



Dear Fellow Polo Player:

As the newly elected Chairman of the USPA, I truly appreciate the honor and tradition of this leadership position. I want to begin by welcoming your thoughts and encouraging your support for growing and sustaining our sport. It is the greatest game ever played. My cell number is 309-360-4779.

I also want to publicly and enthusiastically thank Joe Meyer, Southeast Circuit Governor, for his time and great efforts leading the team that has developed the attached USPA Strategic Plan. This comprehensive plan began as "Polo 2020" but we see it as a specific road map for the next 24-36 months. I believe it is 85% on the mark (Ask me in a year what 15% we missed). I want to thank the entire Polo 2020 committee. They are an excellent cross section of our sport. They did a great job. From 30,000 feet, the attached strategic plan sets forth:

Membership Services Objectives:

Increase Regional Polo Centers- Add 1 to 4 centers.

Increase Club Polo Development Initiative- Add \$25,000 to our budget annually and add one field staff person in 2011 to support club growth.

Handicap Compression-Support the roll-out of ½ goal system and the Eastern Circuit pilot test of a two tier 0-15 goal system.

Brand and Sport Promotion Objectives:

ESPN Test: Use "ESPN 3" to experimentally promote five high goal games before televising the US Open on "ESPN2" in April 2012.

Cable TV: Establish a committee to develop a "polo life" or "polo reality" program to increase the curiosity of the American public.

Umpire Services Objectives:

USPA Umpire LLC: Establish a USPA funded LLC to incentivize the use of paid umpires at low goal clubs, develop and certify umpires for all levels of polo and manage umpires on a contract basis for high goal polo.

Corporate Structure Objectives:

USPA Executive Committee Authority: The Executive Committee has been granted more power to act between semi-annual meetings so it can adapt to today's rapidly changing legal, economic and promotional environment.

USPA Board Policy System: The plan clarifies the Board of Governor's decision making process.

It is a steep learning curve from the club field in Peoria, IL where I play, to the high goal events played in Wellington, FL; Bridgehampton, NY; and Santa Barbara, CA. I am committed to being a strong advocate for small, low goal clubs; however, I began my outreach to the high-goal community last April. Your Association will be responsive to all polo played in the United States.

We will be relying on the following four pillars:

Our Focus: To grow our sport for our customers including the member clubs, polo players, spectators and sponsors.

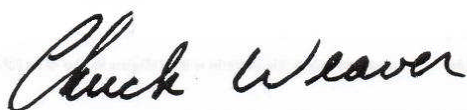
Our Operational Expectations: Each program will be funded based on its excellence, success and relevance to our customers. Programs will be studied, piloted, reviewed/improved and then replicated (or discarded) based on their ability to meet clearly defined objectives.

Cultural Change and Our Operating Platform: Our policies will be “STAFF RECOMMENDED, BOARD APPROVED, STAFF IMPLEMENTED, and VOLUNTEER SUPPORTED”. We are moving from a “Chairman driven” organization to a “staff driven” organization to achieve operational excellence. Peter Rizzo and I have explained to our staff that they are directly accountable to their committees and their committee missions. In order that we become more nimble, we have tasked staff to: 1) make quick, wise decisions at the lowest level in the hierarchy with the smallest group possible, 2) engage their committee chairpersons and members to channel the volunteer’s passion for the sport, then 3) effectively communicate decisions to all relevant customers.

Our financial guideline: Our current financial success from USPA’s branding efforts belongs to the future of the sport. We must balance our long term view while seeking opportunities to grow the sport today. We will not allow our short-term budget to grow beyond our ability to endow our critical programs into perpetuity. It is my stretch goal to endow our current level of Basic Association Services by 2016. We are on track to do that. Those services include Intercollegiate/Interscholastic Polo, Regional Polo Centers, the Club Polo Development Initiative, Umpiring and Team USPA.

I look forward to your support and your feedback.

Sincerely,

A handwritten signature in black ink that reads "Chuck Weaver". The signature is written in a cursive, flowing style.

Chuck Weaver
Newly elected USPA Chairman



Dear Fellow Polo Player,

The Game of Polo is one that motivates us all in its own unique way. Whether it is the love of horses and their athleticism, the thrill of the speed of the game, or the camaraderie it brings us, we all contribute significant resources to enjoy this game of polo. It is with that thought that I would personally like to thank everyone who helped me in our efforts to improve the U.S. Polo Association, and in turn significantly improve the polo in the United States.

Approximately 10 months ago, incoming Chairman Chuck Weaver asked me to lead the effort for a Strategic Plan with a vision of improving polo toward the year 2020. He asked that I form a group of volunteers and our staff to review the survey we conducted in 2010 and determine what we need to do to improve polo.

We identified four major areas that required attention. We assembled a core group of folks and the results of all their efforts resulted in the attached Strategic Plan. I personally want to thank the Executive Committee and my Committee Chairs, and their committees, as well as the Staff to help accomplish our Plan.

The Executive Committee

Tom Biddle - Chairman	Charles Weaver - President	
Pat Nesbit – Secretary	Bob Donahey - Treasurer	Charles Smith
Chrys Beal	Tony Coppola	George Dill

Strategic Plan Committee Chairs

- ✓ Member Services: Denny Geiler and Jim Burton: Co-Chairs
- ✓ Brand and Sport Promotion/Development: Bob Jornayvaz: Chairman
- ✓ Umpire Services: Britt Baker and Bob Daniels: Co-Chairs
- ✓ Corporate Structure: Bob Donahey: Chairman

Strategic Plan Committee Members


Tom Biddle	Charles Weaver	Peter Rizzo
Pat Nesbit	Charlie Muldoon	Charles Smith
Chrys Beal	Daniel Walker	Kris Bowman

I am very proud of this diverse group who brought their passion for the game, their business acumen, and the desire to make our Association better for our Clubs and our Members. After evaluating our current Strengths, Weaknesses, Opportunities, and Threats, we submitted 12 Strategic Resolutions to our Board of Governors and at the October 1st Annual Meeting, the Resolutions were budgeted for and approved.

We are now in the implementation phase and I have been asked by Chairman Weaver to continue to ensure that the Resolutions are implemented by our full time Staff, assisted by USPA Committee and leadership volunteers.

So we still have some work to do and if you are interested in volunteering, please reach out to your Circuit Governors, your Lieutenant Governors, and to our Staff... we enjoy having volunteers to help us move the Association and the game of polo forward.

Best regards,

A handwritten signature in black ink, appearing to read "Joseph Meyer". The signature is fluid and cursive, with a long horizontal stroke at the end.

Joseph Meyer
Chairman -USPA Polo 2020 Strategic Planning Committee,
Southeast Circuit Governor and Member of the Atlanta Polo Club

***Polo 2020
United States Polo Association
Strategic Plan 10.24.11***

With Resolutions approved by the Board of Governors

This document includes the following segments, based on the strategic planning process:

- **Project Background:** The planning team and process.
- **The Profile of the Plan:** The overall goal and parameters that focus the plan.
- **Situation Analysis:** The major factors resulting from situation analysis, upon which the strategies are based.
- **Strategies and Recommendations:** The major strategies and recommendations that drive actual resolutions approved by the Board of Governors.

Within the Strategies and Recommendations section, **Resolutions** are boxed for quick reference.

- **Appendix:** Supplemental detailed information referenced in the context of the plan (above).

Project Background

USPA Strategic Planning Team—2011

- Joe Meyer, Strategic Planning Chair
- Chuck Weaver
- Peter Rizzo
- Kris Bowman
- Tom Biddle
- Britt Baker
- Bob Daniels
- Bob Jornayvaz
- Denny Geiler
- Bob Donahey
- Jim Burton
- Pat Nesbitt
- Chrys Beal
- Daniel Walker
- Charlie Muldoon
- Charles Smith
- Gaylord Villers/Transmedia, Inc., Facilitator

The Planning Process

The Executive Committee of the team held a meeting in Chicago on 2.28.11 to outline the scope and focus of the plan, determine the planning team, and outline the process. Based on this meeting and follow up calls, an outline was prepared to guide the first meeting of the entire team.

Three major meetings were held. After each meeting plan drafts were developed and revised so that the subsequent meetings would progress efficiently. Many conference calls were held before and after the meetings and working documents were created.

1. **Dallas, TX, 4.27.11.** Confirmed major goals and conducted Situation Analysis
2. **Atlanta, GA, 6.2.11.** Established major strategies and four Strategy Teams
3. **Denver, CO, 8.17.11.** Began the development of Board Resolutions based on strategies—finalized separately by Strategy Teams.

Strategy Teams presented resolutions to the Board of Governors. The resolutions were approved as published in this document. Strategy teams will oversee their implementation, with continued oversight by the Strategic Plan Chair.

The Profile of the Plan

Overall Goal:

The overall goal is a long-term, visionary goal, stated as a question:

How can the USPA best build the sport of polo while growing the USPA to be the undisputed/recognized leader of the sport of polo in the US?

Parameters:

The plan considers all functions and services of the USPA:

- All plans will lead toward the overall goal and the long term results in 2020.
- Specific actions, results, and budgets will be planned for the next 3 years.
- The plan will address the issues identified in Situation Analysis
- The plan will address the results of the Survey (2011).

Situation Analysis

Key Points from Situation Analysis

The following summarize some of the key factors from the Situation Analysis and the SWOT Worksheet (provided on the following pages).

- The USPA is in a strong financial position due to Polo Properties revenue, which may or may not continue at its current level. This plan can help USPA to prioritize and select where to invest these resources to best strengthen USPA.
- USPA can leverage its financial position, brand, and leadership strengths to address the Opportunities (identified in SWOT), to strengthen member services, and to promote the sport—potentially through TV (coverage of polo) and other media.
- USPA must address key points listed as Weaknesses in order to ensure that it can continue to provide an increasing scope of services, meet member needs, and address new Opportunities. Key weaknesses include **USPA management/decision-making, staff limitations, the impact of ancillary organizations, umpire services, handicap “compression”, and cost of polo (due to pros), and others**. These Weaknesses also reflect the fact that the organization has increased (and continues to increase) in scope and complexity (especially in finance).
- A Threat could be the potential for “breakaway” or disengaged segments of players and member groups—this reflects some of the Weaknesses as well.

<i>Internal</i>	<i>External</i>
<p>Strengths</p> <ul style="list-style-type: none"> • USPA Polo Properties income has created a strong financial position for USPA and provides the means to improve and develop the organization. • The USPA brand and sport of polo: USPA centralizes the overall culture/heritage of polo, the love of horses/horsemanship, and competition on a national scale; this brand is marketable with polo players and the public. • USPA leadership and staff: Strong leadership and high quality staff understands the sport, members, and the current environment of the sport and the association. • Player development: Programs are in place to support and develop players and competition; USPA supports a continuum of development: Junior Polo, I/I, Team USA as well as PDI and RPCs. 	<p>Opportunities</p> <ul style="list-style-type: none"> • Promotional opportunities: There are many opportunities to promote USPA/polo—for image, membership, and even revenue—including partnerships, licensing, sponsorships, TV/media, internet, cross-marketing with other equine organizations. These can include connections with licensing and Polo Properties. Promotion needs to be prioritized. • New polo markets/venues: Polo by the Chukker, arena polo, metro areas, etc. • Training opportunities in players/umpires, junior polo, etc.—to drive polo awareness, membership, development.
<p>Weaknesses</p> <ul style="list-style-type: none"> • USPA management—decision-making and focus: There is a question of: “Who drives USPA actions and responsiveness?” The Board, Exec Committee, Governors, Staff? This may be complicated by upcoming governor turnover. • Limited staff: Staff numbers and new/different positions are needed to meet the increasing work load and demands of a more complex USPA. • Communication disconnect between board, governors, clubs), members—public. Lack of responsiveness to certain member/customers. • Ancillary organizations and 501C3 relationships (such as PTF) have great impact on the focus of USPA—creating redundancy, inefficiencies, internal competition, and create a confusing identity for USPA. <p>(Weaknesses continue)</p>	<p>Threats</p> <ul style="list-style-type: none"> • The potential loss or decrease of Polo Properties income, not a controlled permanent source of revenue. This should be considered in any long term plans. • Polo/USPA image as affected by organizations like PETA and the public’s perception of polo. Such factors as urban sprawl/diminishing green areas cause the public (and potential members) to be further removed from horses and understanding of equine sports. • Potential breakaway of segments of polo players—USPA members and those who could be members (could also be a Weakness) • The continuity of college polo; how can we ensure that college level polo continues. • The current economy affects loss of income for USPA and players/members, and the means to play polo.

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- **USPA Umpire services** can lead to an unsatisfactory polo experience. Umpiring is inconsistent; needs improvement, training, and greater availability. There are also payment issues.
 - **Need of support:** Many key USPA entities need more support: I/I, RPCs, clubs (management/marketing). PDIs?
 - **Handicap compression** and its impact on member experience.
 - **Costs of club games:** Costs of playing polo competitively have increased with use of professionals—which have become a requirement for competition.

Strategies and Recommendations

Strategies are directly linked to the results of Situation Analysis—especially the Key Points and the factors listed on the SWOT Worksheet. Strategies are grouped in four major areas, each specifically described in this section of the plan:

1. **Member services**
2. **Brand and Sport Promotion/Development**
3. **Umpire Services**
4. **Corporate Structure**

1. Member Services

(5 Recommendations)

Overall Strategy/Initiative

Leverage the USPA's financial position (Properties revenue) to invest in, improve, and modify key member services that strengthen USPA and its members. This can include (but is not limited to):

Club and player development services—RPCs, club development, Team USPA, I/I, equine welfare, handicapping, and related programs.

Five recommendations follow.

Member Services Recommendation 1.1 Add Regional Polo Centers and Upgrade Services

Background

This resolution is based on findings from the Member Survey and factors from Situation Analysis.

Resolution 1.1

Resolved that the USPA Board of Governors approves the plan to increase the number of Regional Polo Centers from 3 to 7 Centers by the end of 2015, and increase the supporting reimbursement from USPA to upgrade the centers and services.

Budget Impact:

Budgets will increase as additional RPCs are approved and established through 2015.

Member Services Recommendation 1.2 Membership and Club Development/PDI

Background

- Membership growth by 2020 is projected at 50%; clubs may increase by 20%--with commensurate growth of dues revenue (\$150,000 membership, \$60,000 clubs).
- Demographics changes, growth of arena clubs, “polo by the chucker”, costs of polo entry will increase—all with impact but not on budgets.
- Members/member clubs do not see “faces” of USPA enough.
- Improve internal communication to the membership.
- Responds to Member Survey—need to improve support both new and existing members.

Resolution 1.2 and Budget

Resolved that the USPA Board of Governors approves an increase to the Polo Development Initiative (PDI) budget so that the PDI can provide more assistance for polo clubs to market and grow member clubs. The annual budget for PDI will increase from \$300,000 to \$400,000 per year as follows:

- 2012: Increase to \$325,000
- 2013: Increase to \$350,000
- 2014: Increase to \$375,000
- 2015: Increase to \$400,000

Member Services Recommendation 1.3 National Club Development—Regional Coordinators

Background

The current “Ambassador” program is highly effective and needs to be increased and supported. National Club Development Coordinators (NCDC) would be added with a regional focus and over an eight year period. The first Coordinator would probably focus on the Pacific Region.

Resolution 1.3

Resolved that the Executive Committee approves the concept of the National Club Development (NCD) Coordinators and that the Members Services Subcommittee review the job description and metrics and recommend the number of coordinators needed.

The Coordinators will be established with regional focus (to be determined) and the plan is to add one coordinator every two years; budget guidelines for salary and travel expenses follow:

- 2012: \$100,000
- 2013: \$100,000 to \$200,000
- 2014: \$100,000 to \$300,000
- 2015: \$100,000 to \$400,000
- 2016: \$100,000 to \$400,000
- 2017: \$100,000 to \$400,000

Member Services Recommendation 1.4 Handicap Procedure

Background

In response to Member Survey and Situation Analysis per the need for handicapping changes and “handicap compression”.

The handicap changes will be addressed by the Handicap Committee in their normal course of business. The committee will investigate and recommend changes and procedures, which may result in specific resolutions later. ***The Strategic Planning Committee feels it is important to address the handicap compression issue, and supports the recommendations of the Handicap Compression Sub Committee.***

Member Services Recommendation 1.5 Equine Welfare

Background

- Potential negative publicity from animal rights organizations and the general public if there is a perception of mistreatment of horses.
- Potential for positive and supportive public relations if USPA is proactive in establishing its position, standards and action on equine welfare.
- There is potential to work with joint ventures and joint positions on equine welfare issues.
- It is important to ensure clarity so that USPA positions/standards are not misinterpreted to compromise the role of horses and the sport; positions need to be taken with established parameters; for example:
 - **Programs/materials** published/distributed by the USPA (web based programs, care of horses, etc.
 - **Standards** applied to horses in conjunction with USPA competition/play (aids, winter turnout, heat indexes, etc).
 - **Positions** taken and support of equine care initiatives in the US (horse slaughter, unwanted horses, etc.)

Resolutions 1.5

- 1) **Resolved** that USPA develop guidelines for the appropriate use of aids in USPA events.
- 2) **Resolved** that the Board of Governors directs the USPA Equine Welfare Committee to continue to develop materials to include informational materials on heat index, winter turnout conditions, and polo pony retirement awareness—with emphasis on the impact of situational, climatic differences.

Budget Impact: Additional funding for Equine Welfare publications is included in the 2012-2014 Budget.

2. Brand and Sport Promotion and Development (Two Recommendations)

The original strategy has been revised to be more focused (on TV programming), which will address the factors from the original SWOT and create structure and capabilities for other promotional initiatives. The new strategy follows:

Overall Strategy/Initiative

Leverage current financial resources to create television programming that develops the USPA brand, promotes the sport of polo, and promotes USPA.

(The TV program offering can be a major vehicle to develop potential partnerships and licensing, promote polo in new polo/USPA “markets”, and strengthen the public interest in polo and in turn support USPA.)

Major Strategic Outcomes

- Increased awareness of polo to the general public.
- Increased sales of USPAP licensed products.
- Increased USPA membership.
- More players attracted to polo, current (USPA) players inspired to play at higher levels.

Background for Recommendations

- The overall strategy is to leverage available resources in order to promote the sport of polo, develop USPA brand identity, promote the USPA, and directly/indirectly increase sales of Polo Properties products.
- A more specific, supportive strategy is to use the vehicle of high quality, televised programming of high goal polo to reach new/current players and other potential fans; this creates a template for later programs and follow up.
- A follow up strategy is to leverage the quality of the programs and success to develop sponsorships, partners, and increased Polo Properties revenue.
- More vetting of the projected costs of production will be done in the weeks ahead; hire Ron Allen (consultant).

Resolution 2.1

Resolved that the USPA Board of Governors approves the establishment of a written, preferred strategy or playbook to televise games in an effort to provide a high quality, with the appropriate viewer appeal, TV/Broadcast and or Internet viewing to entice people to learn more about polo, provide polo viewing to our members, and to provide clubs with the recommended strategy to televise polo to show the athleticism of the horse and players and show the speed of the game. The purpose of this effort is develop a self-sustaining and self funding TV Model. The plan will include:

The following broadcasts will be used and the USPA's English Announcers will participate in the Argentine finals of the following tournaments with Broadcast on ESPN3 (Internet)

- Tortugas Open
- Hurlingham Open
- Argentine Open at Palermo

The following tournaments will use the experience from the Argentine tournaments in early 2012

- CV Whitney via ESPN3
- Gold Cup via ESPN3
- US Open via ESPN3 possibly ESPN2 with Sponsorship Assistance.

Budget Impact: Provided with the 3 or 4 year plan/budget (includes a variance for the 2011 budget)

Budget for start up:

2012: \$150,000 (of which \$60,000 to be spent in 2011)

2013: \$100,000

2014: \$100,000

Resolution 2.2

Resolved that the USPA Board of Governors directs the Chairman to create a committee to review the ways and means to study how best to develop a TV/Broadcast show based upon all the aspects of polo with the intent of creating curiosity from potential new members and to share the experience from existing members: as well as evaluate the results from Resolution 2.1. A recommendation of a plan and budget is to be made to the Board no later than August 2012.

Budget Impact: To be determined and approved by the Board once Strategy Recommendation is provided in August 2012.

3. Umpire Services.

Strategy/Initiative

Use USPA resources to expand umpire services to all goal levels to improve quality of polo and member experience—with the goal to be budget neutral and eventually profitable by 2020.

Background for Recommendations

Use USPA resources to expand umpire services to all goal levels to improve quality of polo and member experience—with the goal to be budget neutral and eventually profitable by 2020.

Members continue to seek a better and more qualified umpire.

Establish a "Polo Umpire LLC" to promote and facilitate 4 key objectives:

1. Training/certification & umpire enhancement program at all umpiring certification levels
2. USPA Professional Umpire program
3. USPA umpire expense reimbursement program
 - a. Circuit umpire expense reimbursement (awarded by circuit governor)
 - b. Club umpire reimbursement program(rate schedule and club \$ distribution TBD.)
4. National Ambassador (roving) umpire
 - a. Umpire at club level – For USPA and Non-USPA Tournaments where all members are USPA Members
 - b. Conduct clinics/seminars/ observe for certifications
 - c. Discover new umpire talent

Recommendations:

1. **Establish an Umpire Training and Certification Entity/Service** available to all USPA members.
 - A service to members; operating as a 501c6 with Steve Lane transitioning from PTF to USPA to operate the program.
 - USPA budgets costs to operate the program.
 - USPA pays umpires directly.
 - Each circuit to receive funding for umpires services at the club level – need to develop formula for larger and smaller circuits
2. **Create a Professional Umpire LLC** as a subsidiary of the USPA.
 - A wholly owned, for profit subsidiary of the USPA.
 - Responsible for a professional umpire – for profit business.
 - Available to all clubs willing to pay – subsidy for club level umpires (and umpire training) at member clubs
 - Must consider staff needs—an internal HR advocate in USPA, a separate staff for the LLC.
 - Create a "Career Path" for Professional Umpires

Resolution 3.1

Resolved that the Board of Governors approves the creation of a Limited Liability Company (LLC), with the US Polo Association as the sole member, with the complete authority and budget support to improve all aspects of umpire quality and availability in the United States. The Executive Committee is instructed to establish an LLC organizing committee to establish an operating agreement, and other requisite organizing efforts to be approved by the Executive Committee, including initial and future board appointees and reporting requirements. This LLC will interact in conjunction with USPA Committees such as: Rules and Rules Interpretations, I/I and Tournament Committees and will be responsible to maintain the USPA Umpire Guide.

Budget Impact: Additional Funds which will be a USPA subsidy to the proposed Umpire LLC as per Resolution 3.1:

- 2012: \$436,000
- 2013: \$476,000
- 2014: \$519,000

4. Corporate Structure (four recommendations)

Overall Strategy/Initiative

Improve the effectiveness of corporate structure; this supports the member services, umpire services, and brand/sport promotion strategies and prepares USPA for the requirements of USPA growth. This includes (but is not limited to) addressing:

Internal management and decision-making processes (Board and Staff), financial and investment policy, staff limitations and key positions, ancillary organizations—role and working relationships with USPA (PTF, IPF, Properties, FIP, and others).

Strategic outcomes:

- An efficient business organization with improved processes (including board meetings, agendas, board of governors, etc.).
- A review of the organization chart, constitution, and by-laws (related to current needs of USPA).
- Spending policies that support the strategic plan and the initiatives of the other Strategy Teams, considers 3-year rolling budget.
- A coordinated organization/policy for all ancillary organizations (Who does what).

Four Corporate Structure Recommendations follow:

**Corporate Structure Recommendation 4.1:
An Annual Board Resolution for Executive Committee Authority**

Background:

An **Annual Board Resolution** will give authority to the Exec Committee to manage the affairs of the USPA on behalf of the Board of Governors and to run the Association as an efficient business organization. Key elements:

- An annual resolution would preclude the need for a change in Constitution.
- Allows for direct/immediate oversight of strategies drafted in current Strategic Plan (2011).
- Allows for immediate management response as USPA grows, becomes more complex, and confronts issues that need short term solutions.

Resolution 4.1:

Resolved that for 2012, in accordance with Article II of the USPA Constitution, the USPA Executive Committee be delegated the powers and duties derived from the authority of the USPA Board of Governors, except the authority to make or alter the Constitution, By-Laws or Rules. These powers and duties will include the oversight of the day-to-day operational business of the Association, including the management of the USPA Staff and Annual Budget that has been approved by the Board. The resolution may be renewed annually.

The Board of Governors will be informed of all actions taken by the Executive Committee, reported by forwarded minutes of all Executive Committee meetings or teleconferences. All Executive Committee actions will be forwarded to the Board of Governors and ratified at the next meeting of the Board of Governors.

Budget Impact: It is the intention of the Chairman to develop a 3 year rolling budget in order that the Board is informed and prepared to make the financial decisions relative to the future of the organization.

Corporate Structure Recommendation 4.2: Procedure for Placing Items on the Board of Governors Agenda

Background:

This resolution is intended to improve the governance of USPA by “vetting” items placed on the agenda and ensuring optimum pre-meeting considerations.

- To avoid having to consider resolutions “in real time”—seeing an issue for the first time in the meeting.
- Allow for more careful consideration and vetting of a recommendation; Board is ready to make the decision at the meeting—or to reject it—without taking excessive time in the meeting.
- Resolutions originate in the appropriate committee or are forwarded to that committee

Resolution 4.2

Resolved that the Board of Governors approves and establishes the following procedure for considering and placing items on the Board of Governors Meeting Agendas:

1. All agenda items that are to be brought before the Board must originate in the Committee charged with the responsibility for that type of item.
2. The individual Committee chairs can bring up a written agenda item in its field of responsibility, supported by a majority of the Committee members.
3. Any Registered Player Member of the Associations can raise a potential agenda item by submitting the item in writing to the Chairman of the Association who will assign it to the relevant Committee. If an item does not fit any committee’s area of responsibility, the Executive Committee will address and/or delegate it to a standing Committee or form an ad hoc Subcommittee. New ideas or proposed initiatives can also be raised during the New Business section of the Board meeting agendas, and the Chairman will direct New Business topics to the appropriate Committee.
4. It will be the responsibility of the individual Committees to fully review the proposed agenda item, conduct a vote of its members for acceptance of the agenda item in its final draft form and prepare a written report on every item that a majority of the Committee votes favorably thereon. Included in the Committee’s deliberation of potential agenda items, must be an analysis of the impact of the proposed item on the USPA Annual Budget and the operations of the Association made by the Staff Liaison assigned to that Committee.
5. The written reports on the agenda items so approved will be compiled and distributed to each member of the Board at least 3 weeks before the forthcoming Board meeting.
6. Every agenda item that is to be discussed at the Board meeting must first comply with the above process, except in cases of urgency such as unusual challenges, opportunities, or threats.

Resolution 4.2—Additional Explanation

Typically, new agenda items will be reviewed by the Board at the Spring Meeting, reviewed and finalized by the relevant Committee assigned the agenda item and the Board will review at least three weeks prior to the Fall/Annual Meeting for approval/ratification.

As outlined above, proposed agenda items can be received from any Registered Player Member at any time and be referred to the relevant Committee for review and finalization of the written report to be submitted to the Board of Governors at the next meeting. However, there may be times when an agenda item may require an expedited processing, such as a cases of an extraordinary opportunity for, or threat to, the Association. In those cases, the Executive Committee may delegate to a relevant Committee or decide to act in accordance with the Resolution as outlined above in Article II, Section 4 of the USPA Constitution. This may include a variance to the Annual Budget.

The Committee Chairs will be asked to work with their assigned Staff Liaison in terms of Annual Budget request processing and that will include a yearly review of any budgeted/funded program relevant to the Committee's oversight. Yearly review and analysis of the program/budgeted metrics (objectives of program and evaluation of the measurement of program success) may require/indicate an increase, decrease, elimination, and/or reallocation of proposed next-year budgeting for all programs.

The proposed finalized draft of the USPA Annual Budget shall be reviewed by the USPA Finance Committee and forwarded to the USPA Executive Committee for review and endorsement before presented to the USPA Board of Governors for review and approval at the Fall/Annual Meeting.

The budget will be reviewed in a face to face meeting before being presented to Executive Committee for Approval and recommendation to the Board.

Budget Impact: Travel reimbursement will be provided for participants.

Corporate Structure Recommendation 4.3

A USPA Entity/Trust

Background

This resolution is intended to insulate funds into an entity separate from the USPA that has the financial means to provide funds to the USPA to continue to provide services to its members :

- Increased assets, increased size and complexity make this resolution essential.
- Move a portion of the assets into some kind of protected entity (trust or endowments)—the rate and amounts to be moved into the trust to be determined.
- USPA trust planning is based on a 5% annual return on the USPA investments.
- USPA “Basic Services” are expenses related to the administration of the USPA exclusive of Growth Services Programs (as listed on **USPA Spending Policy**. Details provided in the Appendix).

USPA Basic Services as noted in the USPA Spending Policy encompass the following:

- Total operating revenue less total operating expenses, then net of direct income/expenses related to the following:
 - The Intercollegiate/Interscholastic (II) program
 - Income -(II) entry fees and (II) magazine ads.
 - Expense -salaries and salary related expenses.
 - NCD Program—salaries and salary-related expenses.
 - Team USPA (NPD) program—direct travel, salaries and salary-related expenses.

The three primary aspects of this resolution are as follows:

- Homework and due diligence of the desired entity
- Amount to endow and to prioritize services and programs to endow over the next 5 years.
- Board review and approval for all actions taken.

Resolution 4.3

Resolved that the Executive Committee will study and establish the format of an entity/trust by the Fall 2012 Meeting so that an entity/trust may be established by December 2012.

Budget Impact: \$10,000 to \$15,000 for legal advice—scope of services to be determined and approved by the USPA Executive Committee.

Corporate Structure Recommendation 4.4 Restructure the Organization Chart

Background

This resolution restructures the organization (chart) to improve efficiencies and allow for/respond to growth and increasing complexities of the USPA. Though not a resolution at this point, the Executive Director will outline recommendations to further improve efficiencies by aligning ancillary organizations and define their missions, roles, and working relationships so that the membership can easily understand the roles. Includes PTF, AIPF, Properties, Polo Museum, others.

Proposed actions steps:

- Chairman to establish a Board and Staff Development Committee.
- There shall be an annual review of Committee membership and activities to include a inter/intra-committee survey or committee strategic planning process.
- To continue the culture of periodic Association level strategic planning.
- Make use of best practices in terms of taxation, corporate structure and related policies.

Resolution 4.4

Resolved that the Board of Governors directs the USPA Chairman to create a Board and Staff Development Committee to review the establishment of an efficient, staff driven organizational structure.

Budget Impact:

There will be budgeted expenses for strategic planning, legal/taxation review and survey type funding requests.

There will be a transition plan that will specify the job opportunities for PTF employees within the USPA. That transition plan will include PTF sponsorship through its endowment programs, such as the Head Umpire Instructor and other named endowments.



THE UNWANTED HORSE AND H.R. S.1176: AN EQUINE VETERINARY PERSPECTIVE

The American Association of Equine Practitioners (AAEP) is the world's largest professional organization dedicated to equine veterinary medicine and is a leading medical authority on the health and welfare of the horse. The AAEP is comprised of more than 10,000 veterinarians and veterinary medical students who dedicate their life's work to caring for the horse. The AAEP brings together all of its assets from veterinary medical practice, academia, regulatory medicine and research in the pursuit of one mission – to protect the health and welfare of the horse.

Guided by this dedication to equine welfare, the AAEP is actively involved in the issues that surround the care of unwanted horses in the United States. The AAEP evaluates all legislative efforts, such as S.1176, based on the legislation's ability to serve the health and welfare of the horse. The intent of S.1176 – also known as the American Horse Slaughter Prevention Act of 2011 – is to ban the transportation and sale of horses for processing for human consumption. The AAEP believes horse processing is symptomatic of larger problems affecting the welfare of our nation's horses.

Unwanted horses represent a group of horses within the domestic equine population that are no longer needed or useful, or their owners are no longer interested in or capable of providing financial or physical care. Many of these horses are infirm and some are dangerous. Currently, there is a lack of comprehensive information regarding the total number of unwanted horses in the U.S; however, it is widely believed that many unwanted horses are sent to a processing facility. Other horses are euthanized by a veterinarian and disposed of through rendering, and some less fortunate are abandoned and left to die of malnourishment and/or starvation.

The U.S. Department of Agriculture reported that 102,260 horses were euthanized for processing in this country alone in 2006, the last year that the U.S. horse processing plants were open for an entire fiscal year. The total number of U.S. origin horses processed in the U.S., Canada and Mexico, increased from 138,206 in 2006 to 140,911 in 2007. Presently the processing plants are closed in the U.S. and the only option for many of today's unwanted horses remains processing at a facility in Mexico or Canada. Since the 2007 U.S. plant closures, the number of horses being abused, neglected and abandoned, according to many reports, has increased. These numbers are supported by a report on horse welfare by the Government Accountability Office (GAO), released on June 22, 2011.

The AAEP believes that horse processing is not the ideal solution for addressing the large number of unwanted horses in the U.S. However, if a horse owner is unable or unwilling to provide humane care and no one is able to assume the responsibility, euthanasia at a processing facility in a manner designated as humane by the American Veterinary Medical Association is an acceptable alternative to a life of suffering, inadequate care or abandonment.

S.1176 and its supporters are well intentioned, but passage of this legislation without adequate funding or infrastructure in place to care for unwanted horses will create a series of negative and harmful consequences. Therefore, the AAEP opposes S.1176.

The AAEP's chief concerns regarding S.1176 are:

- **Long-term placement of affected horses.** S.1176 fails to address how and where unwanted horses will be placed and cared for. If S.1176 is passed, tens of thousands of U.S. horses will need to be placed in alternative homes, or be euthanized and disposed of properly. While there are equine rescue and retirement facilities that provide homes for unwanted horses, their capacities range from five horses to, in a few cases, a maximum of 1,000 horses. The average capacity at most facilities, however, is approximately 30 horses or less. Thus, based on 2007 total processing figures, in the first year alone of a processing or transportation for processing ban, assuming an average capacity of 30 horses per facility, approximately 4,697 equine rescue facilities would be needed. The likelihood of such increased and enhanced efforts based on the personnel, space (acreage and water), facilities and finances to support such efforts is unrealistic.
- **Funding of care for unwanted horses.** S.1176 does not address the funding required to care for, euthanize or dispose of tens of thousands of horses per year. Assuming an average cost of \$6 per day to provide a horse's basic needs (food, water, shelter, land and basic health care), the funding needed per year, per horse, is approximately \$2,300.

Current Legislative Status

S.1176 was introduced on June 9, 2011 by Sen. Mary Landrieu (D-LA) and was referred to the Senate Committee on Commerce, Science, and Transportation.

Address the Root Cause, Not the Symptom

The equine industry must work together to address the core issues that contribute to the unwanted horse population in the U.S. To mobilize key stakeholders, the AAEP sponsored an Unwanted Horse Summit in 2005 to begin generating far-reaching and practical solutions. Action plans were developed to proactively address such issues as increased long-term care options and funding, responsible ownership, conditions of sale and transport, and increased euthanasia options for unwanted horses. The Unwanted Horse Coalition was initiated in 2006 as a result of the Unwanted Horse Summit and now operates under the umbrella of the American Horse Council. The mission of the Coalition is to explore ways to reduce the number of unwanted horses and to improve their welfare through education and the efforts of organizations committed to the health, safety and responsible care of the horse. Owner education is a focal point. The UHC also offers an online directory of facilities in the U.S. that provide placement options for unwanted horses. To learn more about the UHC and see the good work they have done since 2006 and what they are currently doing, please visit <http://www.unwantedhorsecoalition.org>.

For more information, please contact Keith Kleine, AAEP director of industry relations, at kkleine@aaep.org or (800) 443-0177. For additional resources on unwanted horses, please visit www.aaep.org/current_issues.htm.

The American Association of Equine Practitioners, headquartered in Lexington, Ky., was founded in 1954 as a non-profit organization dedicated to the health and welfare of the horse. Currently, the AAEP reaches more than 5 million horse owners through its more than 10,000 members worldwide and is actively involved in ethics issues, practice management, research and continuing education in the equine veterinary profession and horse industry.