENSE Comparative Statistics (Continued)

	Southern Idaho	Northwest	Oregon	Inland Empire	Wy'east	Southern Idaho	Northwest Covid Virtual	Oregon
	2026	2025	2024	2023	2022	2021	2020	2019
	Boise	Everett	Eugene	Spokane	Portland	Boise	SeaTac	Eugene
Miscellaneous								
Admin/Copies		\$3,879.70	\$360.19		\$20.00	\$10.75		\$87.65
Auction/Raffle Expense			\$37.98		\$19.00	\$3.18		\$ -
Celebration Dinner		\$560.00			\$575.00	\$ -		\$ -
Credit Card Processing					\$385.01	\$409.00		\$612.71
URL Site				\$46.02				
Website- Weebly				\$400.00				
Square Fee		\$1,136.74		\$417.36	No report	No report		
Decorations						\$33.00		\$97.48
Deposit BBQ					\$ -	\$ -		\$ -
Golf					\$ -	\$ -		\$ -
Guest fees					\$ -	\$ -		\$ -
Future Year Registrations					\$ -	\$ -		\$ -
Hospitality Room Food		\$1,952.53	\$300.00	\$300.00	\$440.35	\$252.38		\$578.37
Hospitality Room Alcohol					\$471.64	\$453.84		No report
Hospitality- Paper Supplies					\$10.00	\$49.47		No report
Momentos/Stuff Sacks		\$429.14	\$70.00		\$ -	\$360.00		\$1,475.73
Mileage					\$ -	\$109.09		\$ -
PD 101 Copies					\$ -	\$359.50		\$ -
Postage					\$ -	\$18.56		\$39.05
Refunds			\$621.00		\$ 60.00	\$548.73		\$1,048.00
Square		\$1,136.74						
Tours/Other Activities		\$541.93			\$ -			\$ -
Other					\$ -			\$278.20
Speaker Gifts					\$ -			\$ -
Comped Room & Meal					\$ -			\$ -
Cups					\$ -			\$ -
Return Seed Money		\$2,000.00			\$2,000.00	\$2,000.00		\$2,000.00
Thank You Party/Gifts		\$560.00			\$ -			\$ -
Web Page					\$94.56			\$ -
Miscellaneous Sub Total				\$5,233.38	\$13,024.55	\$4,574.83		\$6,217.19
Return of Seed Money		(\$2,000.00)	(\$2,000.00)	(\$4000.00)	(\$2,000.00)	(\$2,000.00)	(\$2,000.00)	(\$2,000.00)
TOTAL EXPENSES		\$31,586.37	\$28,489.14	\$29,164.70	\$11,024.55	\$28,429.56	10,794.71	\$22,226.81
TOTAL INCOME		\$38,497.19	\$32,697.86	\$31,999.850	\$17,152.54	\$23,540.33	11,024.55	\$26,226.81
NET		\$6,910.82	\$4,208.72	(\$1,999.85)	\$6,127.99	(\$4,889.23)	\$229.84	\$4,000.00

Income Comparative Statistics								
	2026	2025	2024	2023	2022	2021	2020 Covid	2019
	Southern Idaho	Northwest	Oregon	Inland Empire	Wy'east	Southern Idaho	Northwest	Oregon
	Boise	Everett	Northwest	Spokane	Portland	Boise	SeaTac	Eugene
		Delta Hotel	The Laborador	Ruby Inn	Portland Sheraton	COVID In Person & Remote	COVID Virtual-Remote	Valley River Inn
PNWD Seed Money		\$2,000.00	\$2,000.00	\$4000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00
Prior Early Registrations					Not taken at 2021 Convention			\$ -
Registrations		\$20,709.00	\$8,558.29	\$21,140.03	\$4,840.00		NA due to Covid	\$4,760.00
Late Registrations				\$1,641.30	\$		NA due to Covid	\$ -
Late Fees				No report	\$ -		NA due to Covid	\$ -
Donations		\$10,750.00	\$1,471.37	\$500.00	\$500.00		NA due to Covid	\$300.00
Silent Auction			\$6,408.00	\$4,383.32	\$843.00	\$2275.00	NA due to Covid	\$4,920.00
Raffles		\$482.00	\$734.00	No report	\$334.00	\$1500.00	NA due to Covid	\$1,380.00
Fri BBQ			Included	Included	\$936.00	Included	NA due to Covid	\$2,304.00
Meals								
Golf					\$ -		NA due to Covid	\$ -
Vendors					\$500.00		NA due to Covid	\$ -
Tours/Activities					0		NA due to Covid	\$ -
Other Sales					0		NA due to Covid	\$ -
Hotel Meals Collected			\$13,526.00	(\$19,545.96)	\$7,200.00	\$16,341.63	NA due to Covid	\$10,562.00
Interest		\$1.19	\$0.20		\$ -		NA due to Covid	\$ -
Other		Auction \$6,555.00			\$ -		NA due to Covid	\$ -
Next Year's Pre-registration					\$ -		NA due to Covid	\$ -
TOTAL INCOME		38,497.17	\$32,6978.86	\$31,164.65	\$17,153.00	\$23,540.33	NA due to Covid	\$26,226.00
Total Expenses (including seed money)		\$31,586.37	\$28,489.14	\$29,164.70	(\$11,025.00)	(\$28,429.56)	NA due to Covid	(\$22,226.00)
NET Profit Loss		\$6,910.82	\$4,208.72	(\$1999.95)	\$6,128.00	(\$4,889.23)	NA due to Covid	\$4,000.00

Miscellaneous Comparative Statistics								
	2026	2025	2024	2023	2022	2021	2020	2019
Host Region	Southern Idaho	Northwest	Oregon	Inland Empire	Wy'East	Southern Idaho	Northwest	Oregon
	Boise	Everett	Eugene	Spokane	Portland	Boise	Seattle	Eugene
Rooms Required				No minimum	92	85	95	100
Thursday			43	30	20	23	0	32
Friday			60	50	40	42	0	54
Saturday			66	51	55	42	0	50
Sunday				0	2	0	0	0
Total Room Nights			169	131	117	107	0	136
Region Registrations								
Alumni/Vendor/Guest/Admin			40	2	2	1	4	8
California								
Canada							2	
Inland Empire			19	59	19	25	9	12
Northwest			29	25	21	24	45	25
Oregon			46	23	17	21	14	40
Southern Idaho			17	12	9	41	14	17
Wy'East			23	17	20	11	13	13
Other						5	3	
Total Registrations		117	174	136	88	128	104	115
<i>Momentos if Given</i>								
T-Shirts								
Size Small								
Size Medium								
Size Large								
Size XL								
Size XXL								
Number NOT Sold								
Extras Sold								
Profit - Extras Sold								
Etched Glass								
Hydro Flask Mugs			120					
Banquet Meals								
Beef				85	35			70
Chicken			34	41	35			
Fish			87		29			42
Lasagna					0			
Vegan					2			
Vegetarian			12	10				13
Total			133	136	101	110	0	125

BYLAWS of the PACIFIC NORTHWEST DIVISION 8/2022

ARTICLE I - PURPOSE

The Pacific Northwest Division (PNWD) of the National Ski Patrol System, Inc. (NSPS), in addition to the purposes set forth in the National Ski Patrol Policies and Procedures Manual, is established to fulfill the following goals:

1.0 GOALS:

- 1.1 To promote outdoor recreation, safety, and public awareness of safe practices in outdoor activities;
- 1.2 To educate its members in snow sports safety, bike sports safety, mountaineering, avalanche awareness, outdoor rescue techniques, outdoor emergency care, and leadership principles;
- 1.3 To encourage the formation of local ski and bike patrols, along with Host and other Associate Units throughout the PNWD;
- 1.4 To assure all patrollers meet or exceed the minimum skill levels established by NSPS and the PNWD;
- 1.5 To solicit, receive and disburse contributions of money, services, and property for the purpose of achieving these goals; and
- 1.6 To engage in other similar activities authorized by the NSPS, and deemed desirable by the PNWD Board of Directors.

ARTICLE II - NAME AND ORGANIZATION

2.1 NAME:

The name of this organization shall be Pacific Northwest Division, National Ski Patrol System, Incorporated. (“Pacific Northwest Division”, “PNWD”, “NSPS”, “NSP”)

2.2 MEMBERSHIP: All registered members of ski or bike patrols, and associate units (see 3.1) under the jurisdiction of the PNWD, and all registered alumni members in the PNWD, are members of the PNWD as long as they continue to comply with the requirements for membership of the NSPS, the PNWD, and any local requirements. No person shall be denied membership in the PNWD because of gender, gender expression, sexual orientation, age, race, color, creed, citizenship, or national origin. Alumni members do not have the right to vote in any division elections.

2.3 COMPOSITION: (see Article III) The PNWD shall consist of all the patrols (see 3.1) associate unit, and their respective members registered with the NSPS located in the states of Washington, Oregon, and that portion of Idaho designated by the NSPS to be included within the PNWD.

2.4 RELATION TO NATIONAL SKI PATROL SYSTEM, INC.: The PNWD is a non-profit association and participating member of the NSPS, a not-for-profit membership corporation formed as an association in 1938, incorporated in New York in 1948 and Colorado in 1953, and chartered by the United States Congress in 1980, with headquarters in Lakewood Colorado.

2.5 TAX EXEMPT STATUS: The PNWD and the regions (see 3.2) and patrols and associate units (see 3.1.1, and 3.1.2) comprising it, and the NSPS are tax exempt organizations under Sec. 501 (c) (3) and other provisions of the Internal Revenue Service Code. The PNWD shall not become a private foundation as defined in the Internal Revenue Service Code.

ARTICLE III - STRUCTURE

3.1.1 PATROLS: As used in these Bylaws, an “active patrol” refers to a patrol which regularly performs ski or bike patrolling functions as described in the NSPS Policies and Procedures Manual, or would do so except for circumstances beyond its control (for example, lack of snow). A ski area ski patrol or bike patrol is not active if area management has relieved the patrol of its responsibilities.

3.1.2 ASSOCIATE UNITS: As used in these Bylaws, an “active associate unit” refers to a unit which regularly performs functions as described in the NSPS Policies and Procedures Manual, or would do so except for circumstances beyond its control (for example, lack of snow). A unit is not active if area management has relieved the unit of its responsibilities.

Associate members are not voting members of the PNWD or the NSP.

A Patrol or Associate Unit and it’s members may not participate in division events if that patrol or unit is not registered with NSPS and Division for the current season.

3.2 REGIONS: The PNWD shall be divided into five (5) regions, known as:

- (1) Northwest, Region #701
- (2) Wy’east, Region #702
- (3) Inland Empire, Region #703
- (4) Oregon, Region #704
- (5) Southern Idaho, Region #705
- (6) British Columbia Region #707

The boundaries of said regions shall be determined in accordance with common geographic usage. All boundary questions shall be resolved by the Division Executive Board and ratified by the Board of Directors.

3.3 SECTIONS: As needed, Region Directors may create sections in their respective regions.

ARTICLE IV - BOARD OF DIRECTORS

4.1 ESTABLISHMENT AND AUTHORITY:

The governing body of the PNWD shall be the Board of Directors. The Board shall be composed of the following officers of the Division:

- Division Director,
- Region Directors, and
- Patrol Directors/Patrol Representatives.

Associate Unit Representatives are not members of the PNWD governing board.

The PNWD Board shall have the following authority:

- A. To amend these Bylaws as provided in ARTICLE IX;
- B. To develop and to adopt plans for the PNWD programs and to set policy relating thereto;
- C. To develop and to adopt the annual budget for the PNWD; and
- D. To do those things reasonably necessary or advisable to accomplish the goals of the PNWD stated in A

4.2 SELECTION: The officers of the PNWD shall be selected in the following manner:

Division Director: The Division Director must have the qualifications set forth in the NSPS Policies and Procedures Manual and shall serve a three (3) year term, not to exceed two consecutive terms.

The Division Director shall be elected by a vote of the ballots cast for Division Director.

The eligible voters are the members of the PNWD Board listed in 4.1 above that are in good standing. The candidate receiving the most votes will be deemed elected.

The election timetable and procedures will follow the guidelines set forth in the PNWD Policies and Procedures.

A. When nominations close and there is only one nominee for the position of Division Director the nominee will be deemed elected by acclamation.

B. If the election results in two or more candidates tied for the highest number of votes, the election results shall be determined by a drawing of the name by the Election Coordinator at the Spring Board Meeting as the first order of business. Only the names of the highest tied candidates will be included in this drawing.

C. The Division Director will take office in accordance with Division policy at the Spring Board meeting following a regular election, or as soon thereafter as the election is resolved. In the case of a special election, the newly elected Division Director takes office one (1) week (7 days) after the announcement of the election results. Division Directors shall serve until the successor is duly elected and takes office, except in the case of death, resignation, or disqualification.

D. Vacancies in the office of Division Director shall be filled by special election in accordance with the procedure set forth above. The board of Directors shall set a date of election not less than eight (8) weeks (fifty-six (56) days) after the date the vacancy occurred.

E. In the case of an emergent or unplanned vacancy in the office of Division Director, the office will be temporarily filled by the Executive Board of Directors until the special election is completed as set forth in subparagraph D above.

The election timetable and procedures will follow the guidelines set forth in the PNWD Policies and Procedures.

Region Directors: Region Directors must have the qualifications and be elected as set forth in the PNWD Policies and Procedures Manual.

Patrol Directors/ Patrol Representatives: Patrol Directors/Patrol Representatives shall be selected as determined by their respective patrols in accordance with NSPS Policies and Procedures.

Associate Unit Representatives: Unit Representatives shall be selected as determined by their respective units in accordance with NSPS Policies and Procedures.

4.3 POWERS AND DUTIES: The officers shall have the following powers and duties: Division Director. The Division Director shall have the duties set forth in the NSPS Manuals and PNWD policies and procedures.

Assistant Division Director: If appointed, the Assistant Division Director shall be an administrative office under the Division Director as outlined in the PNWD Policies and Procedures.

Region Directors: The Region Directors shall, for their respective regions, have the duties set forth in the PNWD Policies and Procedures Manual, and shall perform such functions as may be delegated to them by the Division Director.

Patrol Directors/Patrol Representatives: The Patrol Directors/Patrol Representatives shall have the duties set forth in the NSPS Policies and Procedures Manual, and their respective patrol bylaws. **Associate Unit Representatives:** The Unit Representatives shall have the duties set forth in the NSPS Policies and Procedures Manual, and their respective unit bylaws.

4.4 MEETINGS: A general meeting of the Board of Directors of the PNWD shall be held annually at a time and place to be determined by the Division Director. The Division Director may call other Board meetings.

4.5 QUORUM: A Majority (excess of 50%) of Officers of the PNWD Board of Directors (see 4.1) and in good standing with the NSPS shall constitute a quorum for conducting any business. Officers may be present in person or by proxy. A minimum of 33% of the actual officers must be physically present to constitute a quorum.

4.6 VOTING: A voting member may give their proxy to any PNWD member in good standing. No individual may carry more than one proxy. A Patrol Director may not vote or grant a proxy if their patrol is not registered with the NSP for the current season, or if the patrol is not currently active.

ARTICLE V - EXECUTIVE BOARD

5.1 ESTABLISHMENT AND AUTHORITY: An Executive Board of Directors is hereby established. In addition to the specific duties set forth in the PNWD Policies and Procedures, the Executive Board is empowered to take action when, in the judgment of the Division Director or a majority of the Executive Board, a situation exists which cannot await a meeting of the Board of Directors without resulting detriment or loss of opportunity to the PNWD. At each meeting of the Board of Directors, the Executive Board shall submit a report of all action taken since the last meeting of the Board of Directors. With the exception of the authorization of expenses listed in the PNWD Policies and Procedures, all actions of the Executive Board shall be subject to ratification by the Board of Directors at the following meeting of the Board. The Executive Board shall establish and maintain the PNWD policies and procedures.

5.2 MEMBERSHIP: The Executive Board shall consist of the following members, all of whom must be in good standing with the PNWD: • The current Division Director, who shall be the Executive Board chair • The current Region Directors of the five (5) regions In the event one or more Region Directors are unable to serve on the Executive Board, the Division Director may appoint a Past Division Director, or past Region Director to serve on the Executive Board, subject to approval by the Executive Board.

5.3 MEETINGS: The Executive Board shall meet at least once a year.

5.4 QUORUM: A Majority (excess of 50%) of Officers of the PNWD Executive Board (see 5.2) and in good standing with the NSPS shall constitute a quorum for conducting any business. Officers must be present in person to be counted toward the quorum.

5.5 CALL INS: Members of the Executive Board or any committee designated by the board of directors may participate in a meeting of such board or committee by means of a conference telephone call or similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time and participation by such means shall constitute presence in person at a meeting.

5.6 VOTING: A voting member may give their proxy to any PNWD member in good standing. No individual may carry more than one proxy.

ARTICLE - VI ADVISORS

6.1 ESTABLISHMENT: The Division Director may appoint such advisors as they deem appropriate. All Advisors serve at the discretion of the Division Director, and, unless removed, serve concurrent terms with the Division Director.

6.2 ASSISTANT DIVISION DIRECTOR: If the Division Director appoints an Asst. Division Director for the PNWD. The Asst. Division Director must be approved by the Executive Board prior to taking office.

6.3 APPROVAL: All funded advisor positions must be approved by the Executive Board.

ARTICLE - VII FINANCES

7.1 FISCAL YEAR: The fiscal year of the PNWD shall be determined by the Board of Directors.

7.2 DEPOSITORY: All funds received by the PNWD shall be deposited in a financial institution insured by the Federal Deposit Insurance Corporation, or equally protected institution. All deposits shall be held in the name of “Pacific Northwest Division, National Ski Patrol System, Inc.” and shall be held solely for the benefit of the PNWD.

7.3 TREASURER/CONTROLLER: The Division Director shall appoint a Division Treasurer/Controller for the PNWD. The Division Treasurer/Controller must be approved by the Executive Board prior to taking office and shall have the duties as outlined in the PNWD Policies and Procedures.

7.4 DUES: The PNWD dues for each individual member of the PNWD shall be set by the Board of Directors at the annual meeting of the Board of Directors.

7.5 AUDIT AND INSPECTION: At each Board of Directors annual meeting, the Division Director shall appoint an audit committee to review the PNWD financial records.

ARTICLE VIII - INTERPRETATION

8.1 WASHINGTON LAW: These Bylaws shall be interpreted in accordance with Washington State law.

8.2 SEVERABILITY: If any provision of these Bylaws is declared invalid by a court of the United States or the States of Washington, Oregon or Idaho, the remainder of these Bylaws and the application to other persons and circumstances shall not thereby be affected.

ARTICLE IX - AMENDMENT

9.1 AMENDMENT: These Bylaws may be amended by a majority vote of the Board of Directors at any Board meeting. Proposed amendments to these Bylaws may be made by any member of the Board of Directors. Proposed amendments shall be signed by the initiator and shall be sent by mail or email to the Division Director not less than sixty (60) days prior to the meeting at which they are to be considered. The Division Director shall distribute proposed amendments to each Board member not less than thirty (30) days prior to the meeting at which they are to be considered.

ARTICLE X - EFFECTIVE DATE

Upon adoption of these Bylaws by a majority of the Board of Directors, all prior Bylaws shall be repealed. These Bylaws shall take effect, and all prior Bylaws shall be deemed repealed, on **August 14, 2022**.

I certify that these Bylaws were adopted by a majority of the Board of Directors at the Pacific Northwest Division annual meeting held virtually on August 14, 2022. DATED THIS 13th day of August, 2022.

DIVISION DIRECTOR

Signed copy on file Andy Becholdt

DIVISION LEGAL ADVISOR

Signed copy on file _____ Britt Bachtel Browning



PACIFIC NORTHWEST DIVISION NATIONAL SKI PATROL

Andy Becholdt
Division Director
162 Woodlane Drive
Springfield, Oregon 97477
541-543-7866
andy.becholdt@nsp-pnwd.org

Date

To Whom It May Concern,

This letter and the five accompanying documents may be used to ascertain the tax-exempt status of the patrols within the Pacific Northwest Division of the National Ski Patrol System, Inc.

- The first document, Federal Form SS-4, provides the tax ID number that has been assigned to the PNWD of NSP. Note the PNWD address on this document is no longer accurate.
- The second document, dated April 9, 1984, indicates that the National Ski Patrol System Inc. has been identified as a 501(C)(1) and is still identified as a 501(C)(3) exempt by the IRS in a letter dated February 8, 1949.
- The third document (4 pages) dated January 17, 1973, identifies the NSPS divisions; including the Pacific Northwest Division with the exception of the Mt. Hood Ski Patrol, Inc. are considered part of the PNWD interpreting this ruling.

The PNWD is divided into five subunit Regions named: Inland Empire, Northwest, Oregon, Southern Idaho, and Wy'East (formerly called the Mt Hood Region). These regions and are eligible to use the PNWD tax id number and the 501c3 of the parent National Ski Patrol System, Inc. Additionally, the patrols within each Region, as listed on the fourth document in this packet, are the subunits of the PNWD and are eligible to use the PNWD tax id number and the 501c3 of the parent National Ski Patrol System, Inc. Patrols that are not eligible are listed at the end of the fourth document.

- The fourth document, dated June 8, 2009, reconfirms the information provided in the January 1973 letter from the IRS.
- The fifth document, dated June of 2021, identifies the patrol units within the PNWD by Region that are included in the PNWD and thus authorized to utilize the PNWD 501(C)(3) tax-exempt status.

The volunteer patrol known as the _____ is a patrol unit within the _____ Region of the PNWD and therefore is included in the PNWD 501(C)(3) tax-exempt status granted via the NSP.

Any additional questions regarding the tax-exempt status of the patrols in the Pacific Northwest Division of the National Ski Patrol may be referred to me at the above address.

Sincerely,

Andy Becholdt
Division Director Pacific Northwest Division,

NSP CONTRIBUTIONS MAY BE DEDUCTIBLE FOR FEDERAL INCOME TAX PURPOSES.
THE NSP IS CHARTERED BY THE CONGRESS OF THE UNITED STATES OF AMERICA

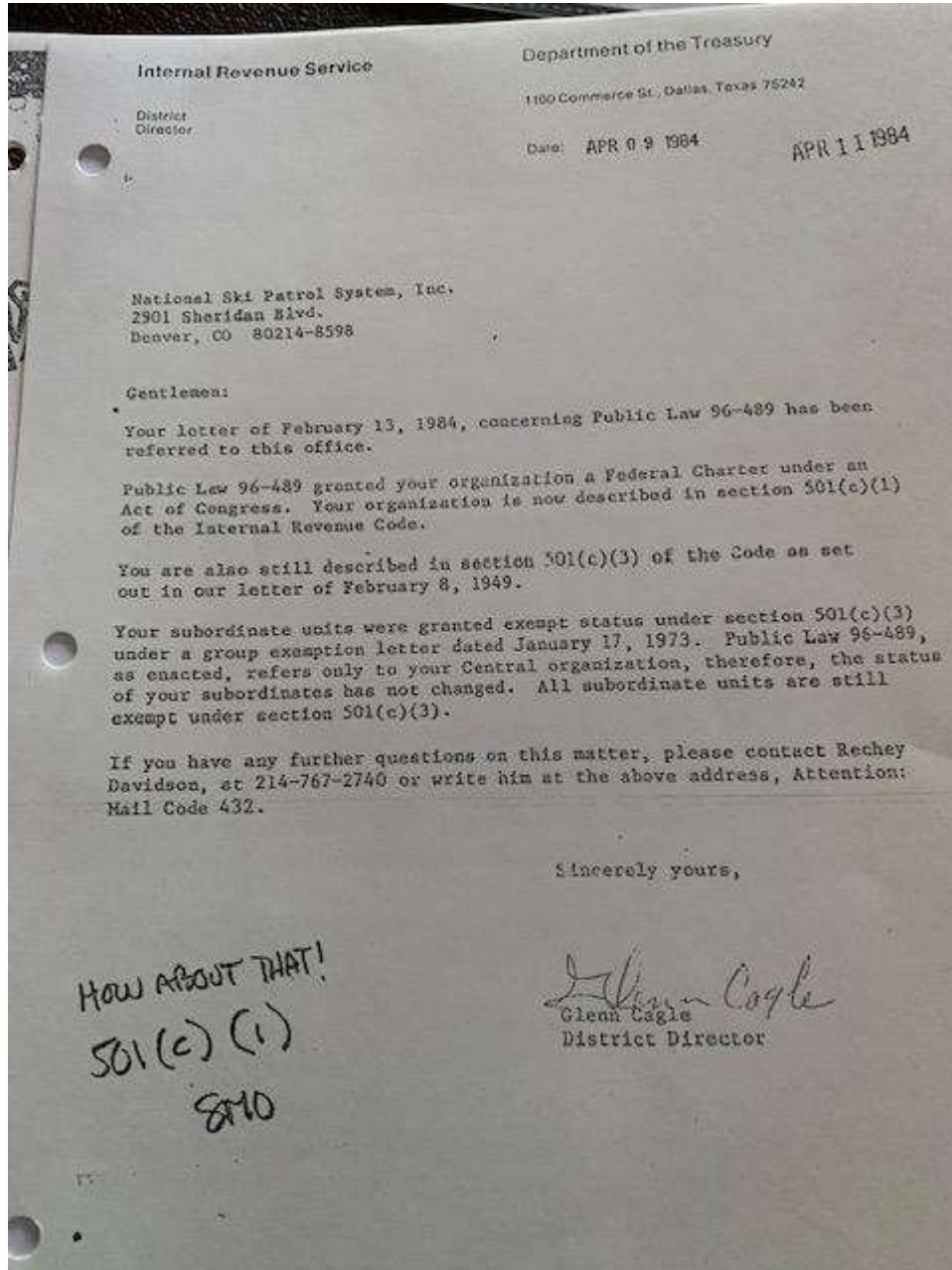
Confidential

Document 1 - Federal Form SS-4 - Employer Identification Number

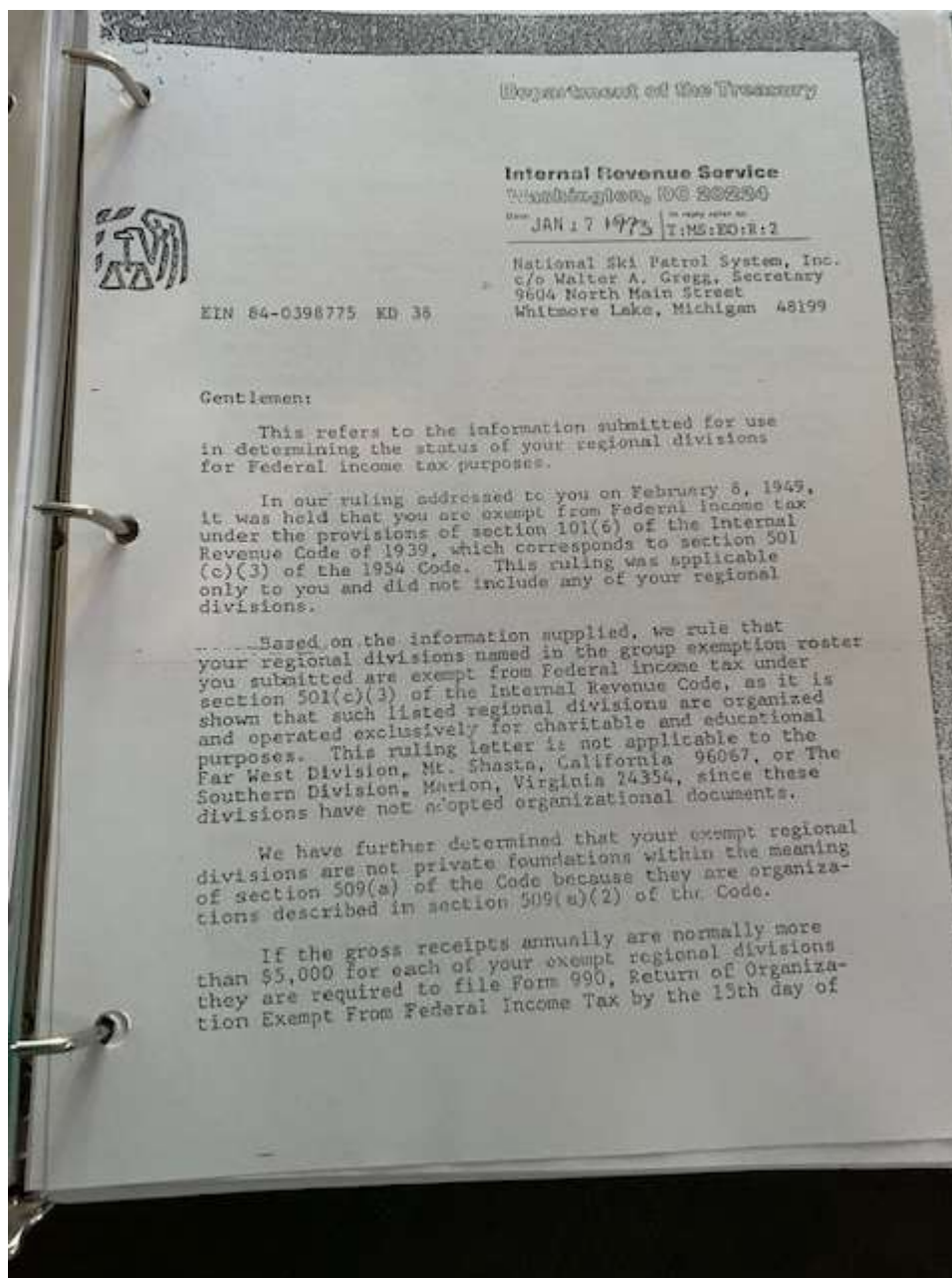
FORM SS-4 PART 4	NOTICE OF EMPLOYER IDENTIFICATION NUMBER	Please make a separate record of this number for use in case this notice should be lost or destroyed.	91 6158845
Pacific Northwest Division, National Ski Patrol System, Inc.			
Same as above.			
5253 University Way N.E., Seattle, Washington 98105			
<i>Seattle Wash 98105</i>			
The Identification Number shown above will be used by the Internal Revenue Service to identify your Federal business tax returns, i.e., 1120, 940, 941, etc., and your payments of the taxes reported on such returns. Your Identification Number should be shown on such returns and on any related forms or correspondence.			
If you change your address, please report the new address to the District Director for the Internal Revenue District in which the new address is located. You should continue to use the same Identification Number even though you change the address of your principal place of business.			
District Director of Internal Revenue			

NOV 17

Document 2 - IRS Letter - April 8, 1984



Document 3 - IRS Letter - January 17, 1973



National Ski Patrol System, Inc.

the fifth month after the end of their annual accounting period, unless you include the local units in a group return. The law imposes a penalty of \$10 a day, up to a maximum of \$5,000 for failure to file a return on time.

Your exempt regional divisions are not required to file Federal income tax returns unless the divisions are subject to the tax on unrelated business income under section 511 of the Code. If your exempt regional divisions are subject to this tax, the divisions must file an income tax return on Form 990-T. In this letter we are not determining whether any of the exempt regional divisions present or proposed activities is unrelated trade or business as defined in section 513 of the Code.

Organizations that are not private foundations are not subject to the excise taxes under Chapter 42 of the Code. However, your exempt regional divisions are not automatically exempt from other Federal excise taxes.

Your exempt regional divisions are not liable for the taxes under the Federal Insurance Contributions Act (social security taxes) unless such regional divisions file a waiver of exemption certificate as provided in that Act. Your exempt regional divisions are not liable for the tax under the Federal Unemployment Tax Act. However, your exempt regional divisions are required to withhold Federal income taxes of their employees. Inquiries about the waiver of exemption certificate for social security taxes, or any questions concerning excise, employment, or other Federal taxes should be addressed to the District Director, Internal Revenue Service, U. S. Post Office and Courthouse Building, Detroit, Michigan 48226, which is your key district for exempt organization matters.

Donors may deduct contributions to your exempt regional divisions as provided by section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to or for the use of your exempt regional divisions are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106 and 2522 of the Code.

National Ski Patrol System, Inc.

Each year, within 45 days after your annual accounting period closes, please send the following to the Philadelphia Service Center, 11601 Roosevelt Boulevard, Philadelphia, Pennsylvania 19155, Attention: EOR Branch:

1. A statement describing any changes during the year in the purposes, character, or method of operation of your regional divisions.
2. A list of the names, mailing addresses including Postal ZIP Codes, and employer identification numbers (if required for group exemption letter purposes) of regional divisions on your group exemption roster that during the year:
 - a. changed names and addresses;
 - b. were deleted from the roster; and
 - c. were added to the roster.

A directory of regional divisions may be substituted for this list if it includes the required information and identifies the affected regional divisions according to the three categories above.

3. For regional divisions added to the roster a letter signed by one of your principal officers containing or attaching:
 - a. a statement that the information upon which your present group exemption letter is based applies to the new regional divisions;
 - b. a statement that each has given you written authorization to add its name to the roster;

-4-

National Ski Patrol System, Inc.

- c. a list of those to which the Service previously issued rulings or determination letters relating to exemption; and
 - d. a statement that none of the regional divisions are private foundations as defined in section 509(a) of the Code.
4. If applicable, a statement that your group exemption roster did not change during the year.

You should advise each of your exempt regional divisions of the exemption and the pertinent provisions of this ruling.

The District Directors of Internal Revenue concerned are being advised of this action.

Sincerely yours,




Chief, Rulings Section
Exempt Organizations Branch

Enclosure
Rev. Proc. 72-41
for your information

Confidential

Document 4 – IRS Letter – June 8, 2009

Document 4 – IRS Letter – June 8, 2009

 **IRS** Department of the Treasury
Internal Revenue Service
P.O. Box 2008
Cincinnati OH 45201

In reply refer to: 9248226129
June 08, 2009 LTR 4167C 20
84-2398775 888000 00 000
00822551
R00C: TE

NATIONAL SKI PATROL SYSTEM INC
153 S VAN GORDON ST STE 100
LAKEWOOD CO 80226-1784

Employer Identification Number: 84-2398775
Group Exemption Number: 2391
Person to Contact: Ms. K. Wilson
Toll Free Telephone Number: 1-877-829-5555

Dear Taxpayer:

This is in response to your May 28, 2009, request for information about your tax-exempt status.

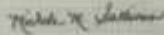
Our records indicate that you were issued a determination letter in January 1973, and that you are currently exempt under section 501(c)(12) of the Internal Revenue Code.

Based on the information supplied, we recognized the subsidiaries named on the list you submitted as exempt from Federal income tax under section 501(c)(5) of the Code.

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106 and 2522 of the Code.

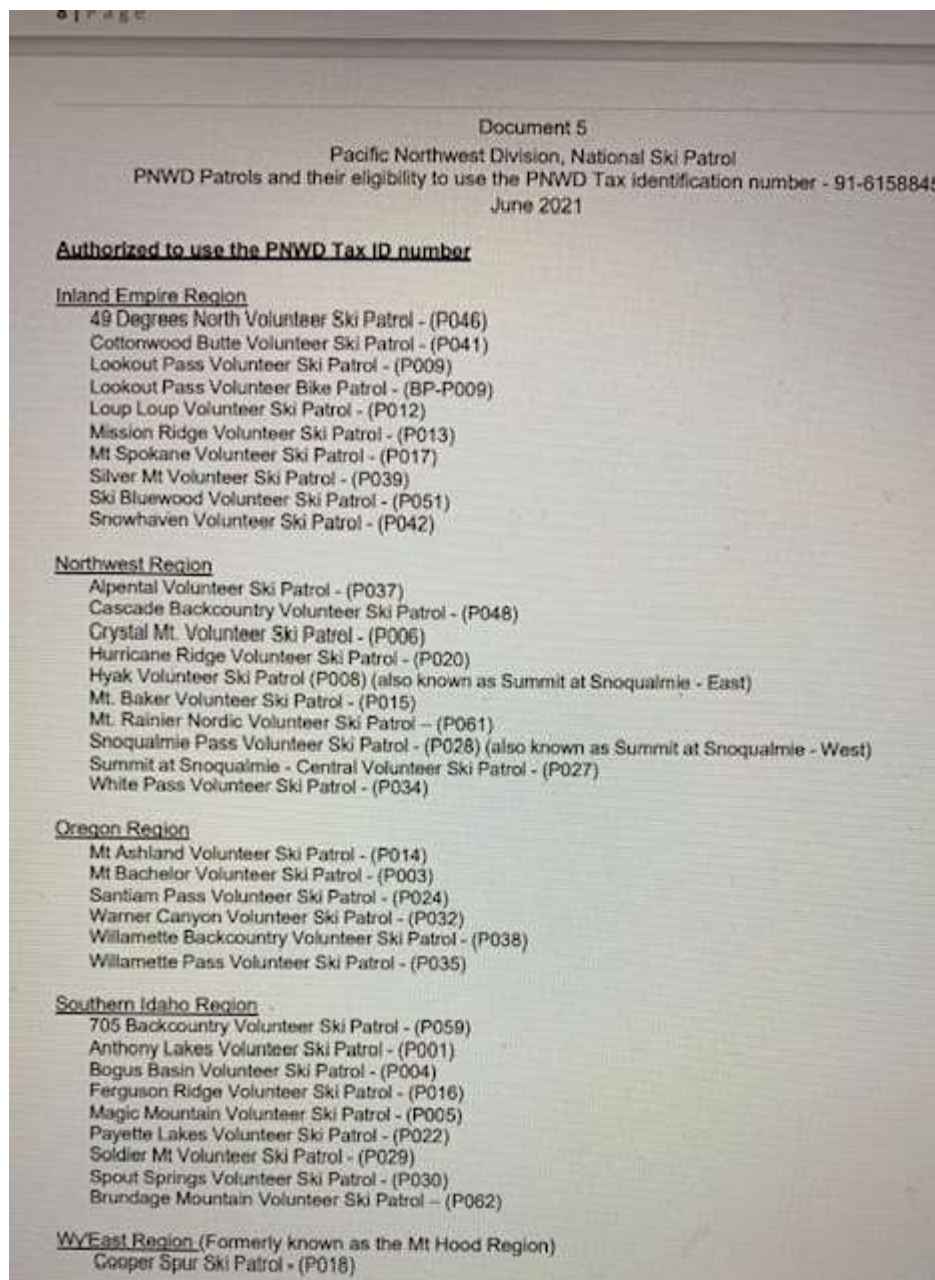
If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,


Michele M. Sullivan, Oper. Mgr.
Accounts Management Operations I

Confidential

Document 5
Pacific Northwest Division, National Ski Patrol
PNWD Patrols and their eligibility to use the PNWD Tax identification number - 91-6158845
June 2021



NOT Authorized to use the PNWD Tax ID number as of this date

Prior members --- Bald Mountain Ski Patrol - (was P049), Southern Idaho Nordic Patrol (was

Wy'East Region (Formerly known as the Mt Hood Region)

None of the following Wy'East region patrols are authorized to use the PNWD tax id number. They are all part of Mt Hood Ski Patrol Inc. and use the tax id number for that entity.

Mt Hood Ski Patrol Inc - (P054)	Ski Bowl Ski Patrol - (P052)
Mt. Hood Meadows Ski Patrol - (P053)	Summit Ski Patrol - (P056)
Mt. Hood Nordic Ski Patrol - (P055)	Timberline Ski Patrol - (P050)

Pro/Professional Patrols located within the PNWD geographical boundaries

49 Degrees North - (Q052)	Mt Hood Meadows - (Q091)	Stevens Pass - (Q142)
Bogus Basin - Pro - (Q172)	North Cascade Heli Skiing - (Q053)	Summit at Snoqualmie - (Q087)
Crystal Mt - (Q065)	Schweitzer Mt. - (Q110)	Timberline - (Q158)
Mission Ridge - (Q070)	Silver Mountain - (Q140)	White Pass (Q133)
Mt Bachelor - (Q153)	Soldier Mt Pro - (Q086)	Brundage Mtn Pro (Q168)

Convention Name Tag Sample



Name of Patroller
Name of Patrol
Name of Region
Position Name of Patroller
National Appointment Number or NSP Number

PNWD LOGO





Pacific Northwest Ski Patrol *(Donation Letter)*

Name of Your REGION
PACIFIC NORTHWEST DIVISION
Tax ID # 91-6158845

Date

Greetings,

I sincerely hope this letter finds you well and enjoying the ski season. Winter has returned to the Cascades Mountains this year and the Pacific Northwest Patrol is working hard to promote safety for thousands of skiing and snowboarding guests each weekend. In addition to enhancing public safety on the hill, the patrol maintains a high level of outdoor emergency standards dictated by the National Ski Patrol (NSP). In any given season, the patrol responds to up to a thousand incidents on the mountain. Throughout the season, patrollers provide urgent and, sometimes, life-saving care to injured guests.

In August of **YEAR** the Pacific Northwest Ski Patrol will host the annual fundraiser to raise money which allows the patrol to continue to provide excellent care for people throughout the region. Your donations will be auctioned as part of the Ski Patrol's annual banquet. This is your opportunity to support the continuing education of patrollers, as well as support the patrol in acquiring necessary equipment and supplies for pre-hospital emergency care. Your products and donations will be on display throughout the event and will be recognized by patrollers and by their guests.

Your donation is tax deductible. For your records our tax identification number is 91-6158845. For more information on our organization, please contact me or review the division and national website:

nsp-pnwd.org	Pacific Northwest Division
nsp.org	National Ski Patrol

Thank you again for considering our organization; we will greatly appreciate your support.

Sincerely,

Patroller Name
Phone Number and/or Email

Confidential



(Donation - Thank You Letter)

Date

Name

Address

City, State

Dear

On behalf of the convention committee, we would like to extend our sincere appreciation for your company's contribution to the (year) Pacific Northwest Division National Ski Patrol annual Board of Directors convention. Your donation made this convention a huge success; all of our members on the convention committee greatly appreciate your support.

We would like to specifically like to acknowledge your tax deductible donation of

List the donation in this section

Enclosed please find a certificate of appreciation from the Pacific Northwest Division Ski Patrol in recognition and acknowledgement of your contribution.

We sincerely appreciate and thank you for your support!

Kindest regards,

Patroller Name

Confidential

Convention Evaluation Form



Name (optional): _____

Home Patrol : _____

- 1 The convention met my expectation.
Strongly agree Agree Neutral Disagree Strongly disagree
- 2 The convention was well-organized.
Strongly agree Agree Neutral Disagree Strongly disagree
- 3 The breakout session presenters were clear and well-prepared.
Strongly agree Agree Neutral Disagree Strongly disagree
- 4 The information I learned in the breakout sessions is new and valuable.
Strongly agree Agree Neutral Disagree Strongly disagree
- 5 The guest speakers were clear and well-prepared.
Strongly agree Agree Neutral Disagree Strongly disagree
- 6 The guest speakers sent a positive message.
Strongly agree Agree Neutral Disagree Strongly disagree

We welcome your comments and suggestions for improving future conventions. It is helpful if you are as specific as possible. Please use the back side of the paper if needed.

7 What are the strengths of the convention?

8 What could be improved at the convention?

9 I'd like the breakout session presenters to do a better job of:

10 The breakout session presenters did an excellent job of:



PACIFIC NORTHWEST DIVISION NSP

Session and Speaker Evaluation Form

Please rate the following on a scale of 5-1, by circling the corresponding number
(5=Excellent, 4=Good, 3=Average, 2=Fair, 1=Poor)

Session Title: _____

- A. The content of this presentation: 5 4 3 2 1
- B. The value of this presentation: 5 4 3 2 1
- C. Would you like to see this topic repeated in the future? YES NO

Speaker: _____

- A. Knowledge of the subject: 5 4 3 2 1
- B. Delivery and organization: 5 4 3 2 1

1. What was most valuable in today's session? _____

2. What could we have spent more time on? _____

3. What could we have spent less time on? _____

List 2 or 3 topics you would like PNWD to address at future conventions.

Thank you for your participation and support of this year's convention.

2023 Division Convention Schedule

Thursday August 10, 2023					
3:30 PM	6:00 PM	Early Check-In & Registration Hotel			
6:00 PM	9:00 PM	Hospitality Room			
Friday August 11, 2023					
7:00 AM	8:00 AM	Check-In & Registration Hotel			
8:00 AM	8:00AM-12:00PM	Patrol Directors 101 (Private Dining room/Boardroom, main floor) ANDREW AND STEVE			
10:00 AM	10:00am-12:00pm	Training the Trainer, Senior Program updates and education / Clear water room or Shoreline A room			
10:00 AM	10:00AM-6:00PM	Bike Ride (starts along centennial trail, map attached)			
1:00 PM	1:00PM - 4:00PM	Excutive Board Meeting (Shoreline B) ALL RD'S, DIVISION ADVISORS AND DD			
5:00PM	5:00PM-7:00PM	Dinner (Shoreline A and Rose Garden)			
1:00PM	1:00PM-4:30PM	Hospitality Room			
7:00PM	7:00PM-9:00PM	Hospitality Room			
Saturday August 12, 2023					
7:15 AM	7:15AM-8:00AM	Division Advisors & General Breakfast (Shoreline A)			
8:10 AM	8:00AM-8:50AM	General Session Keynote speaker, Kacy Carlson (Shoreline A)			
Room					
		Shoreline A	Shoreline B	Clear Water	Private Dining Room/Boardroom
9:00AM	9:00AM-9:50AM	OEC	MTR	BIKE PATROL	MTN HOST
10:00AM	10:00AM-10:50AM	BEFORE AND AFTER (INJURIES AND HEALING)	PATROL RECRUIT	INSTRUCTOR DEVELOPMENT	CERTIFIED
11:00AM	11:00AM-11:50AM	VENDOR SET UP	WOMENS	HEAD INJURIES ON THE SLOPE	WEBSITE
12:00PM	12:00PM-12:50PM	Lunch (Shoreline A) SKI FLIGHT PRESENTATION			
1:00PM	1:00PM-1:50PM	VENDORS	OET	DEMO CPR	PFA SAFETY
2:00PM	2:00PM-2:50PM	SKI TUNING	AVI	AWARDS	YOUTH PATROL
4:00PM	3:00PM-3:50PM	BIKEOLOGY	NORDIC/BACKCOUNTRY	LEGAL/ORM	HISTORY /ALUMNI
12:00PM	12:00PM-5:00PM	Hospitality Room Open			
5:00PM	5:00PM - 5:45PM	Silent Auction and Vendors (Shoreline A and Shoreline B)			
6:00PM	6:00PM-9:00PM	Awards Banquet and Dinner (Shoreline A and Shoreline B)			
9:00PM	9:00PM-12:00AM	Hospitality Room Open			
Sunday August 13, 2023					
7:00 AM	7:00AM-8:00AM	Patrol Directors & Region & Division Advisors Breakfast (Shoreline A)			
8:15 AM	8:30AM-12:00PM	Board Meeting (Shoreline A) RD's & Div Advisors and DD			



At the end of the convention

Like the end of the day

We enjoy life with our fellow Ski Patrollers and Ski Families.

Confidential