

UNITED STATES OLYMPIC COMMITTEE

OLYMPIC SPORTS ORGANIZATION

MEMBERSHIP APPLICATION

SUBMITTED BY

BETHANY PEACEPOINT EQUESTRIAN FOUNDATION, INC

AS A CANDIDATE TO BECOME THE

**NATIONAL GOVERNING BODY
FOR THE SPORT OF
MODERN PENTATHLON**

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Section I. ADMINISTRATION

USOC MEMBERSHIP APPLICATION
OLYMPIC SPORT ORGANIZATIONS®

Date: September 30, 2007

Organization Name: Bethany Peacepoint Equestrian Foundation, Inc.

Address: P.O. Box D City: Bethany State: WV Zip: 26032

Telephone: 304 829 4800 Fax: 304 829 4777

Electronic mail address: usamodernpentathlon@yahoo.com Web Site: after NGB approval

Name, Title, Address, Phone of person preparing this report/application:

Name/Title: Joachim Saksen—Managing Director

Address: 274 Saddle Road, Somerset, PA Zip: 15501

Telephone: 814 352 8864 Fax: 814 352 8787 Electronic mail address: saksen@zoominternet.net

SIGNATURES (signatures can be obtained on separate copies of this page and attached to this report/application) :

The undersigned Joachim Saksen (name), as Managing Director (title of preparer) and Gene Valentine (name) as Chairman of the Board (title), Principal

Volunteer Officer, certify that to the best of our knowledge and belief, the following statements are true and accurate.

Signature of Report Preparer  Date 9/30/07

Signature of Principal Volunteer Officer _____ Date _____



USOC MEMBERSHIP APPLICATION
 OLYMPIC SPORT ORGANIZATIONS©
 Pursuant to the USOC Bylaws and Ted Stevens Olympic & Amateur Sports Act

Section I. ADMINISTRATION

Date: September 30, 2007

Organization Name: Bethany Peacepoint Equestrian Foundation, Inc.

Address: P.O. Box D City: Bethany State: WV Zip: 26032

Telephone: _____ Fax: 304 829 4777

Electronic mail address: _____ Web Site: _____

Name, Title, Address, Phone of person preparing this report/application:

Name/Title: Joachim Saksen—Managing Director

Address: 274 Saddle Road, Somerset, PA Zip: 15501

Telephone: 814 352 8864 Fax: 814 352 8787 Electronic mail address: saksen@zoominternet.net

SIGNATURES (signatures can be obtained on separate copies of this page and attached to this report/application) :

The undersigned Joachim Saksen (name), as Managing Director (title of preparer) and Gene Valentine (name) as Chairman of the Board (title), Principal Volunteer Officer, certify that to the best of our knowledge and belief, the following statements are true and accurate.

Signature of Report Preparer _____ Date _____

Signature of Principal Volunteer Officer [Signature] Date 9/30/07

Section II: MEMBERSHIP REQUIREMENTS

Directions: Please answer the following questions about the organization you are submitting for membership in the USOC. If the information requested is referenced in any of your organization's organic documents (Constitution, Bylaws, Policies, etc.), please attach the document and reference it in the appropriate section. Feel free to attach additional narrative where necessary.

If your organization is a proposed organization that will be created if Olympic Sport Organization/NGB status is awarded, please answer the questions as you anticipate the requirements being met. In addition, please attach a timeline for key actions if Olympic Sport Organization/NGB status is granted (i.e., seating of a Board, hiring of staff, implementation of programs, etc.)

	NGB DOCUMENT	ARTICLE/ SECTION	PAGE NO.
1. Explain in narrative form the managerial and financial capability your organization has to plan and execute its obligations under the Act and USOC Bylaws as required by Section 220522 (a)(2). (Strategic Plan). Attach an organizational chart showing the relationship between your governing boards, committees, officers and paid staff. (Strategic Plan). Attach your most recent IRS form 990 (Attachment A), audited financial statement with management letter (Not Available) and current and ensuing year's budget (Strategic Plan).	Strategic Plan		169
	Strategic Plan		166
	Strategic Plan		176
2. In what State are you incorporated as a Not-for-Profit Corporation as required by Section 220522 (a)(1) of the Act? WEST VIRGINIA	N/A	N/A	N/A
3. Submit a copy of your Articles of Incorporation (Attachment B), most recent Annual Report (Not Available), Certificate of Good Standing from the State in which you are incorporated (Attachment C) and Constitution and/or Bylaws (Attachment D). Are your Bylaws on your website? Y ___ N <u>X</u>	N/A	N/A	N/A
4. Do you agree to submit to binding arbitration as required by Section 220522(a)(4) of the Act? YES	Bylaws	Section 4.1 (l)	4
5. Are you autonomous in the Governance of your sport in that you independently determine and control all matters central to such governance, do not delegate such determination and control, and are free from outside restraint as required by Section 220527 (a)(5) of the Act? Y <u>X</u> N ___ If your organization delegates any responsibility to an independent committee or other organization, please name the committee or organization? N/A Certify that you are a member of no more than one international sports federation which governs a sport included on the program of the Olympic Games as required by Section 220522 (a)(6) of the Act. BETHANY PEACEPOINT EQUESTRIAN FOUNDATION, INC. (dba USA PENTATHLON) WILL ONLY BE A MEMBER OF ONE INTERNATIONAL SPORTS FEDERATION (CURRENTLY UNION INTERNATIONALE DE PENTATHLON MODERN)	Bylaws	Section 4.1 (b)	3

<p>Please list the International Federation of which you are a member and provide a letter from your International Federation confirming your membership (Not Available).</p> <p>MEMBERSHIP APPLICATION WILL BE MADE AFTER CONFIRMATION OF NGB STATUS BY USOC</p>			
<p>6. Is your membership open to any individual and/or sport organization described in Section 220522 (a)(7) of the Act? Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N <input type="checkbox"/></p> <p>Please attach a chart that shows the various member components of your organization and their relationships (Attachment E). Additionally, please provide information on the voting strength of each member and how it is obtained (Attachment F).</p>	Bylaws	Section 5.1	4-5
	Bylaws	Section 5.2	5
<p>7. Do you provide an equal opportunity to participate in athletic competition without discrimination as required by Section 220522 (a)(8) of the Act? Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N <input type="checkbox"/></p> <p>Do you provide fair notice and opportunity for a hearing to any amateur athlete, coach, trainer, manager, administrator, or official before declaring such individual ineligible to participate? Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N <input type="checkbox"/></p> <p>Do you provide for expedited hearings? Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N <input type="checkbox"/></p> <p>Do you suspend or otherwise impose penalties on athletes participating in domestic non-sanctioned events? Y <input type="checkbox"/> X <input checked="" type="checkbox"/> N <input type="checkbox"/></p> <p>Do you provide for 20% athlete representation on hearing panels? Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N <input type="checkbox"/></p> <p>Do you have any published procedures relating to the denial of an athlete or other person's eligibility to participate that are not a part of your organic documents? Y <input type="checkbox"/> X <input checked="" type="checkbox"/> N <input type="checkbox"/></p> <p>If yes, please attach a copy (N/A).</p>	Bylaws	Section 4.1 (h)	4
	Bylaws	Section 4.1 (k)	4
	Bylaws	Section 14.9	28
	Bylaws	Section 14.7	27
	Bylaws		
<p>8. Are all members of your governing board(s) selected/elected on a non-discriminatory basis as required by Section 220522 (a)(9) of the Act? Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N <input type="checkbox"/></p>	Bylaws	Section 4.1 (g)	4
<p>Attach a narrative describing how the members of your governing board(s) are selected/elected (Attachment G).</p>	Bylaws	Section 7.6	9
<p>9. Do you have a specific provision in your organic documents requiring 20% athlete representation on your board of directors, executive committee and other governing board(s) as required by Section 220522 (a)(10) of the Act? Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N <input type="checkbox"/></p>	Bylaws	Section 4.1 (e)	3
<p>List the members of your board of directors, executive committee and other governing board(s) in a separate attachment and identify those members that are athletes, and how they qualify as such (Attachment H).</p>	Strategic Plan		149
<p>Attach a narrative describing how the athlete representatives to the board of directors, executive committee and other governing board(s) are elected and indicate where in your</p>			

<p>organic documents the process is described.</p> <p>Do you have a specific provision in your organic documents requiring 20% athlete representation: (i) on all "Designated Committees," and (ii) on all committees that are not "Designated Committees" as required by Section 220522 (a)(10) of the Act? Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N <input type="checkbox"/></p> <p>Please attach a list: (i) of all "Designated Committees," and (ii) of all committees that are not "Designated Committees" within your NGB, and for each identify those members that are athletes, and how they qualify as such.</p> <p>Do you pay the expenses of your athlete representatives to attend your board of directors, executive committee, other governing boards and committee meetings? Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N <input type="checkbox"/></p>	Bylaws	Section 7.6 (a)	9
<p>10. Do you provide an opportunity for reasonable voting representation on your governing board(s) for amateur sport organization(s) identified in Section 220522 (a)(11) of the Act? Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N <input type="checkbox"/></p> <p>Please identify those individuals you listed on Attachment H (your current roster of governing boards) who represent amateur sport organizations and list the organization(s) they represent.</p> <p>If amateur sport organizations take part in your governing board's election process, please attach a narrative describing the voting strength of each member/group and how it is attained.</p>	Bylaws	Section 5.1 (b) 2 & Section 5.2	5
<p>11. Are any of your officers also officers of any other NGB as prohibited by Section 220522 (a)(12) of the Act? Y <input type="checkbox"/> N <input checked="" type="checkbox"/> X <input type="checkbox"/></p>			
<p>12. Do you provide procedures for the prompt and equitable resolution of grievances of your members as required by Section 220522 (a)(13) of the Act? Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N <input type="checkbox"/></p> <p>Do you have any published procedures relating to the resolution of grievances that are not a part of your organic documents? Y <input type="checkbox"/> N <input checked="" type="checkbox"/> X <input type="checkbox"/></p> <p>If yes, please attach a copy.</p>	Bylaws	Section 4.1 (j)	4
<p>13. Do you have eligibility criteria that are more restrictive than your International Federation as prohibited by Section 220522 (a)(14) of the Act? Y <input type="checkbox"/> N <input checked="" type="checkbox"/> X <input type="checkbox"/></p> <p>Attach a copy of your International Federation's eligibility requirements (Attachment I).</p>			
<p>14. Are representatives from your sport to the USOC AAC elected? Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N <input type="checkbox"/></p> <p>Please attach a copy of the election procedures (Attachment J).</p>	Bylaws	Section 11.3	23-24
<p>15. Explain in narrative form when you are able to amend your organic documents and how much notice is needed (Attachment K).</p> <p>Are you capable of changing your organic documents by mail or electronic ballot? Y <input checked="" type="checkbox"/> X <input type="checkbox"/> N <input type="checkbox"/></p>	Bylaws	Section 21.1 Section 7.21	35 13
<p>16. Please describe in narrative form how you inform your athletes about: (i) team selection procedures; (ii) procedures relating to the denial of an athlete or other person's</p>			

eligibility to participate; and (iii) procedures relating to resolution of grievances (Attachment L).			
17. Please describe in narrative form how you comply with the United States Anti-Doping Agency's ("USADA") procedures pertaining to drug testing and adjudication of related doping offenses (Attachment M).			
18. Pursuant to Section 220524 of the Act, please describe in narrative form how you:			
a) develop interest and participation throughout the United States and are responsible to the persons and amateur sports organizations you represent.	Strategic Plan		90-130
b) minimize, through coordination with other amateur sports organizations, conflicts in the scheduling of all practices and competitions (Attachment N).			
c) keep amateur athletes informed of policy matters and reasonably reflect the views of such athletes in your policy decisions (Attachment O).			
d) disseminate and distribute to amateur athletes, coaches, trainers, managers, administrators, and officials in a timely manner the applicable rules and any changes to such rules of the National Governing Body, the USOC, the appropriate international sports federation, the International Olympic Committee, the International Paralympic Committee, and the Pan-American Sports Organization (Attachment P).			
e) provide equitable support and encouragement for participation by women where separate programs for male and female athletes are conducted on a national basis (Attachment Q). Please provide the number of participants by gender.			
f) encourage and support amateur athletic sports programs for disabled individuals in amateur athletic activity, including, where feasible, the expansion of opportunities for meaningful participation by individuals with disabilities in programs of athletic competition for able-bodied individuals (Attachment R).			
g) provide and coordinate technical information on physical training, equipment design, coaching and performance analysis (Attachment S).			
h) encourage and support research, development and dissemination of information in the areas of sports medicine and sports safety (Attachment T).			
19. Pursuant to Section 220525 of the Act, please describe in narrative form how you:			
a) promptly (1) review every request submitted by an amateur sports organization or person for a sanction (i) to hold an international amateur competition in the U.S. or (ii) to allow U.S. amateur athletes to compete in international athletic competition held outside the U.S. and (2) determine whether to grant such sanction (Attachment U).	Bylaws	Article 15	28-30

Section III: ORGANIZATIONAL OVERVIEW

<p>20. In addition to responding to the above questions as required by the USOC Bylaws and Ted Stevens Olympic and Amateur Sports Act, please attach the following:</p> <ul style="list-style-type: none"> • • • A copy of the organization's strategic plan that addresses at minimum, the following components (Attachment V): <ul style="list-style-type: none"> ○ High Performance – how the organization strives to achieve sustained competitive excellence on the field of play. ○ Business Development/Revenue Generation – how the organization develops business operations to maximize revenue to support athletes in their quest to achieve sustained competitive excellence on the field of play. ○ Staffing Plan – Staff your organization has in place and their specific responsibilities. ○ Membership Development – how the organization recruits and retains members to provide a consistent revenue stream and talent base to develop elite athletes. • A copy of the organization's 2006 budget (Strategic Plan Page 176-177)

This form and its attachments should be returned to:

USOC Membership Working Group
c/o Eric J. Parthen, Chair
NGB Development Division
1 Olympic Plaza
Colorado Springs, CO 80909-5760
Fax (719) 866-4288

If you have questions regarding this application, please contact Eric Parthen at (719) 866-4138 or eric.parthen@usoc.org.

ATTACHMENT A

FORM 990-PF (2005)

BETHANY PEACEPOINT EQUESTRIAN FOUNDATION, INC

Form **990-PF**

**Return of Private Foundation
or Section 4947(a)(1) Nonexempt Charitable Trust
Treated as a Private Foundation**

OMB No. 1545-0052

2005

Department of the Treasury
Internal Revenue Service

Note: The organization may be able to use a copy of this return to satisfy state reporting requirements.

For calendar year 2005, or tax year beginning 2005, and ending

G Check all that apply: Initial return Final return Amended return Address change Name change

Use the IRS label. Otherwise, print or type. See Specific Instructions.
**BETHANY PEACE POINT EQUESTRIAN
FOUNDATION, INC.
P.O. BOX D
BETHANY, WV 26032**

A Employer identification number

30-0104497

B Telephone number (see instructions)

304-829-4881

C If exemption application is pending, check here

D 1 Foreign organizations, check here

2 Foreign organizations meeting the 85% test, check here and attach computation

E If private foundation status was terminated under section 507(b)(1)(A), check here

F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here

H Check type of organization: Section 501(c)(3) exempt private foundation
 Section 4947(a)(1) nonexempt charitable trust Other taxable private foundation

I Fair market value of all assets at end of year (From Part II, column (c), line 16)

J Accounting method: Cash Accrual
 Other (specify) _____
(Part I, column (d) must be on cash basis.)

Part II Analysis of Revenue and Expenses

(The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see instructions).)

(a) Revenue and expenses per books (b) Net investment income (c) Adjusted net income (d) Disbursements for charitable purposes (cash basis only)

	(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)
1 Contributions, gifts, grants, etc. received (att sch.)	133,142.			
2 <input type="checkbox"/> If the foundation is not req to att Sch B				
3 Interest on savings and temporary cash investments				
4 Dividends and interest from securities	42.	42.	42.	
5a Gross rents				
b Net rental income or (loss)				
6a Net gain/(loss) from sale of assets not on line 10				
b Gross sales price for all assets on line 6a				
7 Capital gain net income (from Part IV, line 2)				
8 Net short-term capital gain				
9 Income modifications				
10a Gross sales less returns and allowances				
b Less: Cost of goods sold				
c Gross profit/(loss) (att sch.)				
11 Other income (attach schedule)				
12 Total. Add lines 1 through 11	133,184.	42.	42.	
13 Compensation of officers, directors, trustees, etc.	0.			
14 Other employee salaries and wages				
15 Pension plans, employee benefits				
16a Legal fees (attach schedule)				
b Accounting fees (attach sch)				
c Other prof fees (attach sch)				
17 Interest				
18 Taxes (attach schedule)				
19 Depreciation (attach schedule) and depletion				
20 Occupancy				
21 Travel, conferences, and meetings				
22 Printing and publications				
23 Other expenses (attach schedule)				
SEE STATEMENT 1	100.			
24 Total operating and administrative expenses. Add lines 13 through 23	100.			
25 Contributions, gifts, grants paid				
26 Total expenses and disbursements. Add lines 24 and 25	100.			
27 Subtract line 26 from line 12:				
a Excess of revenue over expenses and disbursements	133,084.			
b Net investment income (if negative, enter -0-)		42.		
c Adjusted net income (if negative, enter -0-)			42.	

Form 990-PF (2005) **BETHANY PEACE POINT EQUESTRIAN**

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Page 2

Part I Balance Sheets		Attached schedules and amounts in this description column should be for end-of-year amounts only. (See instructions.)		
		Beginning of year	End of year	
		(a) Book Value	(b) Book Value	(c) Fair Market Value
A s s e t s	1 Cash — non-interest-bearing	5,358.	1,000.	
	2 Savings and temporary cash investments			
	3 Accounts receivable			
	Less: allowance for doubtful accounts			
	4 Pledges receivable			
	Less: allowance for doubtful accounts			
	5 Grants receivable			
	6 Receivables due from officers, directors, trustees, and other disqualified persons (attach schedule) (see instructions)			
	7 Other notes and loans receivable (attach sch)			
	Less: allowance for doubtful accounts			
	8 Inventories for sale or use			
	9 Prepaid expenses and deferred charges			
	10a Investments — U.S. and state government obligations (attach schedule)			
	b Investments — corporate stock (attach schedule)			
	c Investments — corporate bonds (attach schedule)			
	11 Investments — land, buildings, and equipment: basis			
Less: accumulated depreciation (attach schedule)				
12 Investments — mortgage loans				
13 Investments — other (attach schedule) STATEMENT 2	7,675.	10,280.		
14 Land, buildings, and equipment: basis				
Less: accumulated depreciation (attach schedule)				
15 Other assets (describe SEE STATEMENT 3)				
16 Total assets (to be completed by all filers — see instructions. Also, see page 1, item I)	153,300.	288,137.		
L i a b i l i t i e s	17 Accounts payable and accrued expenses			
	18 Grants payable			
	19 Deferred revenue			
	20 Loans from officers, directors, trustees, & other disqualified persons			
	21 Mortgages and other notes payable (attach schedule)			
	22 Other liabilities (describe)			
	23 Total liabilities (add lines 17 through 22)	0.	0.	
	24 Unrestricted Organizations that follow SFAS 117, check here and complete lines 24 through 26 and lines 30 and 31. <input checked="" type="checkbox"/>	166,333.	299,417.	
25 Temporarily restricted				
26 Permanently restricted Organizations that do not follow SFAS 117, check here and complete lines 27 through 31. <input type="checkbox"/>				
27 Capital stock, trust principal, or current funds				
28 Paid-in or capital surplus, or land, building, and equipment fund				
29 Retained earnings, accumulated income, endowment, or other funds				
30 Total net assets or fund balances (see instructions)	166,333.	299,417.		
31 Total liabilities and net assets/fund balances (see instructions)	166,333.	299,417.		

Part II Analysis of Changes in Net Assets or Fund Balances

1 Total net assets or fund balances at beginning of year — Part II, column (a), line 30 (must agree with end-of-year figure reported on prior year's return)	1	166,333.
2 Enter amount from Part I, line 27a	2	133,084.
3 Other increases not included in line 2 (itemize)	3	
4 Add lines 1, 2, and 3	4	299,417.
5 Decreases not included in line 2 (itemize)	5	
6 Total net assets or fund balances at end of year (line 4 minus line 5) — Part II, column (b), line 30	6	299,417.

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Part IV Capital Gains and Losses for Tax on Investment Income

(a) List and describe the kind(s) of property sold (e.g., real estate, 2-story brick warehouse; or common stock, 200 shares MLC Company)

(b) How acquired
P = Purchase
D = Donation

(c) Date acquired
(month, day, year)

(d) Date sold
(month, day, year)

Table with 4 columns: (a) N/A, (b), (c), (d). Rows a-e.

Table with 4 columns: (e) Gross sales price, (f) Depreciation allowed, (g) Cost or other basis, (h) Gain or (loss). Rows a-e.

Complete only for assets showing gain in column (h) and owned by the foundation on 12/31/69

Table with 4 columns: (i) Fair Market Value, (j) Adjusted basis, (k) Excess of column (i), (l) Gains or Losses. Rows a-e.

2 Capital gain net income or (net capital loss).

If gain, also enter in Part I, line 7
If (loss), enter -0- in Part I, line 7

3 Net short-term capital gain or (loss) as defined in sections 1222(5) and (6):

If gain, also enter in Part I, line 8, column (c) (see instructions). If (loss), enter -0-

Part V Qualification Under Section 4940(e) for Reduced Tax on Net Investment Income

(For optional use by domestic private foundations subject to the section 4940(a) tax on net investment income.)

N/A

If section 4940(d)(2) applies, leave this part blank.

Was the organization liable for the section 4942 tax on the distributable amount of any year in the base period? Yes No

1 Enter the appropriate amount in each column for each year; see instructions before making any entries.

Table with 4 columns: (a) Base period years, (b) Adjusted qualifying distributions, (c) Net value of noncharitable-use assets, (d) Distribution ratio. Rows 2004-2000.

Table with 2 columns: Description, Amount. Rows 2-8.

If line 8 is equal to or greater than line 7, check the box in Part VI, line 1b, and complete that part using a 1% tax rate. See the Part VI instructions.

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Part VII Excise Tax Based on Investment Income (Section 4940(a), 4940(b), 4940(e), or 4948 - see instructions)

1a Exempt operating foundations described in section 4940(d)(2), check here... 1b Domestic organizations that meet the section 4940(e) requirements in Part V, check here... 1c All other domestic organizations enter 2% of line 27b... 2 Tax under section 511... 3 Add lines 1 and 2... 4 Subtitle A (income) tax... 5 Tax based on investment income... 6 Credits/Payments... 7 Total credits and payments... 8 Enter any penalty for underpayment of estimated tax... 9 Tax due... 10 Overpayment... 11 Enter the amount on line 10 to be credited to 2005 estimated tax... Refunded...

Part VIII Statements Regarding Activities

1a During the tax year, did the organization attempt to influence any national, state, or local legislation or did it participate or intervene in any political campaign? 1b Did it spend more than \$100 during the year (either directly or indirectly) for political purposes... 1c Did the organization file Form 1120-POL for this year? 2 Has the organization engaged in any activities that have not previously been reported to the IRS? 3 Has the organization made any changes, not previously reported to the IRS, in its governing instrument, articles of incorporation, or bylaws... 4a Did the organization have unrelated business gross income of \$1,000 or more during the year? 4b If 'Yes,' has it filed a tax return on Form 990-T for this year? 5 Was there a liquidation, termination, dissolution, or substantial contraction during the year? 6 Are the requirements of section 508(e) (relating to sections 4941 through 4945) satisfied either: 7 Did the organization have at least \$5,000 in assets at any time during the year? 8a Enter the states to which the foundation reports or with which it is registered... 8b If the answer is 'Yes' to line 7, has the organization furnished a copy of Form 990-PF to the Attorney General... 9 Is the organization claiming status as a private operating foundation within the meaning of section 4942(j)(3) or 4942(j)(5) for calendar year 2005 or the taxable year beginning in 2005... 10 Did any persons become substantial contributors during the tax year? 11 Did the organization comply with the public inspection requirements for its annual returns and exemption application? Web site address... 12 The books are in care of PETER JASKIEWICZ Telephone no. 304-829-4881 Located at 28 PEACE POINT ROAD BETHANY, WV, ZIP + 4 26032 13 Section 4947(a)(1) nonexempt charitable trusts filing Form 990-PF in lieu of Form 1041 - Check here... and enter the amount of tax-exempt interest received or accrued during the year...

BAA

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Part VII Statements Regarding Activities for Which Form 4720 May Be Required

File Form 4720 if any item is checked in the 'Yes' column, unless an exception applies.

1a During the year did the organization (either directly or indirectly):

- (1) Engage in the sale or exchange, or leasing of property with a disqualified person?
(2) Borrow money from, lend money to, or otherwise extend credit to (or accept it from) a disqualified person?
(3) Furnish goods, services, or facilities to (or accept them from) a disqualified person?
(4) Pay compensation to, or pay or reimburse the expenses of, a disqualified person?
(5) Transfer any income or assets to a disqualified person (or make any of either available for the benefit or use of a disqualified person)?
(6) Agree to pay money or property to a government official? (Exception. Check 'No' if the organization agreed to make a grant to or to employ the official for a period after termination of government service, if terminating within 90 days.)

b If any answer is 'Yes' to 1a(1)-(6), did any of the acts fail to qualify under the exceptions described in Regulations section 53.4941(d)-3 or in a current notice regarding disaster assistance (see instructions)?

Organizations relying on a current notice regarding disaster assistance check here

c Did the organization engage in a prior year in any of the acts described in 1a, other than excepted acts, that were not corrected before the first day of the tax year beginning in 2005?

2 Taxes on failure to distribute income (section 4942) (does not apply for years the organization was a private operating foundation defined in section 4942(j)(3) or 4942(j)(5)):

a At the end of tax year 2005, did the organization have any undistributed income (lines 6d and 6e, Part XIII) for tax year(s) beginning before 2005? If 'Yes,' list the years

b Are there any years listed in 2a for which the organization is not applying the provisions of section 4942(a)(2) (relating to incorrect valuation of assets) to the year's undistributed income? (If applying section 4942(a)(2) to all years listed, answer 'No' and attach statement -- see instructions.)

c If the provisions of section 4942(a)(2) are being applied to any of the years listed in 2a, list the years here.

3a Did the organization hold more than a 2% direct or indirect interest in any business enterprise at any time during the year?

b If 'Yes,' did it have excess business holdings in 2005 as a result of (1) any purchase by the organization or disqualified persons after May 26, 1969; (2) the lapse of the 5-year period (or longer period approved by the Commissioner under section 4943(c)(7)) to dispose of holdings acquired by gift or bequest; or (3) the lapse of the 10-, 15-, or 20-year first phase holding period? (Use Schedule C, Form 4720, to determine if the organization had excess business holdings in 2005.)

4a Did the organization invest during the year any amount in a manner that would jeopardize its charitable purposes?

b Did the organization make any investment in a prior year (but after December 31, 1969) that could jeopardize its charitable purpose that had not been removed from jeopardy before the first day of the tax year beginning in 2005?

5a During the year did the organization pay or incur any amount to:

- (1) Carry on propaganda, or otherwise attempt to influence legislation (section 4945(e))?
(2) Influence the outcome of any specific public election (see section 4955); or to carry on, directly or indirectly, any voter registration drive?
(3) Provide a grant to an individual for travel, study, or other similar purposes?
(4) Provide a grant to an organization other than a charitable, etc., organization described in section 509(a)(1), (2), or (3), or section 4940(d)(2)?
(5) Provide for any purpose other than religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals?

b If any answer is 'Yes' to 5a(1)-(5), did any of the transactions fail to qualify under the exceptions described in Regulations section 53.4945 or in a current notice regarding disaster assistance (see instructions)?

Organizations relying on a current notice regarding disaster assistance check here

c If the answer is 'Yes' to question 5a(4), does the organization claim exemption from the tax because it maintained expenditure responsibility for the grant? If 'Yes,' attach the statement required by Regulations section 53.4945-5(d).

6a Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?

b Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? If you answered 'Yes' to 6b, also file Form 3870.

Table with columns 'Yes' and 'No' for various sections 1a, 1b, 1c, 2a, 2b, 2c, 3a, 3b, 4a, 4b, 5a, 5b, 6a, 6b.

Form 990-PF (2005) BETHANY PEACE POINT EQUESTRIAN

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Part VII Information About Officers, Directors, Trustees, Foundation Managers, Highly Paid Employees, and Contractors

1 List all officers, directors, trustees, foundation managers and their compensation (see instructions).

(a) Name and address	(b) Title and average hours per week devoted to position	(c) Compensation (if not paid, enter -0-)	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
SEE STATEMENT 4		0.	0.	0.

2 Compensation of five highest-paid employees (other than those included on line 1— see instructions). If none, enter 'NONE.'

(a) Name and address of each employee paid more than \$50,000	(b) Title and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans and deferred compensation	(e) Expense account, other allowances
NONE				

Total number of other employees paid over \$50,000

3 Five highest-paid independent contractors for professional services — (see instructions). If none, enter 'NONE.'

(a) Name and address of each person paid more than \$50,000	(b) Type of service	(c) Compensation
NONE		

Total number of others receiving over \$50,000 for professional services

Part VIII Summary of Direct Charitable Activities

List the foundation's four largest direct charitable activities during the tax year. Include relevant statistical information such as the number of organizations and other beneficiaries served, conferences convened, research papers produced, etc.

	Expenses
1 N/A	
2	
3	
4	

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Part IX-B Summary of Program-Related Investments (see instructions)

Describe the two largest program-related investments made by the foundation during the tax year on lines 1 and 2.	Amount
1 N/A	
2	
All other program-related investments. See instructions.	
3	
Total. Add lines 1 through 3.	0.

Part IX-C Minimum Investment Return (All domestic foundations must complete this part. Foreign foundations, see instructions.)

1 Fair market value of assets not used (or held for use) directly in carrying out charitable, etc., purposes:	
a Average monthly fair market value of securities	1a
b Average of monthly cash balances	1b
c Fair market value of all other assets (see instructions)	1c
d Total (add lines 1a, b and c)	1d 0.
e Reduction claimed for blockage or other factors reported on lines 1a and 1c (attach detailed explanation)	1e
2 Acquisition indebtedness applicable to line 1 assets	2
3 Subtract line 2 from line 1d	3
4 Cash deemed held for charitable activities. Enter 1-1/2% of line 3 (for greater amount, see instructions)	4
5 Net value of noncharitable-use assets. Subtract line 4 from line 3. Enter here and on Part V, line 4	5 0.
6 Minimum investment return. Enter 5% of line 5	6 0.

Part IX-D Distributable Amount (see instructions) (Section 4942(f)(3) and (f)(5) private operating foundations and certain foreign organizations check here and do not complete this part.)

1 Minimum investment return from Part X, line 6	1	
2a Tax on investment income for 2005 from Part VI, line 5	2a	1.
b Income tax for 2005. (This does not include the tax from Part VI.)	2b	
c Add lines 2a and 2b	2c	1.
3 Distributable amount before adjustments. Subtract line 2c from line 1	3	-1.
4 Recoveries of amounts treated as qualifying distributions	4	
5 Add lines 3 and 4	5	-1.
6 Deduction from distributable amount (see instructions)	6	
7 Distributable amount as adjusted. Subtract line 6 from line 5. Enter here and on Part XIII, line 1	7	0.

Part IX-E Qualifying Distributions (see instructions)

1 Amounts paid (including administrative expenses) to accomplish charitable, etc., purposes:		
a Expenses, contributions, gifts, etc. - total from Part I, column (d), line 26	1a	
b Program-related investments - total from Part IX-B	1b	
2 Amounts paid to acquire assets used (or held for use) directly in carrying out charitable, etc., purposes	2	
3 Amounts set aside for specific charitable projects that satisfy the:		
a Suitability test (prior IRS approval required)	3a	
b Cash distribution test (attach the required schedule)	3b	
4 Qualifying distributions. Add lines 1a through 3b. Enter here and on Part V, line 8, and Part XIII, line 4	4	0.
5 Organizations that qualify under section 4940(e) for the reduced rate of tax on net investment income. Enter 1% of Part I, line 27b (see instructions)	5	
6 Adjusted qualifying distributions. Subtract line 5 from line 4	6	0.

Note: The amount on line 6 will be used in Part V, column (b), in subsequent years when calculating whether the foundation qualifies for the section 4940(e) reduction of tax in those years.

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Part XIII Undistributed Income (see instructions)

	(a) Corpus	(b) Years prior to 2004	(c) 2004	(d) 2005
1 Distributable amount for 2005 from Part XI, line 7				0.
2 Undistributed income, if any, as of the end of 2004:				
a Enter amount for 2004 only			0.	
b Total for prior years: 20__, 20__, 20__		0.		
3 Excess distributions carryover, if any, to 2005:				
a From 2000				
b From 2001				
c From 2002				
d From 2003				
e From 2004				
f Total of lines 3a through e	0.			
4 Qualifying distributions for 2005 from Part XII, line 4: \$				
a Applied to 2004, but not more than line 2a			0.	
b Applied to undistributed income of prior years (Election required - see instructions)		0.		
c Treated as distributions out of corpus (Election required - see instructions)	0.			
d Applied to 2005 distributable amount				0.
e Remaining amount distributed out of corpus	0.			
5 Excess distributions carryover applied to 2005 (If an amount appears in column (d), the same amount must be shown in column (a).)	0.			0.
6 Enter the net total of each column as indicated below:				
a Corpus. Add lines 3f, 4c, and 4e. Subtract line 5.	0.			
b Prior years' undistributed income. Subtract line 4b from line 2b.		0.		
c Enter the amount of prior years' undistributed income for which a notice of deficiency has been issued, or on which the section 4942(a) tax has been previously assessed		0.		
d Subtract line 6c from line 6b. Taxable amount - see instructions		0.		
e Undistributed income for 2004. Subtract line 4a from line 2a. Taxable amount - see instructions			0.	
f Undistributed income for 2005. Subtract lines 4d and 5 from line 1. This amount must be distributed in 2005.				0.
7 Amounts treated as distributions out of corpus to satisfy requirements imposed by section 170(b)(1)(E) or 4942(g)(3) (see instructions)	0.			
8 Excess distributions carryover from 2000 not applied on line 5 or line 7 (see instructions)	0.			
9 Excess distributions carryover to 2006. Subtract lines 7 and 8 from line 6a	0.			
10 Analysis of line 9:				
a Excess from 2001				
b Excess from 2002				
c Excess from 2003				
d Excess from 2004				
e Excess from 2005				

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Form 990-PF (2005) BETHANY PEACE POINT EQUESTRIAN

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Part VIII Private Operating Foundations (see instructions and Part VII-A, question 9)

N/A

1 a If the foundation has received a ruling or determination letter that it is a private operating foundation, and the ruling is effective for 2005, enter the date of the ruling.

b Check box to indicate whether the organization is a private operating foundation described in section 4942(i)(3) or 4942(i)(5)

2 a Enter the lesser of the adjusted net income from Part I or the minimum investment return from Part X for each year listed

	Tax year		Prior 3 years		(e) Total
	(a) 2005	(b) 2004	(c) 2003	(d) 2002	
b 85% of line 2a					
c Qualifying distributions from Part XII, line 4 for each year listed					
d Amounts included in line 2c not used directly for active conduct of exempt activities					
e Qualifying distributions made directly for active conduct of exempt activities. Subtract line 2d from line 2c					
3 Complete 3a, b, or c for the alternative test relied upon:					
a 'Assets' alternative test - enter:					
(1) Value of all assets					
(2) Value of assets qualifying under section 4942(i)(3)(B)(i)					
b 'Endowment' alternative test - Enter 2/3 of minimum investment return shown in Part X, line 6 for each year listed					
c 'Support' alternative test - enter:					
(1) Total support other than gross investment income (interest, dividends, rents, payments on securities loans (section 512(a)(5)), or royalties)					
(2) Support from general public and 5 or more exempt organizations as provided in section 4942(i)(3)(B)(ii)					
(3) Largest amount of support from an exempt organization					
(4) Gross investment income					

Part IX Supplementary Information (Complete this part only if the organization had \$5,000 or more in assets at any time during the year.)

1 Information Regarding Foundation Managers:

a List any managers of the foundation who have contributed more than 2% of the total contributions received by the foundation before the close of any tax year (but only if they have contributed more than \$5,000). (See section 507(d)(2).)
NONE

b List any managers of the foundation who own 10% or more of the stock of a corporation (or an equally large portion of the ownership of a partnership or other entity) of which the foundation has a 10% or greater interest.
NONE

2 Information Regarding Contribution, Grant, Gift, Loan, Scholarship, etc. Programs:

Check here if the organization only makes contributions to preselected charitable organizations and does not accept unsolicited requests for funds. If the organization makes gifts, grants, etc. (see instructions) to individuals or organizations under other conditions, complete items 2a, b, c, and d.

a The name, address, and telephone number of the person to whom applications should be addressed:

b The form in which applications should be submitted and information and materials they should include:

c Any submission deadlines:

d Any restrictions or limitations on awards, such as by geographical areas, charitable fields, kinds of institutions, or other factors:

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Supplementary Information (continued)

3 Grants and Contributions Paid During the Year or Approved for Future Payment

Recipient	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
Name and address (home or business) a Paid during the year				
Total				3a
b Approved for future payment				
Total				3b

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Part XVI-A Analysis of Income-Producing Activities

Enter gross amounts unless otherwise indicated.

	Unrelated business income		Excluded by section 512, 513, or 514		(e) Related or exempt function income (see instructions)	
	(a) Business code	(b) Amount	(c) Exclu- sion code	(d) Amount		
1 Program service revenue:						
a						
b						
c						
d						
e						
f						
g Fees and contracts from government agencies						
2 Membership dues and assessments						
3 Interest on savings and temporary cash investments						
4 Dividends and interest from securities						
5 Net rental income or (loss) from real estate:						
a Debt-financed property						
b Not debt-financed property						
6 Net rental income or (loss) from personal property						
7 Other investment income						
8 Gain or (loss) from sales of assets other than inventory						
9 Net income or (loss) from special events						
10 Gross profit or (loss) from sales of inventory						
11 Other revenue:						
a						
b						
c						
d						
e						
12 Subtotal. Add columns (b), (d), and (e)		42.				
13 Total. Add line 12, columns (b), (d), and (e)		42.				
(See worksheet in the instructions for line 13 to verify calculations.)					13	42.

Part XVI-B Relationship of Activities to the Accomplishment of Exempt Purposes

Line No.	Explain below how each activity for which income is reported in column (e) of Part XVI-A contributed importantly to the accomplishment of the organization's exempt purposes (other than by providing funds for such purposes). (See instructions.)
N/A	

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Part VII Information Regarding Transfers To and Transactions and Relationships With Noncharitable Exempt Organizations

1 Did the organization directly or indirectly engage in any of the following with any other organization described in section 501(c) of the Code (other than section 501(c)(3) organizations) or in section 527, relating to political organizations?

a Transfers from the reporting organization to a noncharitable exempt organization of:

(1) Cash

(2) Other assets

b Other transactions:

(1) Sales of assets to a noncharitable exempt organization

(2) Purchases of assets from a noncharitable exempt organization

(3) Rental of facilities, equipment, or other assets

(4) Reimbursement arrangements

(5) Loans or loan guarantees

(6) Performance of services or membership or fundraising solicitations

c Sharing of facilities, equipment, mailing lists, other assets, or paid employees

Table with columns Yes, No and rows 1a(1), 1a(2), 1b(1), 1b(2), 1b(3), 1b(4), 1b(5), 1b(6), 1c. All 'No' boxes are marked with an 'X'.

d If the answer to any of the above is 'Yes,' complete the following schedule. Column (b) should always show the fair market value of the goods, other assets, or services given by the reporting organization. If the organization received less than fair market value in any transaction or sharing arrangement, show in column (d) the value of the goods, other assets, or services received.

Schedule table with columns: (a) Line no., (b) Amount involved, (c) Name of noncharitable exempt organization, (d) Description of transfers, transactions, and sharing arrangements. Row 1 contains 'N/A'.

2a Is the organization directly or indirectly affiliated with, or related to, one or more tax-exempt organizations described in section 501(c) of the Code (other than section 501(c)(3)) or in section 527?

Yes No (X) No

b If 'Yes,' complete the following schedule.

Schedule table with columns: (a) Name of organization, (b) Type of organization, (c) Description of relationship. Row 1 contains 'N/A'.

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than taxpayer or fiduciary) is based on all information of which preparer has any knowledge.

Signature and title section for the preparer. Includes fields for Signature of officer or trustee, Date, Title (DIRECTOR), Preparer's signature, Date, Firm's name (LEDERMAN, ZEIDLER, GRAY & CO., LLP), Address (9107 WILSHIRE BLVD., STE 260, BEVERLY HILLS, CA 90210), EIN (93-0988935), and Phone no. ((310) 273-2924).

BAA

Form 990-PF (2005)

Schedule B
(Form 990, 990-EZ,
or 990-PF)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Supplementary Information for
line 1 of Form 990, 990-EZ and 990-PF (see instructions)

OMB No. 1545-0047

2005

Name of organization
**BETHANY PEACE POINT EQUESTRIAN
FOUNDATION, INC.**

Employer identification number
30-0104497

Organization type (check one):

Filers of:

Form 990 or 990-EZ

Section:

- 501(c)() (enter number) organization
- 4947(a)(1) nonexempt charitable trust not treated as a private foundation
- 527 political organization

Form 990-PF

- 501(c)(3) exempt private foundation
- 4947(a)(1) nonexempt charitable trust treated as a private foundation
- 501(c)(3) taxable private foundation

Check if your organization is covered by the General Rule or a Special Rule. (Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule - see instructions.)

General Rule -

- For organizations filing Form 990, 990-EZ, or 990-PF that received, during the year, \$5,000 or more (in money or property) from any one contributor. (Complete Parts I and II.)

Special Rules -

- For a section 501(c)(3) organization filing Form 990, or Form 990-EZ, that met the 33-1/3% support test under Regulations sections 1.509(a)-3/1.170A-9(e) and received from any one contributor, during the year, a contribution of the greater of \$5,000 or 2% of the amount on line 1 of these forms. (Complete Parts I and II.)
- For a section 501(c)(7), (8), or (10) organization filing Form 990, or Form 990-EZ, that received from any one contributor, during the year, aggregate contributions or bequests of more than \$1,000 for use exclusively for religious, charitable, scientific, literary, or educational purposes, or the prevention of cruelty to children or animals. (Complete Parts I, II, and III.)
- For a section 501(c)(7), (8), or (10) organization filing Form 990, or Form 990-EZ, that received from any one contributor, during the year, some contributions for use exclusively for religious, charitable, etc. purposes, but these contributions did not aggregate to more than \$1,000. (If this box is checked, enter here the total contributions that were received during the year for an exclusively religious, charitable, etc. purpose. Do not complete any of the Parts unless the General Rule applies to this organization because it received nonexclusively religious, charitable, etc. contributions of \$5,000 or more during the year.) ▶ \$

Caution: Organizations that are not covered by the General Rule and/or the Special Rules do not file Schedule B (Form 990, 990-EZ, or 990-PF) but they must check the box in the heading of their Form 990, Form 990-EZ, or on line 2 of their Form 990-PF, to certify that they do not meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

BAA For Paperwork Reduction Act Notice, see the instructions for Form 990, Form 990-EZ, and Form 990-PF.

Schedule B (Form 990, 990-EZ, or 990-PF) (2005)

Schedule B (Form 990, 990-EZ, or 990-PF) (2005)

Name of organization
BETHANY PEACE POINT EQUESTRIAN

Page 1 of 2 of Part I

Employer identification number
30-0104497

Part II Contributors (See Specific Instructions.)

(a) Number	(b) Name, address, and ZIP + 4	(c) Aggregate contributions	(d) Type of contribution
1	JUDITH DETZEL 918 SAXONBURG RD BUTLER, PA 16002	\$ 5,000.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II if there is a noncash contribution.)
2	COURTNEY PETERSON 8 SCOUT DRIVE WASHINGTON, PA 15301	\$ 5,000.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II if there is a noncash contribution.)
3	JAMES FREESE 22 NEWCASTLE COURT NICEVILLE, FL 32578	\$ 10,500.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II if there is a noncash contribution.)
4	DARA V. LEGG 4020 ENGLEWOOD DR ALIQUIPPA, PA 15001	\$ 40,000.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II if there is a noncash contribution.)
5	TERRI MINFORD 2031 ILLERS MILL RD COOKSVILLE, MD 21723	\$ 9,000.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II if there is a noncash contribution.)
6	BARBARA BINGHAM P.O. BOX 1685 951 WINSLOW RD EDWARDS, CO	\$ 5,000.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II if there is a noncash contribution.)

BAA

Schedule B (Form 990, 990-EZ, or 990-PF) (2005)

Name of organization
BETHANY PEACE POINT EQUESTRIAN

Employer identification number
30-0104497

Part I Contributors (See Specific Instructions.)

(a) Number	(b) Name, address, and ZIP + 4	(c) Aggregate contributions	(d) Type of contribution
7	NENA BAUMAN 218 MOHICAN ROAD CANAL WINCHESTER, OH 45211	\$ 5,000.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II if there is a noncash contribution.)
8	BARY W. TROHA 330 KLEEMAN LAKE CT. CINCINNATI, OH 45211	\$ 24,000.	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input checked="" type="checkbox"/> (Complete Part II if there is a noncash contribution.)
9	GENE VALENTINE P.O. BOX D BETHANY, WV 26032	\$ 5,055.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
			Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
			Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)
			Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II if there is a noncash contribution.)

BAA

Schedule B (Form 990, 990-EZ, or 990-PF) (2005)

Page 1 of 2 of Part II

Name of organization

BETHANY PEACE POINT EQUESTRIAN

Employer identification number

30-0104497

Part III Noncash Property (See Specific Instructions.)

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
1	HORSE	\$ 5,000.	2/01/05
2	HORSE	\$ 5,000.	3/01/05
3	HORSES	\$ 10,500.	
4	HORSE	\$ 40,000.	5/01/05
5	HORSES	\$ 9,000.	
6	HORSE	\$ 5,000.	

BAA

Schedule B (Form 990, 990-EZ, or 990-PF) (2005)

Schedule B (Form 990, 990-EZ, or 990-PF) (2005)

Name of organization

BETHANY PEACE POINT EQUESTRIAN

Employer identification number

30-0104497

Part II Noncash Property (See Specific Instructions.)

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
7	HORSE ----- ----- -----	\$ 5,000.	
8	HORSES ----- ----- -----	\$ 24,000.	
	----- ----- -----	\$	
	----- ----- -----	\$	
	----- ----- -----	\$	
	----- ----- -----	\$	

BAA

Schedule B (Form 990, 990-EZ, or 990-PF) (2005)

Name of organization BETHANY PEACE POINT EQUESTRIAN

Employer identification number

30-0104497

Part III Exclusively religious, charitable, etc., individual contributions to section 501(c)(7), (8), or (10) organizations aggregating more than \$1,000 for the year (Complete cols (a) through (e) and the following line entry.)

For organizations completing Part III, enter total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this information once - see instructions.) \$ N/A

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	N/A		
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
-----		-----	
-----		-----	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
-----		-----	
-----		-----	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
-----		-----	
-----		-----	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
-----		-----	
-----		-----	
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
-----		-----	
-----		-----	

BAA

2005

FEDERAL STATEMENTS
 BETHANY PEACE POINT EQUESTRIAN
 FOUNDATION, INC.

PAGE 1

CLIENT PEACE

30-0104497

1/26/07

11:20AM

STATEMENT 1
 FORM 990-PF, PART I, LINE 23
 OTHER EXPENSES

	(A) EXPENSES PER BOOKS	(B) NET INVESTMENT INCOME	(C) ADJUSTED NET INCOME	(D) CHARITABLE PURPOSES
INVESTMENT EXPENSES.....	\$ 100.			
TOTAL	\$ 100.	\$ 0.	\$ 0.	\$ 0.

STATEMENT 2
 FORM 990-PF, PART II, LINE 13
 INVESTMENTS - OTHER

	VALUATION METHOD	VALUE	FAIR MARKET VALUE
OTHER INVESTMENTS			
SECURITIES	COST	\$ 10,280.	\$ 0.
TOTAL		\$ 10,280.	\$ 0.

STATEMENT 3
 FORM 990-PF, PART II, LINE 15
 OTHER ASSETS

	BOOK VALUE	FAIR MARKET VALUE
ADVANCE.....	\$ 5,250.	
HORSES.....	282,887.	
TOTAL	\$ 288,137.	\$ 0.

STATEMENT 4
 FORM 990-PF, PART VIII, LINE 1
 LIST OF OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES

NAME AND ADDRESS	TITLE AND AVERAGE HOURS PER WEEK DEVOTED	COMPEN- SATION	CONTRI- BUTION TO EBP & DC	EXPENSE ACCOUNT/ OTHER
GENE VALENTINE 28 PEACE POINT ROAD BETHANY, WV 26032	PRESIDENT NONE	\$ 0.	\$ 0.	\$ 0.
ELLEN FISCHER 181 JANSEN ROAD CLAYSVILLE, PA 15323	DIRECTOR NONE	0.	0.	0.

2005

FEDERAL STATEMENTS
 BETHANY PEACE POINT EQUESTRIAN
 FOUNDATION, INC.

PAGE 2

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STATEMENT 4 (CONTINUED)
 FORM 990-PF, PART VIII, LINE 1
 LIST OF OFFICERS, DIRECTORS, TRUSTEES, AND KEY EMPLOYEES

NAME AND ADDRESS	TITLE AND AVERAGE HOURS PER WEEK DEVOTED	COMPEN- SATION	CONTRI- BUTION TO EBP & DC	EXPENSE ACCOUNT/ OTHER
JAMES WOLF POTTERSVILLE RD. GLADSTONE, NJ 07934	DIRECTOR NONE	\$ 0.	\$ 0.	\$ 0.
BERNARD AARON KERSHNER 55 BISHOP LANE AVON, CT 06001	DIRECTOR NONE	0.	0.	0.
THOMAS P. JOHNSON 605 OLIVER BLDG. PITTSBURGH, PA 15222	DIRECTOR NONE	0.	0.	0.
LINDA DONELLE LEWIS 320 CENTRAL PARK WEST APT 18A NEW YORK, NY 10025	DIRECTOR NONE	0.	0.	0.
EMSIE PARKER 0202 RUSSELL TRAIL EDWARDS, CO 81632	DIRECTOR NONE	0.	0.	0.
TOTAL		\$ 0.	\$ 0.	\$ 0.

ATTACHMENT B

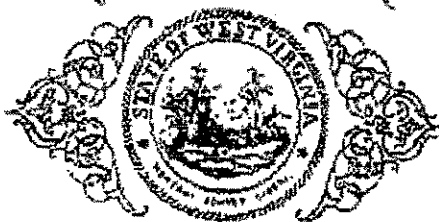
CERTIFICATE OF INCORPORATION

AND

ARTICLES OF INCORPORATION

BETHANY PEACEPOINT EQUESTRIAN FOUNDATION, INC.

59-3220
State of West Virginia



Certificate

I, Joe Manchin III, Secretary of State of the State of West Virginia, hereby certify that

the Articles of Incorporation of

BETHANY-PEACE POINT EQUESTRIAN FOUNDATION, INC.

conform to the provisions of West Virginia Code §§31-1-27 and 28, and are filed in my office. I therefore declare the organization to be a Corporation for the purposes set forth in its Articles, with the right of perpetual existence.

Therefore, I hereby issue this

CERTIFICATE OF INCORPORATION

for which I have attached a duplicate original of the Articles of Incorporation.



Given under my hand and the Great Seal of the State of West Virginia on this day of April 16, 2001

Secretary of State

FILED

APR 1 6 2001

**ARTICLES OF INCORPORATION
OF
BETHANY-PEACE POINT EQUESTRIAN FOUNDATION**
IN THE OFFICE OF
JOSEPH W. NICHOLS III
CLERK OF THE STATE

The undersigned hereby files these Articles of Incorporation in order to form a nonprofit corporation under the laws of the State of West Virginia.

Article I. Name

The name of this Corporation shall be the Bethany-Peace Point Equestrian Foundation, Inc.

Article II. Purposes and Powers

Section 1. Purposes.

(a) The Corporation is organized exclusively for charitable, educational and scientific purposes within the meaning of §501(c)(3) of the Internal Revenue Code of 1986, as amended ("Code") (or the corresponding provision of any future United States Internal Revenue Law).

(b) In that this Corporation is intended to be and shall constitute a public charity other than a private foundation and exempt from federal income tax under the provisions of §501(c)(3) of the Internal Revenue Code, to carry out its purposes the Corporation will be so organized and so operated that contributions of properties made to the Corporation are to be deductible by the donors thereof as provided in §170 of the Internal Revenue Code and all bequests, legacies, devises, transfers or gifts to or for the use of the Corporation are to be deductible by the donors thereof as charitable transfers as provided in §§2055, 2106 and 2522 of the Internal Revenue Code.

Section 2. Powers.

(a) The Corporation's purposes as herein stated shall be carried out by its Board of Directors in a manner that will enable the Corporation to qualify as a charitable organization within the meaning of §501(c)(3) of the Code. To this end the Corporation shall have the following Powers:



BK 20 P6 419

(i) To own, acquire, convey, exchange, lease, mortgage, encumber, transfer upon trust, or otherwise dispose of, all property, real or personal; to borrow money, contract debts, and issue bonds, notes and debentures, and to secure the payment or performance of its obligations.

(ii) To receive property by grant, gift, devise or bequest subject to the laws regulating the transfer of property by will, and otherwise to acquire and hold all property, real or personal, including shares of stock, bonds and securities of other corporations, and to operate and maintain a fund or funds comprising those properties and to use and apply the whole or any part of the income therefrom and the principal thereof exclusively for charitable purposes, either directly or by contributions to organizations that qualify as exempt organizations under the provisions of §503(c)(3) of the Code.

(iii) To enter into contracts with any person, firm, association, corporation, municipality, county, state, nation or other body politic or with any colony, dependency or agency of any of the foregoing.

(iv) To perform every act necessary or proper for the accomplishment of the objects and purposes enumerated or for the protection and benefit of the Corporation.

(b) Notwithstanding any powers granted to this Corporation by its charter, bylaws or by the laws of the State of West Virginia, the following limitations of powers shall apply and be paramount:

(i) No part of the net earnings of the Corporation shall inure to the benefit of any member, director, officer of the Corporation, or any private individual (except that reasonable compensation may be paid for services rendered to or for the Corporation affecting one or more of its purposes, and except to the extent that benefit inures to persons in accordance with the carrying out of the Corporation's charitable purposes as herein defined), and no member, director, officer of the Corporation, or any private individual shall be entitled to share in the distribution of any of the Corporate assets on dissolution of the Corporation.

BK 20 PG 420

(ii) No part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting, to influence legislation.

(iii) The Corporation shall not participate in or intervene in (including the publication or distribution of statements) any political campaign on behalf of (or in opposition to) any candidate or public office.

(iv) Notwithstanding any other provisions of this certificate, the Corporation shall not conduct or carry on any activities not permitted to be conducted or carried on by an organization exempt under §501(c)(3) of the Code or by an organization, contributions to which are deductible under §170(c)(2) or 2055(a) of the Code.

(v) Upon the dissolution of the corporation, the Board of Directors of the corporation shall, after paying or making provision for the payment of all of the liabilities of the Corporation, distribute all residual assets of the Corporation to one or more organizations which themselves are exempt as organizations described in §501(c)(3) and 170(c)(2) of the Code or corresponding sections of any prior or future Internal Revenue Code or to the federal, state or local government for exclusive public purpose. Any assets not so disposed of shall be disposed of by a court of competent jurisdiction exclusively for charitable purposes, or to such organization or organizations organized and operated exclusively for such charitable purposes, as said court shall determine.

Article III.

If the Corporation is a Private Foundation within the meaning of §509 of the Code, and is not an Operating Foundation as defined by §4942(j)(3) of the Code, then the provisions of this Article III shall apply.

(a) The corporation shall distribute its income for each tax year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of the code, or corresponding provisions of any later federal tax laws.

(b) The corporation shall not engage in any act of self-dealing as defined in §4941(d) of the Code, or corresponding provisions of any later federal tax laws.

(c) The corporation shall not retain any excess business holdings as defined in §4943(c) of the Code, or corresponding provisions of any later federal tax laws.

(d) The corporation shall not make any investments in such manner as to subject it to tax under Section 4944 of the Code, or corresponding provisions of any later federal tax laws.

(e) The corporation shall not make any taxable expenditures as defined in §4945(d) of the Code, or corresponding provisions of, any later federal tax laws.

Article IV. Members

The sole class of members of the Corporation shall be its Board of Directors and the number of members shall be the number of Directors constituting the Board of Directors. A Director shall be admitted to the membership of the Corporation upon taking office as a Director.

Article V. Term of Corporate Existence

This Corporation shall exist perpetually unless dissolved according to law.

Article VI. Principal Office and Agent

(a) The address of the principal office of this Corporation is 28 Beth Peace Point, Bethany, WV 26032.

(b) The name of the registered agent of this Corporation shall be James A. Byrum, Jr., Esq., James A. Byrum, Jr., Esq., Schrader, Byrd & Companion, PLLC, The Maxwell Centre, 32-20th Street, Suite 500, Wheeling, West Virginia 26003.

Article VII. Incorporator

The name and address of the incorporator is as follows:

Gene C. Valentine
c/o Financial West Group
2663 Townsgate Road
West Lake Village, CA 91361

ATTACHMENT D

BYLAWS

OF

BETHANY PEACEPOINT EQUESTRIAN FOUNDATION, INC.

SEPTEMBER 1, 2007

ARTICLE 1.

NAME AND STATUS

Section 1.1. Name.

The name of the corporation shall be Bethany Peacepoint Equestrian Foundation, Inc. ("the Corporation"). The Corporation may file a dba ("doing business as") with State of West Virginia allowing itself to be called "USA Pentathlon" for the purposes of representing modern pentathlon internationally. All references in these bylaws to USA Pentathlon will be references to "the Corporation."

USA PENTATHLON may establish such acronyms or abbreviations as may be appropriate for business use, and may establish logos, service marks, or trademarks as may be appropriate to further its purposes, mission recognition and goals.

Section 1.2. Non-profit Status.

USA PENTATHLON shall be a non-profit corporation incorporated and licensed pursuant to the laws of the State of West Virginia. USA PENTATHLON shall be operated for charitable and educational purposes and it shall also have as its purpose to foster national and international amateur sports competition in the sport of Modern Pentathlon. USA PENTATHLON shall operate consistent with and shall maintain a tax-exempt status in accordance with section 501(c)(3) of the Internal Revenue Code.

ARTICLE 2.

OFFICES

Section 2.1. Business Offices.

The principal office of USA PENTATHLON shall be in West Virginia. USA PENTATHLON may at any time and from time to time change the location of its principal office. USA PENTATHLON may have such other offices, either within or outside West Virginia, as the Board of Directors may designate or as the affairs of USA PENTATHLON may require from time to time.

Section 2.2. Registered Office.

The registered office of USA PENTATHLON required by the West Virginia Revised Nonprofit Corporation Act (the "Nonprofit Corporation Act") shall be maintained in West Virginia. The registered office may be changed from time to time by the Board of Directors or by the officers of USA PENTATHLON, or to the extent permitted by the Nonprofit Corporation Act by the registered agent of USA PENTATHLON. The registered office may be, but need not be, the same as the principal office.

ARTICLE 3.

MISSION

Section 3.1. Mission.

The mission of USA Pentathlon shall be to enable United States athletes to achieve sustained competitive excellence in Olympic and Pan American competition and to promote and grow the sport of Modern Pentathlon in the United States and establish the United States as a respected and powerful force in the international pentathlon community.

ARTICLE 4.

RECOGNITION AS NATIONAL GOVERNING BODY

Section 4.1. Recognition as a National Governing Body.

USA PENTATHLON shall seek and attempt to maintain recognition by the United States Olympic Committee as the National Governing Body for the sport of Modern Pentathlon in the United States. In furtherance of that purpose, USA PENTATHLON shall comply with the requirements for recognition as a National Governing Body as set forth in the Ted Stevens Olympic and Amateur Sports Act, 36 U.S.C. § 220501 *et seq.* and as mandated by the United States Olympic Committee as such requirements are promulgated or revised from time to time. In fulfilling those requirements USA PENTATHLON shall:

- a. be a member of only one (1) international sports federation, which is recognized by the International Olympic Committee as the worldwide governing body for the sport of Modern Pentathlon ;
- b. be autonomous in the governance of the sport of Modern Pentathlon by independently determining and controlling all matters central to such governance, by not delegating any of that determination or control, and by being free from outside restraint;
- c. maintain the managerial and financial competence and capability to establish national goals for Modern Pentathlon relating to the development and wellbeing of the sport, to implement and administer a plan for the attainment of those goals, and to execute its obligations as the National Governing Body for the sport of Modern Pentathlon;
- d. provide for individual and organizational membership;
- e. ensure that its Board of Directors, and any other governance body, has established criteria and election procedures for, and maintains among its voting members, individuals who are actively engaged in amateur athletic competition in Modern Pentathlon or who have represented the United States in an international amateur athletic competition in Modern Pentathlon within the preceding ten (10) years, and ensures that the membership and voting power held by those individuals is not less than twenty (20) percent of the voting power held in its Board of Directors;

- f. provide for reasonable direct representation on its Board of Directors for any amateur sports organization which, in the sport of Modern Pentathlon, conducts on a level of proficiency appropriate for selection of amateur athletes to represent the United States in international amateur athletic competition, a national program, or regular national amateur athletic competition, and ensure that representation reflects the nature, scope, quality, and strength of the programs and competitions of that amateur sports organization in relation to all other of those programs and competitions in the sport of Modern Pentathlon in the United States;
- g. be governed by a diverse Board of Directors whose members are selected without regard to race, color, religion, national origin, or sex, with reasonable representation on the Board of both males and females;
- h. provide an equal opportunity to amateur athletes, coaches, trainers, managers, administrators, and officials to participate in Modern Pentathlon competitions without discrimination on the basis of race, color, religion, age, sex, or national origin;
- i. not have an officer who is also an officer of another amateur sports organization that is recognized by the USOC as a National Governing Body;
- j. provide procedures for the prompt and equitable resolution of grievances of its members;
- k. provide fair notice and an opportunity for a hearing to any amateur athlete, coach, trainer, manager, administrator, or official before declaring such individual ineligible to participate;
- l. agree to submit to binding arbitration in any controversy involving: (i) its recognition as a National Governing Body, or (ii) the opportunity of any amateur athlete, coach, trainer, manager, administrator, or official to participate in amateur athletic competition in Modern Pentathlon, upon demand of the USOC or any aggrieved amateur athlete, coach, trainer, manager, administrator, or official, conducted in accordance with the Commercial Rules of the American Arbitration Association or as modified pursuant to the Ted Stevens Olympic and Amateur Sports Act;
- m. not have eligibility criteria relating to amateur status or to participation in the Olympic or Pan American Games that are more restrictive than those of the international sports federation for the sport of Modern Pentathlon recognized by the International Olympic Committee;
- n. perform all other obligations and duties imposed by the Ted Stevens Olympic and Amateur Sports Act and by the USOC on a National Governing Body.

ARTICLE 5. MEMBERS

Section 5.1. Categories of Membership.

USA PENTATHLON shall have individual and organization membership categories as follows:

- a. Individual Membership Categories –
 1. Athlete members. Athlete members are those individuals who register as competitive athletes and are eligible for competition in Modern Pentathlon.
 2. Coach members. Coach members are those individuals who register as active coaches and who are certified coaches by USA PENTATHLON.
 3. Supporting members. Supporting members are those individuals who register as supporting members and who are interested in the purpose, programs, aims and objectives of USA PENTATHLON.
 4. Life members. Life members are those individuals who register as life members and who pay to USA PENTATHLON a life membership fee.
- b. Organization Membership Categories –
 1. Club members. Club members are those Modern Pentathlon clubs that register as clubs and which agree to conduct their programs in accordance with and agree to be bound by the rules and regulations of USA PENTATHLON.
 2. Affiliated Organization members. Affiliated Organization members are those amateur sports organizations that register as affiliated organizations and which conduct, on a level of proficiency appropriate for the selection of amateur athletes to represent the United States in international amateur athlete competition, a national program or regular national amateur athletic competition in the sport of Modern Pentathlon.
 3. Contributing Organization members. Contributing Organization members are those amateur sports organizations that register as contributing organizations and which conduct athletic programs or activities that further the sport of Modern Pentathlon in the United States or which otherwise support the sport of Modern Pentathlon in the United States.

Section 5.2. Voting Members.

Individuals belonging to the following membership categories shall be entitled to vote in an election for directors of the Board: Athlete members and Coach members. Organizations belonging to the following membership categories shall be entitled to vote in an election for directors of the Board: Club members and Affiliated Organization members. No other voting privileges are conferred upon these members.

An individual may belong to more than one (1) of the above mentioned membership categories. However, an individual is only eligible to vote in one (1) membership category. Any individual who is a member of more than one (1) membership category shall designate the membership category in which he or she shall vote. An individual shall be a citizen of the United States and at least eighteen (18) years of age in order to be eligible to vote in an election. Notwithstanding

these restrictions on voting, membership in USA PENTATHLON is open to individuals who are less than eighteen (18) years of age and to individuals who are not citizens of the United States. An individual shall be a member of USA PENTATHLON sixty (60) days prior to the date of the election (record date) in order to be eligible to vote in an election.

Individuals and organizations belonging to the following membership categories have no voting privileges: Supporting members, Life members and Contributing Organization members.

Section 5.3. Membership Requirements and Dues.

Membership in USA PENTATHLON is a privilege and creates with it certain obligations and duties. The Board of Directors may establish such membership requirements and dues as the Board shall deem necessary or appropriate. Further, the Board may establish such rules and procedures for the manner and method of payment of dues, the collection of delinquent dues and the proration or refund of dues, as the Board shall deem necessary or appropriate. No privilege of membership shall be available until all membership requirements are satisfied and all dues are paid in full.

Section 5.4. Suspension and Termination of Membership.

The membership of any member may be terminated at any time with or without cause by the Board of Directors. A member shall have the right to a hearing prior to termination. A member may only resign if the member has paid all dues then payable.

Section 5.5. Transfer of Membership.

Members may not transfer their membership in USA PENTATHLON. Members shall have no ownership rights or beneficial interests of any kind in the property of USA PENTATHLON.

ARTICLE 6.

REGIONAL DIVISIONS AND ASSOCIATION OF STATE ORGANIZATIONS

Section 6.1. Regional Divisions.

The Board of Directors shall divide the United States into geographic regions as the Board determines in its sole discretion will best serve the interests of the sport of Modern Pentathlon. The Board may only change the geographic region division once every four (4) years after the initial division. The regions shall be an extension of USA PENTATHLON and not separate entities. Additionally, USA PENTATHLON may hold regional competitions or conduct such other regional activities that promote the mission of USA PENTATHLON as the Board and the Executive Director determine in their sole discretion.

Section 6.2. Association of State Organizations.

The Board of Directors may recognize an Association of State Organizations if the Board determines in its sole discretion that recognition of such an organization would further USA PENTATHLON's grass roots programs.

ARTICLE 7.

BOARD OF DIRECTORS

Section 7.1. General Powers.

Except as otherwise provided in these Bylaws, all corporate powers shall be exercised by or under the authority of, and the business and affairs of USA PENTATHLON shall be governed by, its Board of Directors.

Section 7.2. Function of the Board.

The USA PENTATHLON Board of Directors shall represent the interests of the Modern Pentathlon community for USA PENTATHLON in the United States and its athletes by providing USA PENTATHLON with policy, guidance and strategic direction. The Board shall oversee the management of USA PENTATHLON and its affairs, but it does not manage USA PENTATHLON. The Board shall select a well-qualified and ethical Executive Director and diligently oversee the Executive Director in the operation of USA PENTATHLON. The Board shall focus on long-term objectives and impacts rather than on day-to-day management, empowering the Executive Director to manage a staff-driven organization with effective Board oversight. The paramount duty of the Board shall be to select a well-qualified and ethical Executive Director and to diligently oversee the Executive Director in the operation of USA PENTATHLON. The Board may, if it so chooses, appoint a managing director who will assume the responsibility for the duties assigned to the Executive Director until this position is filled. In addition, the Board performs the following specific functions, among others:

- a. implements, procedures to orient new Board directors, to educate all directors on the business and governance affairs of USA PENTATHLON, and to evaluate Board performance.
- b. selects, compensates, and evaluates the Executive Director and plans for management succession;
- c. reviews and approves USA PENTATHLON's strategic plan and the annual operating plans, budget, business plans, and corporate performance;
- d. sets policy and provides guidance and strategic direction to management on significant issues facing USA PENTATHLON;
- e. reviews and approves significant corporate actions;
- f. oversees the financial reporting process, communications with stakeholders, and USA PENTATHLON's legal and regulatory compliance program;
- g. oversees effective corporate governance;

- h. approves capital structure, financial strategies, borrowing commitments, and long-range financial planning;
- i. reviews and approves financial statements, annual reports, audit and control policies, and, upon the recommendation of the Audit Committee, selects independent auditors;
- j. monitors to determine whether USA PENTATHLON's assets are being properly protected;
- k. monitors USA PENTATHLON's compliance with laws and regulations and the performance of its broader responsibilities; and
- l. ensures that the Board and management are properly structured and prepared to act in case of an unforeseen corporate crisis.

Section 7.3. Diversity of Discussion.

USA PENTATHLON's Board shall be sensitive to the desirability of diversity at all levels of USA PENTATHLON, including among the membership of the Board and among its athletes. USA PENTATHLON Board shall develop and implement a policy of diversity at all levels of USA PENTATHLON, supported by meaningful efforts to accomplish that diversity. USA PENTATHLON Board shall develop norms that favor open discussion and favor the presentation of different views

Section 7.4. Qualifications.

Each director of the Board of Directors must be a citizen of the United States and eighteen (18) years of age or older.

A director shall (i) have the highest personal and professional integrity, (ii) have demonstrated exceptional ability and judgment, and (iii) be effective, in conjunction with the other members of the Board, in collectively serving the long-term interests of USA PENTATHLON. Directors shall possess the highest personal values, judgment and integrity, understanding of athletic competition and the Olympic ideals, and have diverse experience in the key business, financial, and other challenges that face USA PENTATHLON. Directors shall have a high level of experience and capability in Board oversight responsibilities, including in the areas of finance, marketing, fundraising, audit, management, communications, and sport. At least one (1) of the independent directors, who shall also serve on the Audit Committee, shall have financial expertise.

Directors shall inform the Nominating and Governance Committee of any changes in their employment responsibilities or other constraints on their time in order for the Nominating and Governance Committee to determine whether it is appropriate to nominate the Board director for continuing Board service.

Section 7.5. Number.

The Board of Directors shall consist of between nine (9) and eleven (11) total directors, at least twenty (20) percent of whom by membership and voting power shall be independent directors, at least twenty (20) percent of whom by membership and voting power shall be athlete directors, and the rest of whom shall be drawn from appropriate representation in the United States Modern Pentathlon community, with no single constituency having been involved in selecting a majority of directors. Upon election to the Board, directors shall resign from all affiliations they may have, with any NGB constituent groups, though they may remain athletes or coaches and retain their membership in the NGB.

Section 7.6. Election/Selection. The USA PENTATHLON Board of Directors shall be elected/selected as follows:

- a. The initial Board shall be selected as follows:
 - Independent Directors. The nominating and Governance Committee shall select, using whatever process the Nominating and Governance Committee determines to be appropriate, from among individuals considered to be independent, as that term is defined in Section 7.7.
 - Athlete Directors. The Nominating and Governance Committee shall select, using appropriate processes that preserve athlete involvement in the process and support direct athlete elections, the Athlete Directors for the NGB.
 - The remaining Board members will be selected from an appropriate mix of individuals at the time of selection by the Nominating and Governance Committee based on consultation with the USOC.
- b. Subsequent USA PENTATHLON Boards of Directors shall be elected/selected in the same manner as above, except that because of the staggered terms of the directors, only five (5) director seats will be available to be filled at any one time. The terms of the directors are fully explained in Section 7.10.s:

Section 7.7. Independence.

The Board, through its Nominating and Governance Committee, shall affirmatively make a determination as to the independence of each independent director, and disclose those determinations. Under the definition of "independence" adopted by the Board, an "independent director" shall be determined to have no material relationship with USA PENTATHLON, either directly or through an organization that has a material relationship with USA PENTATHLON. A relationship is "material" if, in the judgment of the Nominating and Governance Committee, it would interfere with the director's independent judgment. To assist it in determining whether a director is independent, the Board shall adopt the guidelines set forth below, which shall be applied on a case by case basis by the Nominating Committee.

A director shall not be considered independent if, within the preceding two (2) years:

- a. the director was employed by or held any governance position (whether a paid or volunteer position) with USA PENTATHLON, the international federation of Modern Pentathlon, the international regional sport entity of Modern Pentathlon, or any sport family entity of Modern Pentathlon; an immediate family member of the

- director was employed by or held any governance position (whether a paid or volunteer position) with USA PENTATHLON, the USOC, the international federation of Modern Pentathlon, any international; regional federation of Modern Pentathlon, or any sport family entity of Modern Pentathlon;
- b. the director was affiliated with or employed by USA PENTATHLON's outside auditor or outside counsel;
 - c. an immediate family member of the director was affiliated with or employed by USA PENTATHLON's outside auditor or outside counsel as a partner, principal or manager;
 - d. the director was a Modern Pentathlete, a member of USA PENTATHLON's Athletes' Advisory Council or any constituent group with representation on the Board ;
 - e. the director receives any compensation from USA PENTATHLON, directly or indirectly;
 - f. the director is an executive officer, controlling shareholder, or partner of a corporation or partnership or other business entity that does business with USA PENTATHLON; or
 - g. the director was a member of USA PENTATHLON and was involved in an active role or identified with any constituent group, or the director has had a business interest or has been employed in a position significantly involved in the sport governed by the NGB.

Where the guidelines above do not address a particular relationship, the determination of whether the relationship is material, and whether a director is independent, shall be made by the Nominating and Governance Committee.

Section 7.8. Tenure.

The term of office for a director of the Board of Directors shall be four (4) years except as noted in Section 7.9. A director shall hold office until the director's successor is elected and qualified, or until the director's earlier resignation, removal, incapacity, disability or death.

Section 7.9. Staggered Board.

Directors of the Board shall be elected to staggered four (4) year or shorter terms. To implement the staggered Board system, the initial term of office of one-half (1/2) of the directors of the initial Board of Directors shall be five (5) years. They will serve from January 1, 2008 until December 31, 2012. The initial term of office of the other one-half (1/2) of the directors of the initial Board of Directors shall be three (3) years. They will serve from January 1, 2008 until December 31, 2010. The Nominating and Governance Committee shall designate prior to selection or election of the initial Board whether a director is serving a three (3) or five (5) year term.

Section 7.10. Term Limits.

No director of the Board of Directors shall serve more than two (2) consecutive terms. For the initial Board, the designated initial term of office shall constitute a full term. Thus, an individual selected for a three (3) year term shall be eligible to serve only one (1) additional four (4) year term immediately following the three (3) year term in a system with a four (4) year term limit.

When a director is elected/selected to fill a vacancy because of the resignation, removal, incapacity, disability or death of a director, and the remaining term or more, such term shall constitute a full term. Thus, if the vacancy being filled is for two (2) or more years, and the maximum term is four (4) years, the director may serve one additional four (4) year term following completion of the filled vacancy term. If the vacancy being filled is for less than one half (1/2) the maximum term, the term shall not be a full term and the director shall be able to serve two (2) additional full terms following completion of the filled vacancy term.

The term of the Chair of the Board shall be one half (1/2) the maximum term. No individual shall serve as Chair for than two terms during any two (2) maximum term period.

Section 7.11. Director Attendance.

Directors of the Board of Directors shall be expected to attend in person all regularly scheduled Board meetings, though for exigent circumstances a director may participate in a meeting by telephone. Directors shall be required to attend no less than one half (1/2) of all regularly scheduled Board meetings in person.

Section 7.12 Director Access to Management and Outside Advisors

USA PENTATHLON's senior management team shall attend Board meetings on a regular basis, both to make special presentations and as a discussion resource, and shall be available to Board directors outside of meetings. All Board director contact with members of the USA PENTATHLON's management team, other than the Executive Director, outside of Board meetings shall be directed to the Executive Director, though this requirement is not intended to curtail the ability of the auditor or legal counsel to advise the Board (as opposed to individual Board directors) directly of appropriate matters.

Section 7.13. Resignation, Removal and Vacancies.

A director's position on the Board of Directors shall be declared vacant upon the director's resignation, removal, incapacity, disability or death. Any director shall resign at any time by giving written notice to the Chair of USA PENTATHLON, except the Chair's resignation shall be given to the Executive Director. Such resignation shall take effect at the time specified therein, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. Directors shall be removed by the Board if they fail to attend in person more than one half (1/2) of the regular meetings of the Board during any twelve (12)-month period, unless they are able to demonstrate to the other directors of the Board that the presence of exigent circumstances caused and excused the absences. In such circumstances, the

absent directors shall be removed by the affirmative vote of a majority of the voting power of the Board (not including the voting power of the absent director). Directors shall also be removed for cause at any duly noticed meeting of the Board, and after being provided an opportunity for the directors to be heard by the Board, upon the affirmative vote of at least two-thirds (2/3) of the total voting power of the Board (excluding the voting power of the director in question). Directors shall also be removed without cause at any duly noticed meeting of the Board, upon the affirmative vote of at least three-fourths (3/4) of the total voting power of the Board (excluding the voting power of the director in question). Any vacancy occurring in the Board shall be filled as set forth for the election of the director of the Board. A director elected to fill a vacancy shall be elected for the unexpired term of such director's predecessor in office.

No director shall be subject to removal or to not being renominated based on how they vote as a director, unless such voting is part of a violation of the USA PENTATHLON's Code of Ethics.

Any vacancy occurring in the Board shall be filled as set forth for the election of that director. A director elected to fill a vacancy shall be elected for the unexpired term of such director's predecessor in office.

Similar rules shall apply to resignations, removals, and vacancies in the office of Chair.

Section 7.14. Regular and Special Meetings.

USA PENTATHLON's Board shall meet at regularly scheduled meetings at least four (4) times per year, or with such other frequency as is appropriate for the Board to meet given the circumstances, and such meetings shall be spaced throughout the year. Special meetings of the Board shall be held upon the call of the Chair or upon the written request of not less than fifty (50) percent of the Board.

Section 7.15. Notice of Meetings.

Notice of each meeting of the Board of Directors stating the date, time and place of the meeting, and in the case of a special meeting the purpose for which the meeting is called, shall be given to each director of the Board by or at the direction of the Chair of the Board. Notice may be given either in writing or orally. Written notice may be delivered either personally, by mail, by private carrier, by facsimile or by electronic transmission. Such notice shall be delivered to the director's business or residential address (or to such other address provided by the director for such purpose), to the director's facsimile telephone number or to the director's email address. Written notice shall be delivered no fewer than five (5) days before the date of the meeting. If mailed, such notice shall be deemed delivered when deposited in the United States mail. If delivered by private carrier, such notice is deemed delivered upon deposit with the carrier. If transmitted by facsimile or electronic transmission such notice shall be deemed to be given when the transmission is complete. Oral notice may be delivered either personally or telephonically. Such notice shall be delivered to the director (or to such other individual provided by the director for such purpose). Oral notice shall be delivered no fewer than two (2) days before the date of the meeting. Oral notice is effective when communicated. The method of notice need not be the same as to each director.

A director may waive notice of any meeting before, at, or after such meeting. The attendance of a director at a meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 7.16. Quorum.

The presence of a majority of the directors of the Board of Directors at the time of any meeting shall constitute a quorum for the transaction of business, and the act of a majority of directors on the Board shall constitute the act of the Board.

Section 7.17. Consent.

The Board shall act by the unanimous written consent of all directors.

Section 7.18. Voting by Proxy.

No director may vote or act by proxy at any meeting of directors.

Section 7.19. Presumption of Assent.

A director who is present at a meeting of the Board of Directors at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless such director's dissent shall be entered in the minutes of the meeting or unless the director shall file a written dissent to such action with the individual acting as the Secretary of the Board before the adjournment thereof or shall forward such dissent by registered mail to the Secretary of the Board immediately after the adjournment of the meeting. Such right to dissent shall not apply to a director who voted in favor of such action.

Section 7.20. Action Without a Meeting.

Any action required or permitted to be taken at a meeting of the Board of Directors may be taken without a meeting if each and every member of the Board or committee in writing either: (i) votes for such action; (ii) votes against such action; or (iii) abstains from voting. Each director who delivers a writing described in this Section 7.20. to the corporation shall be deemed to have waived the right to demand that action not be taken without a meeting.

Section 7.21. Transacting Business by Mail, Electronic Mail, Telephone or Facsimile.

The Board of Directors shall have the power to transact its business by mail, electronic-mail, telephone, or facsimile, if in the judgment of the Chair of the Board the urgency of the case requires such action.

Section 7.22. Agenda.

The Chair, in consultation with the Executive Director and the Chairs of the Board's committees, shall determine the agenda for Board meetings. Board directors shall be permitted to request

items for inclusion on the agenda for Board meetings.

Section 7.23. Questions of Order and Board Meeting Leadership.

Questions of order shall be decided by the Chair of the Board unless otherwise provided in advance by the Board of Directors. The Chair shall lead meetings of the Board. If the Chair is absent from any meeting of the Board, then the Chair shall designate in writing in advance one (1) other member of the Board to preside. If the Chair is unable to make or has not made such a designation, the Board may choose another member of the Board to serve as presiding officer for that meeting.

Section 7.24. Effectiveness of Actions.

Actions taken at a meeting of the Board of Directors shall become effective immediately following the adjournment of the meeting, except as otherwise provided in the Bylaws or when a definite effective date is recited in the record of the action taken.

Section 7.25. Open and Executive Meeting Sessions.

Ordinarily, all meetings of the Board of Directors shall be open to members, and where appropriate, non-members. However, in the event the Chair of the Board, with the consent of a majority of the directors of the Board in attendance, deems it appropriate: (i) to exclude non-members at an open meeting for any reason, then the Chair may declare that the meeting is closed, or (ii) to convene an executive session to consider and discuss matters relating to personnel, nominations, discipline, budget, salary, litigation or other sensitive matter, then the Chair may specifically designate and call an executive session.

Section 7.26. Minutes of Meetings.

The minutes of all meetings of the Board of Directors shall be published on USA PENTATHLON's website. Every reasonable effort will be made to publish the minutes within thirty (30) days after completion of the meeting.

Section 7.27. Compensation.

Directors of the Board of Directors shall not receive compensation for their services as directors, although the reasonable expenses of directors may be paid or reimbursed in accordance with USA PENTATHLON's policies. Directors are disqualified from receiving compensation for services rendered to or for the benefit of USA PENTATHLON in any other capacity (except active athletes or coaches may receive standard payments for performing services as a coach and athletes may receive athlete support payments).

ARTICLE 8.

OFFICERS

Section 8.1. Designation.

The only officers of USA PENTATHLON shall be a Chair of the Board and the Secretary and if the Board deems it appropriate, a Managing Director.

Section 8.2. Election/Selection.

The Chair of the Board shall be elected from among the directors of the Board. Recognizing the significance of the Chair in international matters, the Chair shall exercise ceremonial or representational functions in the international context, but the Executive Director, serving as Secretary General, shall remain responsible for all operational aspects of relations with international and other organizations, including, but not limited to the international federation of Modern Pentathlon, the international regional federation of Modern Pentathlon, and the USOC.

The Executive Director shall designate one member of the staff to serve as USA PENTATHLON's corporate secretary to handle the ministerial functions usually required by that position under corporate law and take minutes at Board meetings.

Section 8.3. Tenure.

The term of office of the Chair of the Board shall be two (2) years. The newly elected Chair shall take office immediately. The Chair shall hold office until the Chair's successor is elected and qualified, or until the Chair's earlier resignation, removal, incapacity, disability or death.

The term of office of the Secretary, or the Assistant Secretary, if any, is unlimited. The Secretary shall hold office until his or her employment by the USA PENTATHLON ends, when the Executive Director designates a different individual to serve as Secretary, or until the Secretary's earlier resignation, removal by the Executive Director, incapacity, disability or death. The Assistant Secretary, if any, shall hold office until his or her employment by the USA PENTATHLON ends, when the Executive Director selects a different individual to serve as Secretary or until the Secretary's earlier resignation, removal by the Executive Director, incapacity, disability or death. In any circumstance in which the Executive Director has not designated an employee to serve as Secretary, the Board of Directors may select a Director of the Board or another individual employed by the USA PENTATHLON to serve as Secretary.

Section 8.4. Authority and Duties of Officers.

The officers of USA PENTATHLON shall have the authority and shall exercise the powers and perform the duties specified below and as may be additionally specified by the Board of Directors or these Bylaws, except that in any event each officer shall exercise such powers and perform such duties as may be required by law:

- a. Chair of the Board. The Chair shall: (i) set all meeting and meeting agendas, and (ii) in the event of the resignation, removal, incapacity, or death of the Chair, the remaining directors of the Board shall elect a new Chair or shall wait until after the Nominating and

Governance Committee selects a replacement Board director to fill-out the Board before selecting a new Chair.

- b. Secretary. The Secretary shall: (i) keep the minutes of the proceedings of the Board; (ii) see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; (iii) be custodian of the corporate records; (iv) perform all duties incident to the office of Secretary; and (v) perform such other duties as from time to time may be assigned to the Secretary by the Executive Director or by the Board.
- c. Assistant Secretary. An Assistant Secretary, if any, shall have the same duties and powers as the Secretary.

Section 8.5. Restrictions.

Officers of USA PENTATHLON shall perform their functions with due care. No individual may serve simultaneously as an officer of USA PENTATHLON and as an officer of an organization holding membership in USA PENTATHLON or as an officer of another amateur sports organization that is recognized by the USOC as a National Governing Body.

Section 8.6. Term Limits.

No individual shall serve as Chair for more than two terms. For the initial Chair whose term of office expires on December 31, 2009, his or her time of service shall constitute a full two (2) year term. That Chair shall be eligible to serve one (1) additional two (2) year term immediately following his or her initial term.

When a Chair is elected to fill a vacancy because of the previous Chair's resignation, removal, incapacity, disability or death, and the remaining term is for more than one (1) year, such term shall constitute a full term. If the vacancy being filled is for one (1) or more years, the Chair can serve one (1) additional two (2) year term following completion of the filled vacancy term. If the vacancy being filled is for less than one (1) year, the term shall not be a full term and the director can serve two (2) additional two (2) year terms following completion of the filled vacancy term.

Section 8.7. Resignation, Removal and Vacancies.

An officer's position with USA PENTATHLON may be declared vacant upon the officer's resignation, removal, incapacity, disability or death. The Chair of the Board may resign at any time by giving written notice to the Board of Directors. The Secretary or Assistant Secretary, if any, may resign at any time by giving written notice to the Executive Director. Such resignation shall take effect at the time specified in the notice, and unless otherwise specified in the notice, the acceptance of such resignation shall not be necessary to make it effective.

The Chair may be removed for cause upon the affirmative vote of at least two-thirds (2/3) of the total voting power of the Board (excluding the voting power of the director in question). The Chair may also be removed not for cause upon the affirmative vote of at least three-fourths (3/4) of the total voting power of the Board (excluding the voting power of the director in question). The Secretary or Assistant Secretary, if any, may be removed by the Executive Director, with or without cause.

Any vacancy occurring in the Chair shall be filled by the Board, by majority vote. A Chair elected to fill a vacancy shall be elected for the unexpired term of such Chair's predecessor in office. A vacancy in the office of Secretary, or Assistant Secretary, if any, shall be filled by the Executive Director. Any individual selected to fill a vacancy in the office of Secretary, or Assistant Secretary, if any, shall be approved by the Board.

Section 8.8. Compensation.

The Chair of the Board shall not receive compensation for his or her service as Chair, although the reasonable expenses of the Chair may be paid or reimbursed in accordance with USA PENTATHLON's policies. The Chair is disqualified from receiving compensation for services rendered to or for the benefit of USA PENTATHLON in any other capacity (except active athletes or coaches may receive standard payments for performing coaching services and athlete may receive athlete support payments).

ARTICLE 9.

COMMITTEES

Section 9.1. Designation.

There shall be no Executive Committee or other committee(s) with management authority delegated by the Board. Similarly, there shall be no entity or individuals who have overlapping or superior authority to the Board, such as a "super-board" (commonly called a governing council or general assembly). This requirement, however, is not intended to detract from the ability of the members or some parts thereof to nominate individuals to serve on the Board.

USA PENTATHLON shall have at least the following standing committees: an Audit Committee (which shall also have responsibility for ethics matters unless ethics issues are addressed by another committee) a Compensation Committee, and a Nominating and Governance Committee.

The Board or Executive Director shall appoint such advisory task forces or committees as the Board or Executive Director believe appropriate, and shall define narrowly the mission and deliverables of such task forces or committees. The decision to appoint or not appoint and to terminate such a task force or committee shall be exclusively the Board's or the Executive Director's.

Section 9.2. Assignments.

Committee assignments, including the designation of standing committee Chairs, shall be made annually by the Board. Assignments shall be made based on a combination of factors including each individual member's expertise, the interest in achieving a diversity of the membership of committees, and the needs of USA PENTATHLON, and these Bylaws. Committee agendas shall be developed by the Committee Chair in consultation with the appropriate members of management and with the input of other directors. Committee members shall be expected to attend in person all regularly scheduled committee meetings. Participation by telephone shall be

permitted in exigent circumstances. Each Committee Chair shall make a report on committee matters to the Board at the next regularly scheduled Board meeting.

The independent director on the Board with financial experience shall be on the Audit Committee. The Audit Committee shall periodically meet separately in executive session individually with management, USA PENTATHLON's financial staff, and the USA PENTATHLON's outside auditor. In addition, the Audit Committee, or a designated representative of the Committee, shall meet with the outside auditor prior to the release and filing of the USA PENTATHLON's quarterly financial reports, to review such materials.

Section 9.3. Number.

All committees and advisory task forces shall have at least twenty (20) percent athlete membership and voting representation defined consistently with the USOC's requirements in this area. Membership on standing committees shall not exceed five (5) individuals. USA PENTATHLON committees shall be of the minimum number and size possible to permit both conduct of the sport and appropriate board governance.. Membership on other committees and task forces shall not exceed five (5) individuals.

Section 9.4. Athlete Representation.

All committees and task forces shall have at least twenty (20) percent athlete membership and voting representation so as to comply with the Ted Stevens Olympic and Amateur Sports Act and the USOC Bylaws.

Section 9.5. Tenure.

The term for all standing and other committee members shall be two (2) years. A committee member shall remain on the committee until the committee member's successor is appointed, or until the committee member's earlier resignation, removal, incapacity, disability or death.

The term for all task force members shall be until their assignment is concluded, but in any event shall not exceed a period of two (2) years.

Section 9.6. Term Limits.

No committee member shall serve for more than three (3) consecutive terms.

For a committee member whose term of office expires on December 31, 2009, his or her time of service shall constitute a full two (2) year term. That committee member would be eligible to serve one (1) additional two (2) year term immediately following his or her initial term.

Section 9.7. Committee Member Attendance.

Committee and task force members are expected to attend in person all regularly scheduled committee and task force meetings of which they are a member. Each committee or task force

member must attend a minimum of at least one half (1/2) of the committee or task force meetings of which they are a member during any twelve (12)-month period.

Section 9.8. Resignation, Removal and Vacancies.

A committee or task force member's position on a committee or task force may be declared vacant upon the committee member's resignation, removal, incapacity, disability or death. A committee member may resign at any time by giving written notice to the Board, if appointed by the Board or to the Executive Director, if appointed by the Executive Director. Such resignation shall take effect at the time specified therein, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Committee or task force members may be removed by the Board of Directors if they fail to attend in person more than one half (1/2) of the regular committee or task force meetings during any twelve (12)-month period, unless they are able to demonstrate to the directors of the Board, or to the Executive Director, if appointed by the Executive Director, that the presence of exigent circumstances caused and excused the absences. In such circumstances, the absent committee or task force member shall be removed upon the affirmative vote of a majority of the voting power of the Board (not including the voting power of the absent committee member in question, if also a director), or upon the determination of the Executive Director, if appointed by the Executive Director. Committee members may also be removed for cause upon the affirmative vote of at least two-thirds (2/3) of the total voting power of the Board (excluding the voting power of the committee member in question, if also a director), or upon the determination of the Executive Director, if appointed by the Executive Director. Committee members may also be removed not for cause upon the affirmative vote of at least three-fourths (3/4) of the total voting power of the Board (excluding the voting power of the director in question, if also a director), or upon the determination of the Executive Director, if appointed by the Executive Director.

Any vacancy occurring in a committee or task force shall be filled as set forth for the appointment of that committee or task force member. A committee or task force member appointed to fill a vacancy shall be appointed for the unexpired term of such committee or task force member's predecessor in office.

Section 9.9. Procedures.

Each committee and task force shall establish procedures for conducting its business and affairs. Such procedures shall be published and made available on the USA PENTATHLON's website.

Section 9.10. Open and Executive Meeting Sessions.

Ordinarily, all committee and task force meetings shall be open to members, and where appropriate, non-members. However, in the event the committee or task force chair, with the consent of a majority of the committee or task force members in attendance, deems it appropriate to exclude non-members at an open meeting for any reason, then the chair may (i) declare that the meeting is closed, or (ii) to convene an executive session to consider and discuss matters

relating to personnel, nominations, discipline, budget, salary, litigation or other sensitive matter, then the chair may specifically designate and call an executive session.

Section 9.11. Minutes of Meetings.

Each committee and task force shall generally take and maintain minutes of its meetings.

Section 9.12. Compensation.

Committee and task force members shall not receive compensation for their services as committee or task force members, although the reasonable expenses of committee and task force members may be paid or reimbursed in accordance with USA PENTATHLON's policies. Committee and task force members who are not directors of the Board may receive compensation for services rendered to or for the benefit of USA PENTATHLON in any other capacity, provided the Board gives explicit approval.

Section 9.13. Audit & Ethics Committee.

The Audit & Ethics Committee shall be appointed and have the responsibilities as follows:

- a. The Board of Directors shall appoint the members of the Audit & Ethics Committee and its chair, all of whom shall be directors of the Board. An independent director of the Board with financial experience shall be on the Audit & Ethics Committee.
- b. The Audit & Ethics Committee shall –
 1. recommend the independent auditors of USA PENTATHLON, review the report of the independent auditors and management letter, and recommend action as needed;
 2. investigate matters of fiscal controls and disclosure and such other matter as directed by the Board;
 3. oversee implementation of, and compliance with, the Code;
 4. report to the Board on all ethical issues;
 5. develop, and review on an annual basis, a Code of Ethics for the Board, officers, committee and task force members, volunteers, staff and member organizations for adoption by the Board;
 6. generally administer and oversee compliance with the Code of Ethics;
 7. review and investigate matters of ethical impropriety and make recommendations on such matters to the Board;

8. review and provide guidance on ethical questions presented to it by the Board, officers, committee and task force members, volunteers, staff and USA PENTATHLON members;
9. perform such other duties as assigned by the Board.

Section 9.15. Judicial Committee

The Judicial Committee shall be appointed and have the responsibilities as follows.

- a. The Board of Directors shall appoint the members of the Judicial Committee and its chair. Members of the Judicial Committee shall satisfy the standards of independence for "independent directors" as set forth in these Bylaws. No director of the Board shall be appointed to the Judicial Committee.
- b. The Judicial Committee shall –
 1. generally administer and oversee all administrative grievances and right to compete matters filed with USA PENTATHLON;
 2. identify individuals who would be fair and impartial and who would have the qualifications and ability to serve on hearing panels;
 3. hear and render a decision, or appoint a panel to hear and render a decision, on grievances and disciplinary matters;
 4. perform such other duties as assigned by the Board.

Section 9.16. Nominating and Governance Committee.

The Nominating and Governance Committee shall be elected/selected and have the responsibilities as follows:

- a. The initial Nominating and Governance Committee shall consist of the following individuals:
 1. one (1) athlete as elected by the athlete members of USA PENTATHLON and who shall otherwise qualify as an athlete in accordance with the USOC's standards. This athlete representative may not be one of the athlete representatives serving on the Board of Directors;
 2. one (1) representative of the USOC, who shall be appointed and mutually agreed upon by the USOC and the USA Pentathlon Board of Directors; and
 3. two (2) representatives selected by the Board of Directors, but they may not be a member of the Board of Directors; One (1) of these representatives must satisfy the definition of independence as previously defined in Section 7.7.
- b. Each subsequent Nominating and Governance Committees shall be selected as follows:
 1. one (1) individual elected by the previous Nominating and Governance Committee from that Committee, who shall be the Chair;

2. one (1) individual who is independent as that term is defined in these Bylaws and who is selected by the previous Nominating and Governance Committee;
 3. one (1) athlete as elected by the athlete members of USA PENTATHLON and who shall otherwise qualify as an athlete in accordance with the USOC's standards; and
 4. one (1) representative of the USOC, who shall be appointed and mutually agreed upon by the USOC and the previous Nominating and Governance Committee.
- c. The members of the Nominating and Governance Committee shall serve for terms of four (4) years or less. An individual shall not serve on the Nominating and Governance Committee for more than two (2) consecutive terms.
- d. No individual shall be eligible to be a member of the Nominating and Governance Committee if that individual is a current director. No individual who serves on the Nominating and Governance Committee may serve or be eligible to serve on the Board of Directors. Members of the Nominating and Governance Committee shall be precluded from serving as a Board director or in any other USA PENTATHLON capacity, whether governance or on staff, for a period of one (1) year after their service on the Nominating and Governance Committee ends.
- e. The Nominating and Governance Committee shall:
1. identify and evaluate prospective candidates for the Board;
 2. select individuals to be nominated for election to serve on the Board as provided in these Bylaws;
 3. recommend as requested by the Board individuals to serve on various committees and task forces;
 4. consult with the Ethics Committee with respect to vetting all nominations for potential conflict of interest or other problematic background issues;
 5. develop and recommend to the Board for its consideration an annual self-evaluation process of the Board and its committees and task forces;
 6. perform such other duties as assigned by the Board.
 7. shall endeavor to make all recommendations or selections by unanimous decision, but in the case of a tied vote, shall agree to accept the vote of the current Chairman of the Board as a tie-breaker.
- f. In considering a candidate for nomination to the Board, the Nominating and Governance Committee takes into consideration:
1. the candidate's contribution to the effective functioning of the USA PENTATHLON;
 2. any potential or impending change in the candidate's principal area of responsibility with his or her company or in his or her employment;
 3. whether the candidate continues to bring relevant experience to the Board;
 4. whether the candidate has the ability to attend meetings and fully participate in the activities of the Board;

5. the candidate's reputation for personal integrity and commitment to ethical conduct;
6. the NGB's need for a diverse Board; and
7. whether the candidate has developed any relationships with another organization or a business interest related to the sport, or other circumstances have arisen, that might make it inappropriate for the director to serve or to continue serving on the Board.

ARTICLE 10.

ANNUAL MODERN PENTATHLON ASSEMBLY

Section 10.1. Purpose.

There shall be an annual USA PENTATHLON Assembly at which all individual and organization members and other USA PENTATHLON constituencies in the United States Modern Pentathlon family shall gather and provide input to the Board on important issues confronting the organization. At USA PENTATHLON's Assembly, the Board of Directors shall provide a report on the "State of USA PENTATHLON." The Executive Director shall provide a managerial report addressing issues of concern and importance to USA PENTATHLON. Individual and organization members and other constituencies may be permitted to pose questions to the Board and Executive Director for response. The annual USA PENTATHLON Assembly shall be purely advisory and shall have no rulemaking, budgetary, legislative, or other authority, though it, or some of it, may be involved in some appropriate way in the nomination of individuals to serve on the Board as otherwise set forth in these Bylaws. The Board shall determine the agenda of the annual USA PENTATHLON Assembly.

Section 10.2. Place.

The annual USA PENTATHLON Assembly shall be held in conjunction with a Board of Director's meeting. The Board meeting shall take place after the annual USA PENTATHLON Assembly. If practicable, the annual USA PENTATHLON Assembly meeting shall also be held in conjunction with a major USA PENTATHLON competition.

Section 10.3. Notice.

Notice of the annual USA PENTATHLON Assembly stating the place, date and time of the meeting shall be posted on the website of USA PENTATHLON no fewer than thirty (30) days before the date of the meeting.

ARTICLE 11.

USOC ATHLETES' ADVISORY COUNCIL

Section 11.1. Designation.

USA PENTATHLON shall have a representative and an alternate representative to the USOC Athletes' Advisory Council.

Section 11.2. Qualifications.

Those individuals who have represented the United States as athletes in the Olympic Games, the Pan American Games, World Championships or other major international competitions in the sport of Modern Pentathlon within the ten (10) year period prior to December 31 of the year in which the election is held shall be eligible to run for election to the USOC Athletes' Advisory Council. Additionally, in order to be eligible to run for election, an individual shall be a citizen of the United States and eighteen (18) years of age or older by December 31 of the year in which the election is held.

Section 11.3. Election/Selection.

An individual who wishes to run for election to the USOC Athletes' Advisory Council and to be placed on the ballot shall obtain at least ten (10) signatures of support from individuals entitled to vote in the election. Those individuals who have represented the United States as athletes in the Olympic Games, the Pan American Games, World Championships or other major international competitions in the sport of Modern Pentathlon within the ten (10) year period prior to December 31 of the year in which the election is held shall be eligible to vote in the election. Additionally, in order to be eligible to vote in the election, an individual shall be a citizen of the United States and eighteen (18) years of age or older by December 31 of the year in which the election is held. The election shall take place after conclusion of the Summer Olympic Games, but prior to January 1 of the year following the Summer Olympic Games. The individual with the highest vote total is elected as athlete representative to the USOC Athletes' Advisory Council. The individual with the second highest vote total of the opposite gender (as is required by the USOC Athletes' Advisory Council), is elected as the alternate representative to the USOC Athletes' Advisory Council.

Section 11.4. Tenure.

The term for all representatives to the USOC Athletes' Advisory Council shall be for four (4) years. A representative shall remain on the USOC Athletes' Advisory Council until the representative's successor is elected and qualified, or until the representative's earlier resignation, removal, incapacity, disability or death.

Section 11.5. Term Limits.

No representative to the USOC Athletes' Advisory Council shall serve for more than two (2) consecutive terms. There is no term limit restriction for the position of alternate representative.

ARTICLE 12.

USOC NATIONAL GOVERNING BODIES' COUNCIL

Section 12.1. Designation.

The USA PENTATHLON shall have a representative and an alternate representative to the USOC National Governing Bodies' Council.

Section 12.2. Election/Selection.

The Executive Director shall be USA PENTATHLON's representative to the USOC National Governing Bodies' Council. The Chair of the Board of Directors shall be USA PENTATHLON's alternate representative to the USOC National Governing Bodies' Council.

ARTICLE 13.

EXECUTIVE DIRECTOR

Section 13.1. Designation.

USA PENTATHLON shall have a Executive Director, who shall be the leader of management and vested with the authority to make decisions on behalf of management. The Executive Director shall not be a voting director of the Board. Initially, (for a period no longer than eighteen months after the adoption date of these bylaws) this role may be filled by a managing director that will be appointed by the Board.

The Board shall hire and oversee the Executive Director, who shall be responsible for all staff functions. The Executive Director shall oversee the hiring and firing of all staff and the staff's ethical and competent implementation of the Board's policies, guidance and strategic direction of USA PENTATHLON. The Executive Director shall, either directly or by delegation, manage all staff functions; determine the size and compensation of, hire and terminate the professional staff in accordance with USA PENTATHLON compensation policies and guidelines (established by the Board); develop a strategy for achieving USA PENTATHLON's mission, goals and objectives and present the strategy for approval by the Board; be responsible for resource generation and allocation; coordinate international activities; act as USA PENTATHLON's spokesperson (with the Chair); prepare and submit quadrennial and annual budgets to the Board; and perform all functions as usually pertain to the office of Executive Director.

Section 13.2. Tenure.

The Executive Director shall be employed by the Board of Directors for whatever term the Board deems appropriate. The Executive Director may be removed by the Board at any time, with or without cause, but removal shall not affect the contract rights, if any, of the Executive Director. If the Executive Director has a contract of employment with USA PENTATHLON, the contract shall provide that the Executive Director's employment may be terminated by the Board with or without cause.

Section 13.3. Secretary General.

The Executive Director shall serve as Secretary General of USA PENTATHLON and in that capacity shall represent the USA PENTATHLON in relations with the international sports federation for Modern Pentathlon recognized by the International Olympic Committee and at international Modern Pentathlon functions and events.

Section 13.4. Responsibilities.

The Executive Director shall:

- a. develop a strategy for achieving USA PENTATHLON's mission, goals and objectives and present the strategy to the Board of Directors for approval;
- b. prepare and submit quadrennial and annual budgets to the Board for approval;
- c. determine the staff needed to effectively carry out USA PENTATHLON's mission, goals and objectives, within USA PENTATHLON's budget;
- d. oversee the hiring and termination of all staff;
- e. either directly or by delegation manage all staff functions;
- f. be responsible for resource generation and allocation of resources;
- g. coordinate USA PENTATHLON's international activities;
- h. with the Chair of the Board, act as the USA PENTATHLON's spokesperson;
- i. perform all functions as usually pertain to the office of Executive Director.

ARTICLE 14.

COMPLAINT PROCEDURES

Section 14.1. Designation of Complaints.

The following kinds of complaints may be filed with USA PENTATHLON:

- a. Administrative Grievance. USA PENTATHLON or any member of USA PENTATHLON may file a complaint pertaining to any matter within the cognizance of USA PENTATHLON, including but not limited to any alleged violation of or grievance concerning: (i) any USA PENTATHLON rule or regulation, (ii) any provision of USA PENTATHLON's Bylaws, or (iii) any provision of the Ted Stevens Olympic and Amateur Sports Act relating to USA PENTATHLON's recognition as a National Governing Body;
- b. Right to Compete. Any athlete, coach, trainer, manager, administrator or official may file a complaint pertaining to any alleged denial, or alleged threat to deny, of that individuals opportunity to compete in a USA PENTATHLON sanctioned competition.

Section 14.2. Manner of Filing.

The complainant shall file the complaint with the Judicial Committee . The complaint shall set forth in clear and concise language, preferably in numbered paragraphs: (i) the alleged violation, grievance, denial or threat to deny, and (ii) the remedy requested. The complainant shall sign the complainant.

Section 14.3. Filing Fee.

A complaint filed by an individual shall be accompanied with a \$250.00 filing fee. A complaint filed by an organization shall be accompanied with a \$500.00 filing fee, except that the USA PENTATHLON is not required to pay a filing fee. The complainant may request that the filing fee be reduced or waived for reasons of significant financial hardship. If such request is made, the Judicial Committee shall determine whether or not to reduce or waive the filing fee.

Section 14.4. Statute of Limitations.

A complaint filed under these Bylaws shall be filed within one hundred and eighty (180) days of the occurrence of the alleged violation, grievance, denial or threat to deny.

Section 14.5. Field of Play Decisions.

The final decision of a referee during a competition regarding a field of play decision (a matter set forth in the rules of the competition to be within the discretion of the referee) shall not be reviewable through the procedures for, or the subject of, Administrative Grievances or Right to Compete Complaints unless the decision is: (i) outside the authority of the referee to make, or (ii) the product of fraud, corruption, partiality or other misconduct of the referee. For purposes of this Section, the term "referee" shall include any individual with discretion to make field of play decisions.

Section 14.6 Administration.

The Judicial Committee shall generally administer and oversee all administrative grievances and right to compete matters filed with USA PENTATHLON. The Judicial Committee shall be responsible to ensure that all complaints are heard in a timely, fair and impartial manner. The Judicial Committee may promulgate procedures in addition to those set forth in these Bylaws for the effective administration of complaints filed with USA PENTATHLON.

Section 14.7 Hearing Panel.

Upon the filing of a complaint, the chair of the Judicial Committee, after consultation with the other Committee members, shall appoint a hearing panel consisting of three (3) individuals to hear the complaint. The Judicial Committee shall also appoint a chair of the hearing panel. Judicial Committee members may be appointed to and serve on the hearing panel. Other disinterested individuals identified by the Judicial Committee may also be appointed to and serve on the hearing panel. At least one (1) member of the hearing panel shall be an athlete.

Members of the panel need not be members of USA PENTATHLON or involved in the sport of Modern Pentathlon.

Section 14.8. Conduct of the Proceeding.

The Hearing Panel shall rule on all motions and other matters raised in the proceeding. If the complaint is not dismissed, the hearing panel shall hold a hearing on the complaint. The hearing panel shall set such timelines and other rules regarding the proceeding and the conduct of the hearing as it deems necessary. The hearing shall be informal, except that testimony shall be taken under oath.

The hearing may be conducted by teleconference, if necessary or convenient to the parties. Each party shall have the right to appear personally or through a legal representative. All parties shall be given a reasonable opportunity to present and examine evidence, cross-examine witnesses and to present argument. Members of the hearing panel shall have the right to question witnesses or the parties to the proceeding at any time.

Any party may have a record made of the hearing. A court reporter may be present at the hearing at the request of a party. The court reporter shall be paid for by the party requesting the court reporter, or if mutually agreed, the cost may be equally divided. Any transcript shall be paid for by the party requesting the transcript.

Section 14.9. Expedited Procedures.

Upon the request of a party, and provided that it is necessary to expedite the proceeding in order to resolve a matter relating to a competition that is so scheduled that compliance with regular procedures would not be likely to produce a sufficiently early decision to do justice to the affected parties, the Judicial Committee is authorized to order that the complaint be heard and decided within forty-eight (48) hours of the filing of the complaint. In such a case, the hearing panel is authorized to hear and decide the complaint pursuant to such procedures as are necessary, but fair to the parties involved.

Section 14.10. Complaints Involving Selection to Participate in a Competition.

Where a complaint is filed involving selection of an individual to participate in a competition, the complainant shall include with the complaint a list of all other individuals, together with their contact information, that may be adversely affected by a decision rendered on the complaint. The hearing panel shall determine which additional individuals must receive notice of the complaint. The complainant shall then be responsible for providing appropriate notice to these individuals. Any individual so notified then shall have the option to participate in the proceeding as a party. If an individual is notified of the complaint, then that individual shall be bound by the decision of the hearing panel even though the individual chose not to participate as a party.

Section 14.11. Decision.

A decision shall be determined by a majority of the hearing panel. The hearing panel's decision shall be in writing and distributed to the parties.

Section 14.12. Arbitration.

Any party may appeal a decision of the hearing panel to the American Arbitration Association. The arbitrator appointed by the American Arbitration Association shall have the authority to hear the matter anew or if requested by a party to render a decision on a more limited review. Either party may submit the decision of the hearing panel to the arbitrator for the arbitrator's consideration. The arbitrator may give whatever weight or authority to the hearing panel's decision as the arbitrator deems appropriate.

ARTICLE 15.

SANCTIONING EVENTS

Section 15.1. Prompt Review of Request.

USA PENTATHLON shall promptly review every request submitted by an amateur sports organization or person for a sanction and make a determination on such request: (i) to hold an international or national amateur athletic competition in the United States, or (ii) to sponsor United States Modern Pentathlon athletes to compete in an international athletic competition held outside the United States.

Section 15.2. Standard for Review.

If USA PENTATHLON, as a result of its review: (i) does not determine by clear and convincing evidence that holding or sponsoring an international or national amateur athletic competition would be detrimental to the best interest of United States Modern Pentathlon, and (ii) confirms that the amateur sports organization or person meets the requirements for obtaining a sanction as set forth in these Bylaws, then USA PENTATHLON shall grant the sanction requested by the amateur sports organization or person.

Section 15.3. Requirements for Holding an International or National Amateur Athletic Competition in the United States.

An amateur sports organization or person requesting a sanction to hold an international or national amateur athletic competition in the United States shall comply with the following requirements:

- a. submits, in the form required by USA PENTATHLON, an application to hold such competition;
- b. pays to USA PENTATHLON the required sanctioning fee, provided that such fee shall be reasonable and nondiscriminatory;

- c. submits to USA PENTATHLON an audited or notarized financial report of similar events, if any, conducted by the organization or person; and
- d. demonstrates that –
 1. appropriate measures have been taken to protect the amateur status of athletes who will take part in the competition and to protect their eligibility to compete in amateur competition;
 2. appropriate provision has been made for validation of records which may be established during the competition;
 3. due regard has been given to any international amateur athletic requirements specifically applicable to the competition;
 4. the competition will be conducted by qualified officials;
 5. proper medical supervision will be provided for athletes who will participate in the competition; and
 6. proper safety precautions have been taken to protect the personal welfare of the athletes and spectators at the competition.

Section 15.4. Requirements for Sponsoring United States Modern Pentathlon Athletes to Compete in An International Athletic Competition Held Outside the United States.

An amateur sports organization or person requesting a sanction to sponsor United States Modern Pentathlon athletes to compete in an international athletic competition held outside the United States shall comply with the following requirements:

- a. submits, in the form required by USA PENTATHLON, an application to hold such competition;
- b. pays to USA PENTATHLON the required sanctioning fee, provided that such fee shall be reasonable and nondiscriminatory;
- c. submits a report of the most recent trip to a foreign country, if any, that the amateur sports organization or person sponsored for the purpose of having United States amateur athletes compete in international amateur athletic competition, and
- d. submits a letter from the appropriate entity that will hold the international amateur athletic competition certifying that –
 1. appropriate measures have been taken to protect the amateur status of athletes who will take part in the competition and to protect their eligibility to compete in amateur competition;
 2. appropriate provision has been made for validation of records which may be established during the competition;
 3. due regard has been given to any international amateur athletic requirements specifically applicable to the competition;
 4. the competition will be conducted by qualified officials;

5. proper medical supervision will be provided for athletes who will participate in the competition; and
6. proper safety precautions have been taken to protect the personal welfare of the athletes and spectators at the competition.

ARTICLE 16.

RECORDS OF THE CORPORATION

Section 16.1. Minutes.

USA PENTATHLON shall keep as permanent records minutes of all meetings of the members and the Board of Directors, a record of all actions taken by the Board of Directors without a meeting, and a record of all waivers of notices of meetings of the Board of Directors.

Section 16.2. Accounting Records.

The USA PENTATHLON shall maintain appropriate accounting records.

Section 16.3. Membership List.

USA PENTATHLON shall maintain a record of the members in a form that permits preparation of a list of the names and addresses of the members in alphabetical order, by class.

Section 16.4. Records In Written Form.

USA PENTATHLON shall maintain its records in written form or in another form capable of conversion into written form within a reasonable time.

Section 16.5. Website.

USA PENTATHLON shall maintain a website for the dissemination of information to its members. USA PENTATHLON shall publish on its website (i) its Bylaws, (ii) USA PENTATHLON's bylaws, rules, and regulations (iii) a procedure for communicating with the Chair of the Audit Committee regarding accounting, internal accounting controls, or audit-related matters; (iv) its most recent annual financial statement; and (v) its most recent 990 Form filed with the Internal Revenue Service. So as to facilitate the ability of interested parties to communicate their concerns or questions, USA PENTATHLON shall publish on its website a mailing address and an e-mail address for communications directly with the Board.

Section 16.6. Records Maintained at Principal Office. USA PENTATHLON shall keep a copy of each of the following records at its principal office:

- a. the articles of incorporation;
- b. these Bylaws shall govern the conduct of USA PENTATHLON, USA PENTATHLON's Board and Committees and the USA PENTATHLON's members ;
- c. rules and regulations that govern the technical conduct of Modern Pentathlon's events in the United States as USA PENTATHLON Board

- and Executive Director determine is appropriate in their sole discretion Modern Pentathlon;
- d. the minutes of all meetings of the Board of Directors, and records of all action taken by the Board without a meeting, for the past three (3) years;
 - e. all written communications within the past three (3) years to the members generally as the members;
 - f. a list of the names and business or home addresses of the current directors and officers;
 - g. a copy of the most recent corporate report delivered to the West Virginia secretary of state;
 - h. all financial statements prepared for periods ending during the last three (3) years;
 - i. USA PENTATHLON's application for recognition of exemption and the tax-exemption determination letter issued by the Internal Revenue Service; and
 - j. all other documents or records required to be maintained by USA PENTATHLON at its principal office under applicable law or regulation.

Section 16.7. Inspection of Records by Members.

The following rights and restrictions shall apply to the inspection of records by members:

- a. Records Maintained at Principal Office. A member shall be entitled to inspect and copy, during regular business hours at USA PENTATHLON's principal office, any of the records of the USA PENTATHLON described in Section 16.6., provided that the member gives USA PENTATHLON written demand at least five (5) business days before the date on which the member wishes to inspect and copy such records.
- b. Financial Statements. Upon the written request of any member, USA PENTATHLON shall mail to such member its most recent annual financial statements showing in reasonable detail its assets and liabilities and results of its operations.
- c. Membership List.
 1. Preparation of Membership Voting List. After determining the members entitled to vote in an election USA PENTATHLON shall prepare, by class, an alphabetical list of the names of all members who are entitled to vote. The list shall show for each member entitled to vote, that member's name and address, and the number of votes the member is entitled to cast.
 2. Right of Inspection. A member shall be entitled to inspect and copy, during regular business hours at USA PENTATHLON's principal office, a list of members who are entitled to vote in an election, provided that (i) the member has been a member for at least three (3) months immediately preceding the demand to inspect or copy, (ii) the

demand is made in good faith and for a proper purpose reasonably related to the member's interest as a member, (iii) the member gives USA PENTATHLON written demand at least five (5) business days before the date on which the member wishes to inspect and copy such voting list, (iv) the member describes with reasonable particularity the purpose for the inspection, and (v) the inspection of the list of members is directly connected with the described purpose. Any member seeking to inspect and copy a membership list shall, prior to such inspection and copying, execute a signed agreement in the form as approved by USA PENTATHLON limiting the use of such list in accordance with Section 16.7.c.3.

3. Limitation on Use of Membership Voting List. Without consent of the Board of Directors, a membership voting list may not be obtained or used by any person for any purpose unrelated to a member's interest as a member. Without limiting the generality of the previous sentence, without the consent of the Board a membership voting list may not be: (i) used to solicit money or property; (ii) used for any commercial purpose; or (iii) sold to or purchased by any person.
- d. Scope of Members' Inspection Rights.
 1. Agent or Attorney. The member's duly authorized agent or attorney has the same inspection and copying rights as the member.
 2. Right to Copy. The right to copy records under these Bylaws includes, if reasonable, the right to receive copies made by photographic, xerographic, electronic or other means.
 3. Reasonable Charge for Copies. USA PENTATHLON may impose a reasonable charge, covering the costs of labor and material, for copies of any documents provided to a member. The charge may not exceed the estimated cost of production and reproduction of the records.
 4. Litigation. Nothing in these Bylaws shall limit the right of a member to inspect records to the same extent as any other litigant if the member is in litigation with USA PENTATHLON, or the power of a court to compel the production of corporate records for examination.

ARTICLE 17.

CODE OF ETHICS

Section 18.1. Code of Ethics.

USA PENTATHLON shall adopt a Code of Ethics and an Ethics and Conflicts of Interest Policy (the "Code") applicable to all USA PENTATHLON, employees, directors of the Board, committee members, and volunteers. The Code shall be approved by the USOC. Each NGB employee and volunteer shall annually certify compliance with the Code.

ARTICLE 18.

FIDUCIARY MATTERS

Section 18.1. Indemnification.

USA PENTATHLON shall defend, indemnify and hold harmless each director of the Board and each officer from and against all claims, charges and expenses which he or she incurs as a result of any action or lawsuit brought against such director or officer arising out of the latter's performance of his or her duties with USA PENTATHLON, unless such claims, charges and expenses were caused by fraud or willful misconduct on the part of said officer or director.

Section 18.2. Discharge of Duties.

Each director of the Board and officer shall discharge his or her duties: (i) in good faith, (ii) with the care an ordinarily prudent individual in a like position would exercise under similar circumstances, and (iii) in a manner the director or officer reasonably believes to be in the best interests of USA PENTATHLON.

Section 18.3. Conflicts of Interest.

If any director of the Board, officer, committee or task force member has a financial interest in any contract or transaction involving USA PENTATHLON, or has an interest adverse to USA PENTATHLON's business affairs, or has any other business interest in the sport governed by the NGB and that individual is in a position to influence a determination with regard to the contract, transaction, business affair, or business interest, such individual shall: (i) disclose the conflict of interest, (ii) not participate in the evaluation of the contract, transaction, business affair, or decision that affects the business interest and (iii) not vote on the contract, transaction, business affair, or decision that affects the business interest.

Section 18.4. Prohibited Loans.

No loans shall be made by USA PENTATHLON to the Chair of the Board, to any director of the Board, or to any committee or task force member or to any USA PENTATHLON employee. Any Chair, director, committee or task force member or USA PENTATHLON employee, who assents to or participates in the making of any such loan, shall be liable to USA PENTATHLON for the amount of such loan until it is repaid.

ARTICLE 19.

FINANCIAL MATTERS

Section 19.1. Fiscal Year.

The fiscal year of USA PENTATHLON shall commence January 1 and end on December 31 each year.

Section 19.2. Budget.

USA PENTATHLON shall have an annual budget.

Section 19.3. Audit

Each year USA PENTATHLON shall have an annual audit of its books and accounts prepared by an independent certified public accountant as recommended by the Audit Committee. The Audit Committee shall provide the auditors report to the Board of Directors upon completion.

Section 19.4. Individual Liability.

No individual director of the Board or officer shall be personally liable in respect of any debt or other obligation incurred in the name of USA PENTATHLON pursuant to the authority granted directly or indirectly by the Board of Directors.

Section 19.5. Irrevocable Dedication and Dissolution.

The property of USA PENTATHLON is irrevocably dedicated to charitable purposes, and no part of the net income or assets of USA PENTATHLON shall inure to the benefit of private persons. Upon the dissolution or winding up of USA PENTATHLON, its assets remaining after payment, or provision for payment, of all debts and liabilities of USA PENTATHLON, shall be distributed to a nonprofit fund, foundation, or corporation which is organized and operated for charitable purposes and which has established its tax exempt status under Section 501(c)(3) of the Internal Revenue Code, as amended.

ARTICLE 20.

MISCELLANEOUS PROVISIONS

Section 20.1. Severability and Headings.

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

Section 20.2. Saving Clause.

Failure of literal or complete compliance with any provision of these Bylaws in respect of dates and times of notice, or the sending or receipt of the same, or errors in phraseology of notice of proposals, which in the judgment of the directors of the Board do not cause substantial injury to the rights of the directors, shall not invalidate the actions or proceedings of the directors at any meeting.

ARTICLE 21.

AMENDMENTS OF BYLAWS

Section 21.1. Amendments

These Bylaws may be amended, repealed, or altered, in whole or in part, and new Bylaws may be adopted, by a majority of directors of the Board at any meeting duly called and at which a quorum is present.

ARTICLE 22.

EFFECTIVE DATE AND TRANSITION

Section 22.1. Effective Date and Election/Selection of New Board.

These Bylaws shall be effective when adopted by the current Board of Directors. Immediately upon adoption, the Nominating and Governance Committee, shall initiate the process to have a new Board elected/selected pursuant to these Bylaws. Until such time as the new Board is seated, the Governance and Management Committee shall serve as the Board with full authority to conduct all affairs of USA PENTATHLON as set forth in these Bylaws.

ATTACHMENT E & F: (Item 6-Membership Components and Voting Strength)

Excerpt from Article 5 of the USA Pentathlon, Inc. By-Laws:

Section 5.1. Categories of Membership.

USA PENTATHLON shall have individual and organization membership categories as follows:

- b. Individual Membership Categories –
 - 1. Athlete members. Athlete members are those individuals who register as competitive athletes and are eligible for competition in Modern Pentathlon.
 - 2. Coach members. Coach members are those individuals who register as active coaches and who are certified coaches by USA PENTATHLON.
 - 3. Supporting members. Supporting members are those individuals who register as supporting members and who are interested in the purpose, programs, aims and objectives of USA PENTATHLON.
 - 4. Life members. Life members are those individuals who register as life members and who pay to USA PENTATHLON a life membership fee.
- b. Organization Membership Categories –
 - 4. Club members. Club members are those Modern Pentathlon clubs that register as clubs and which agree to conduct their programs in accordance with and agree to be bound by the rules and regulations of USA PENTATHLON.
 - 5. Affiliated Organization members. Affiliated Organization members are those amateur sports organizations that register as affiliated organizations and which conduct, on a level of proficiency appropriate for the selection of amateur athletes to represent the United States in international amateur athlete competition, a national program or regular national amateur athletic competition in the sport of Modern Pentathlon.
 - 6. Contributing Organization members. Contributing Organization members are those amateur sports organizations that register as contributing organizations and which conduct athletic programs or activities that further the sport of Modern Pentathlon in the United States or which otherwise support the sport of Modern Pentathlon in the United States.

Section 5.2. Voting Members.

Individuals belonging to the following membership categories shall be entitled to vote in an election for directors of the Board: Athlete members and Coach members. Organizations belonging to the following membership categories shall be entitled to vote in an election for directors of the Board: Club members and Affiliated Organization members. No other voting privileges are conferred upon these members.

An individual may belong to more than one (1) of the above mentioned membership categories. However, an individual is only eligible to vote in one (1) membership category. Any individual who is a member of more than one (1) membership category shall designate the membership category in which he or she shall vote. An individual shall be a citizen of the United States and at least eighteen (18) years of age in order to be eligible to vote in an election. Notwithstanding these restrictions on voting, membership in USA PENTATHLON is open to individuals who are less than eighteen (18) years of age and to individuals who are not citizens of the United States. An individual shall be a member of USA PENTATHLON sixty (60) days prior to the date of the election (record date) in order to be eligible to vote in an election.

Individuals and organizations belonging to the following membership categories have no voting privileges: Supporting members, Life members and Contributing Organization members.

ATTACHMENT G (Item 8 – How members of the Board are Elected)

Section 7.6. Election/Selection. The USA PENTATHLON Board of Directors shall be elected/selected as follows:

- c. The initial Board shall be selected as follows:
 - Independent Directors. The nominating and Governance Committee shall select, using whatever process the Nominating and Governance Committee determines to be appropriate, from among individuals considered to be independent, as that term is defined in Section 7.7.
 - Athlete Directors. The Nominating and Governance Committee shall select, using appropriate processes that preserve athlete involvement in the process and support direct athlete elections, the Athlete Directors for the NGB.
 - The remaining Board members will be selected from an appropriate mix of individuals at the time of selection by the Nominating and Governance Committee based on consultation with the USOC.
- d. Subsequent USA PENTATHLON Boards of Directors shall be elected/selected in the same manner as above, except that because of the staggered terms of the directors, only five (5) director seats will be available to be filled at any one time. The terms of the directors are fully explained in Section 7.10.s:

ATTACHMENT H (Item 9- Members of the Board of Directors)

Board of Directors – The Board of Directors of Bethany Peacepoint Equestrian Foundation, Inc.
is:

Gene Valentine – Chairman of the Board

James Wolf - Director

Willie Stettinius - Director

Joachim Saksen – Managing Director

Vaho Iagorashvili – Athlete Representative

Scott Christie – Athlete Representative

Emsie Parker - Director

Margo Leithead – Director (tentative)

Marc Daniel Gutekunst – Director

Rob Stull – Director

ATTACHMENT I (Item I – International Federation Eligibility Requirements)

Excerpt from UIPM Statues (as at Jan 2005)

CHAPTER II – COMPOSITION OF THE ASSOCIATION AND CONDITIONS OF ADMISSION, RESIGNATION OR EXPULSION OF MEMBERS

Article 5

The Association shall comprise

- founder members, signatories of the Statutes of the Association;
- active members, who comprise the national organisations or federations which officially represents the Modern Pentathlon in all aspects in each country represented;
- provisional active members, coopted by the Executive Board of the Association, whose cooption must be submitted for confirmation by the next Assembly of the members of the Association;
- honorary members, appointed for their personal fame or their commitment to the defence of the interests of sport in general and of the Modern Pentathlon in particular;
- honorary members, appointed in recognition of exceptional services rendered to the Association and to the sports which it represents;
- benefactor members, appointed for their moral and financial contribution to the outcome of the objectives of the Association.

Only active members may vote at the Assemblies of the Association, at which all essential decisions may be made for the sports represented by the Association. All other members may attend these Meetings but may not vote at them.

Article 6

Applications for admission shall be addressed either to the President or to the Secretary-General of the Association. Application for admission shall entail adherence to the present Statutes. Provisional admission of all categories of Members shall be decided by the Executive Board which shall submit these nominations for confirmation by the next General Assembly. A country may not be represented by more than one organisation.

Article 7

A member of the Association ceases to be a member:

- 1) by resignation addressed by recorded delivery letter with a request for notice of receipt either to the President or to the Secretary-General of the Association. Resignation addressed after 1 January shall not exempt the member resigning from paying the membership fee for the year in progress.
- 2) by expulsion decided by the Executive Board for serious grounds, non-respect of the Statutes or non-payment of the annual membership fee for the year in progress (three months after being reminded by recorded delivery letter) and after a formal demand which is not followed by an amendment. The member concerned is first requested to provide an explanation. The member may appeal against this decision to the General Assembly of the Association, the decision of which shall be final.

Excluded members shall be obliged to pay the membership fee for the year in progress; they may not claim any repayment of sums paid.

ATTACHMENT J (Item 14 – Election Procedures to USOC ACC)

Excerpt from Article 11 of the USA Pentathlon By-Laws

Section 11.3. Election/Selection.

An individual who wishes to run for election to the USOC Athletes' Advisory Council and to be placed on the ballot shall obtain at least ten (10) signatures of support from individuals entitled to vote in the election. Those individuals who have represented the United States as athletes in the Olympic Games, the Pan American Games, World Championships or other major international competitions in the sport of Modern Pentathlon within the ten (10) year period prior to December 31 of the year in which the election is held shall be eligible to vote in the election. Additionally, in order to be eligible to vote in the election, an individual shall be a citizen of the United States and eighteen (18) years of age or older by December 31 of the year in which the election is held. The election shall take place after conclusion of the Summer Olympic Games, but prior to January 1 of the year following the Summer Olympic Games. The individual with the highest vote total is elected as athlete representative to the USOC Athletes' Advisory Council. The individual with the second highest vote total of the opposite gender (as is required by the USOC Athletes' Advisory Council), is elected as the alternate representative to the USOC Athletes' Advisory Council.

ATTACHMENT K (Item 15 – Amendments of By-Laws)

AMENDMENTS OF BYLAWS

Section 22.1. Amendments

These Bylaws may be amended, repealed, or altered, in whole or in part, and new Bylaws may be adopted, by a majority of directors of the Board at any meeting duly called and at which a quorum is present.

ATTACHMENT L (Item 16 – Notification of Team Selection Procedures)

Team selection procedures, eligibility to participate, and grievance resolution procedures will be published periodically on the USA Pentathlon website as well as in its periodic newsletter which will be distributed to the membership via regular mail or electronic transmission.

ATTACHMENT M (Item 17 – Compliance with Anti-Doping Procedures)

All athletes, coaches, trainers, and managers will be issued the USADA procedures annually by the executive director. Receipt of same will be documented by signature. In addition, they will be published on the website as well as in the Policies and Procedures Handbook of USA Pentathlon.

ATTACHMENT N (Item 18b – Avoiding scheduling conflicts)

All activities of relating to USA Pentathlon will be scheduled centrally. There are no other amateur sports organizations with modern pentathlon practices and competitions.

ATTACHMENT O (Item 18c – Keeping amateur athletes informed of policy matters)

All policies of USA Pentathlon will be published on the website of USA Pentathlon, Inc. as well as a policies and procedures handbook which will be available to the membership upon request from the office. The policy committee will have 20% athlete representation.

ATTACHMENT P (Item 18d – Disseminate rule changes)

All applicable rules and any changes to such rules of USA Pentathlon, the USOC, the UIPM, the International Olympic Committee, the International Paralympic Committee, and NORCECA are disseminated and distributed to amateur athletes, coaches, trainers, managers, administrators, and officials of the sport of modern pentathlon via posting on the website of USA Pentathlon, Inc. as well as in its periodic newsletter which will be distributed to the membership via regular mail or electronic transmission.

ATTACHMENT Q (Item 18e – Equitable support for women athletes)

All programs of USA Pentathlon are open to male and female athletes. All competitions are open to male and female athletes either in joint competition or separate competitions depending on the nature of the event. All training camps, practices, and clinics are open to both male and female athletes and they are encouraged to participate.

ATTACHMENT R (Item 18f – Support of athletes with disabilities)

Modern pentathlon does not currently have a competition as part of the paraolympic games, but United States Pony Clubs, Inc. do support handicapped rider programs throughout the United States.

ATTACHMENT S Item 18g – Coordination of Technical Information)

USA Pentathlon, Inc. will provide and coordinate technical information on physical training, equipment design, coaching, and performance analysis and disseminate this information to its membership by publishing it on its website as well as in its periodic newsletter which will be distributed to the membership via regular mail or electronic transmission.

ATTACHMENT T (Item 18g – Dissemination of information on sports medicine and safety)

USA Pentathlon will publish all information about research and development in the area of sports medicine and sports safety on its website as well as in its periodic newsletter which will be distributed to the membership via regular mail or electronic transmission.

ATTACHMENT U (Item 19a – Sanctioning competitions)

Excerpt from USA Pentathlon By-laws

ARTICLE 16.

SANCTIONING EVENTS

Section 16.1. Prompt Review of Request.

USA PENTATHLON shall promptly review every request submitted by an amateur sports organization or person for a sanction and make a determination on such request: (i) to hold an international or national amateur athletic competition in the United States, or (ii) to sponsor United States modern pentathlon athletes to compete in an international athletic competition held outside the United States.

Section 16.2. Standard for Review.

If USA PENTATHLON, as a result of its review: (i) does not determine by clear and convincing evidence that holding or sponsoring an international or national amateur athletic competition would be detrimental to the best interest of United States modern pentathlon, and (ii) confirms that the amateur sports organization or person meets the requirements for obtaining a sanction as set forth in these Bylaws, then USA PENTATHLON shall grant the sanction requested by the amateur sports organization or person.

Section 16.3. Requirements for Holding an International or National Amateur Athletic Competition in the United States.

An amateur sports organization or person requesting a sanction to hold an international or national amateur athletic competition in the United States shall comply with the following requirements:

- e. submits, in the form required by USA PENTATHLON, an application to hold such competition;
- f. pays to USA PENTATHLON the required sanctioning fee, provided that such fee shall be reasonable and nondiscriminatory;
- g. submits to USA PENTATHLON an audited or notarized financial report of similar events, if any, conducted by the organization or person; and
- h. demonstrates that –
 7. appropriate measures have been taken to protect the amateur status of athletes who will take part in the competition and to protect their eligibility to compete in amateur competition;
 8. appropriate provision has been made for validation of records which may be established during the competition;

9. due regard has been given to any international amateur athletic requirements specifically applicable to the competition;
10. the competition will be conducted by qualified officials;
11. proper medical supervision will be provided for athletes who will participate in the competition; and
12. proper safety precautions have been taken to protect the personal welfare of the athletes and spectators at the competition.

Section 16.4. Requirements for Sponsoring United States Modern Pentathlon Athletes to Compete in An International Athletic Competition Held Outside the United States.

An amateur sports organization or person requesting a sanction to sponsor United States modern pentathlon athletes to compete in an international athletic competition held outside the United States shall comply with the following requirements:

- e. submits, in the form required by USA PENTATHLON, an application to hold such competition;
- f. pays to USA PENTATHLON the required sanctioning fee, provided that such fee shall be reasonable and nondiscriminatory;
- g. submits a report of the most recent trip to a foreign country, if any, that the amateur sports organization or person sponsored for the purpose of having United States amateur athletes compete in international amateur athletic competition, and
- h. submits a letter from the appropriate entity that will hold the international amateur athletic competition certifying that –
 7. appropriate measures have been taken to protect the amateur status of athletes who will take part in the competition and to protect their eligibility to compete in amateur competition;
 8. appropriate provision has been made for validation of records which may be established during the competition;
 9. due regard has been given to any international amateur athletic requirements specifically applicable to the competition;
 10. the competition will be conducted by qualified officials;
 11. proper medical supervision will be provided for athletes who will participate in the competition; and
 12. proper safety precautions have been taken to protect the personal welfare of the athletes and spectators at the competition.

ATTACHMENT V

USA PENTATHLON

STRATEGIC PLAN

OCTOBER 1, 2007

Executive Summary

The London Quadrennial (2009-2012) and beyond will frame the reintroduction of USA Pentathlon to the international stage of Modern Pentathlon. Echoing the mission of the United States Olympic Committee, ".....to sustain competitive excellence," USA Pentathlon has developed an Athlete centered model to fulfill this mission in the coming years. The U.S. Olympic Committee, fulfilling its role as administrator of the sport of Modern Pentathlon has established the precedent of a comprehensive athlete pipeline that is administrator and coach driven, performance oriented and results based. This was highlighted in 2007 by the performance of the National Team which featured eight top 6 placings (4 of which were medal performances) in World Cup or regional international championships.

USA Pentathlon will move into the London Quadrennial with a fully integrated plan of seamless identification and movement of athletes along a performance pipeline from an introduction of the five sports of Modern Pentathlon at a basic level up to the Olympic caliber athlete. Modern Pentathlon is unique in that it is comprised of five seemingly unrelated sports. Baron Pierre de Coubertin, the founder of the modern Olympic Games had the vision and introduced the current format of shooting, fencing, swimming, horseback riding, and running to the Olympics in 1912. Five completely different skill sets are embodied in the three technical and two strength sports of modern pentathlon. This gives USA Pentathlon the advantage of recruiting individuals into the sport from a variety of backgrounds. For example the concept of the Biathle and Triathle will identify talented athletes in the strength sports. Strategic alliances with riding organizations such as United States Pony Clubs, Inc., Young Riders, and the U. S.

Eventing Association will identify athletes with multi-sport potential. Formal and informal relationships with related Olympic sport National Governing Bodies such as USA Fencing, USA Swimming, USA Shooting, USA Track & Field, and the US Equestrian Federation will further pinpoint available talent to be integrated into the pipeline model. The Masters Athlete Program will be reinforced. This will give retired pentathletes or pentathletes who are new to the sport a venue for competitions, which could culminate in a trip to the Masters World Championships. These mature pentathletes will act as "seeds" in their local regions to help promote the sport to our youth from a hands-on perspective, as well as be potential benefactors

USA Pentathlon, through developing its relationship with the United States Pony Clubs, Inc. has a nationwide network of young athletes being introduced to the sport at a grass roots level. Efforts are underway to introduce fencing to the USPC sport of tetrathlon (shooting, running, swimming, and riding). Athletes as young as seven years of age are encouraged to compete in organized regional competitions. They are eligible to compete at a national level by age twelve. A national tetrathlon ranking system is already in place in USPC, which uses these competitions for its database.

The classic model of early identification at a young age may be modified with Modern Pentathlon. Mature athletes who have achieved high level success in one or two of the component sports may be introduced to the other sports and still achieve world class performance levels in Modern Pentathlon after being

integrated into the Developmental, High Performance, and World Class Developmental Programs.

USA Pentathlon has identified six small (NCAA Division III) colleges across the U. S. to follow the lead of Bethany College in Bethany, WV. The criteria used to identify these colleges were:

- NCAA Division III
- Intercollegiate swimming and running program
- Competitive riding program
- Visionary athletic director

Athletes at the smaller NCAA schools are allowed by their athletic programs to compete in intercollegiate athletics in more than one sport. Bethany College is instituting a club fencing and target shooting program to allow select students to participate in these sports. The other schools are being approached and will be encouraged to add these programs if they do not already have them in place. Each school will host one open pentathlon competition every two years. The net result will be three competitions per year at the intercollegiate level.

The USA Pentathlon High Performance plan will embody the Athlete centered development pipeline. The following stages will be incorporated seamlessly into the development pipeline:

- Base Programming
- Developmental
- High Performance
- World Class

This will ensure that with the appropriate inputs, our athletes will be prepared to achieve the goal of 'sustained competitive excellence'.

The World Class athlete development program is currently based at the Olympic Training Center in Colorado Springs, Colorado. This is a world-class facility which offers on campus housing for athletes as well as sports medicine, sports psychology, sports nutrition, and first class training venues and coaching for swimming, shooting, running, fencing, and riding. Senior, Junior, and Youth National team members are eligible to train at the OTC if they meet certain minimum performance standards. This is also the hosting site for exchanges with National teams from countries such as Poland, Russia, Lithuania, and Egypt.

USA Pentathlon will cultivate existing relationships with the World Class Athlete Program (WCAP) in the United States Military. Modern Pentathlon has classically been a military sport in the U.S. and throughout the world. This symbiotic relationship will be encouraged to provide an additional source of talented athletes as well as a supplementary funding source for USA Pentathlon programs.

Athletes will have the opportunity to compete in a variety of competitions both domestically and internationally. Domestic competitions will be available as four regional qualifiers for a National Competition to be held in the fall of each year. There are divisions for Youth A – E, Junior, and Senior. International competitions will be identified for youth competitors (three), junior competitors (three) and seniors (three). The Senior National team will compete in a full slate of World Cup competitions, World Cup final, and World Championships as well as Pan American

competitions. A short term goal for USA Pentathlon is to host a World Cup in the United States for the first time in over a decade.

The administration of USA Pentathlon will utilize the athlete-centered model. Therefore staffing decisions will be made that will further this goal. The Executive Director will oversee and understand all facets of the development pipeline. This will require expertise from grass roots identification programs, to development programs, to elite athlete requirements and needs. The Director of High Performance will be tasked with interfacing with the elite athlete coaching staff as well as all of the athletes in the elite athlete programs.

Promoting the image and public awareness of the sport of modern pentathlon is paramount to developing financial support for Modern Pentathlon. USA Pentathlon will be seed funded by Gene Valentine, the CEO and founder of Bethany Peace Point Equestrian Foundation, Inc. An aggressive fund-raising campaign will be initiated immediately in 2008 to fill the financial pipeline so that program initiatives will be carried out aggressively and in a timely manner.

Starting late Q1 of 2008, USA Pentathlon personnel will work within a transition plan jointly developed with the USOC Sports Partnership division to the conclusion of the Beijing Quadrennial. This will ensure a seamless leadership transition in Modern Pentathlon into the London 2012 Quadrennial and beyond.

Introduction

The presence of the United States has been felt in Modern Pentathlon in the Olympic Games since 1912 when George S. Patton, Jr. placed fifth in the first Modern Pentathlon in the Games, thus preventing a sweep of the first seven places by the host country of Sweden. In London 2012, the one hundred year anniversary of the first Modern Pentathlon competition in the Olympic Games, USA Pentathlon plans to continue this presence with four athletes qualifying and breaking into the European dominance of the medal podium.

USA Pentathlon will embody the enthusiasm of the founder of the Modern Olympics, Baron Pierre de Coubertin who stated in 1911 when he was successful in the re-introduction of the event into the Olympic program: "*the Holy Ghost of sport illuminated my colleagues and they accepted a competition to which I attach great importance*".

As an United States Olympic sport organization, USA Pentathlon will set a vision with realistic aims and goals, be market oriented, operate in unity with national and international officials, athletes, and coaches, utilize modern practices and technology to "*test a man's moral qualities as much as his physical resources and skill, thereby producing the ideal complete athlete*", and act professionally, ethically, and honestly in all of its interactions in the world of Modern Pentathlon.

USA Pentathlon

Vision

USA Pentathlon is committed to providing effective and stable leadership to the sport of Modern Pentathlon through the creation of an organization that is focused on 'sustained competitive excellence'.

Mission

The mission of USA Pentathlon shall be to enable United States athletes to achieve 'sustained competitive excellence' in Olympic and Pan American competition and to promote and grow the sport of Modern Pentathlon in the United States and establish the United States as a respected and powerful force in the international pentathlon community.

Stakeholders

The four main stakeholders which have been identified in USA Pentathlon are: The United States Olympic Committee, Modern Pentathletes and Coaches, USA Pentathlon membership, and Sponsors.

The United States Olympic Committee acts as an investor and partner. Both organizations must have the same end goals which are to medal in all major international competitions on a consistent basis.

Athletes and Coaches are the core of the program and the reason that USA Pentathlon exists. They are part of a seamless development pipeline of training and education that leads to the development of world class

pentathletes on their pathway to achievement of 'sustained competitive excellence'.

Membership is the nucleus of support and the pedestal upon which we build the growth of the sport of Modern Pentathlon. The membership will be supported by providing clinics, camps, and local and regional competitions. The future world class pentathletes will rise from the ranks of the membership.

Sponsors provide resources to USA Pentathlon for maintaining development programs and the promotion of the sport in the United States and the world.

Critical Success Factors

- Increase the visibility of the sport of Modern Pentathlon in the United States
- Develop and maintain a nationwide athlete database
- Develop and maintain a nationwide facilities database
- Identify and target youth sponsors
- Support development programs at the local level with national programming resources
- Maintain and strengthen relationship with the United States Pony Clubs, Inc.
- Maintain and strengthen relationship with the military World Class Athlete (WCAP) programs
- Provide access for young developing athletes to national caliber training facilities via camps and clinics
- Establish and promote regional competitions that feed into national competitions in all age brackets
- Maintain and improve the elite athlete program that captures talented pentathletes from the development pipeline
- Continue the development and maintenance of strategic alliances with organizations peripheral to the five sports of Modern Pentathlon at all stages of the Athlete Development Pipeline
- Support and maintain the elite athlete to maintain 'sustained competitive excellence' through the application of sophisticated coaching, sports science, sports nutrition, sports psychology, sports medicine
- Provide access to high caliber training centers throughout the United States

- Introduce the sport to our youth employing the concept of Biathle and Triathle
- Build and maintain a vibrant Masters Pentathlon program
- Maintain international relationships to provide advanced training opportunities for US athletes
- Establish the United States as a perennial stop on the UIPM World Cup circuit
- Provide a stable, organized infrastructure to ensure competitive success thus promoting the confidence and loyalty of stakeholders
- Establish and maintain an effective Board of Directors with the vision to continually strengthen USA Pentathlon programs domestically and internationally
- Maintain constant and effective communication with domestic and international "US Friends of Modern Pentathlon"

USA PENTATHLON SWOT Analysis

Strengths (Maximize)

- Path to the Olympics
- Multi-sport Concept
- Outlet for second Olympic Career
- Strong Affiliation and Working Relationship with United States Pony Clubs, Inc
- Passionate individuals involved in sport
- Athlete Focused Organization
- Small amount of Infrastructure Needed Initially for Operation
- USOC Partnership with USA Pentathlon
- Strong, innovative, and progressive International Federation
- The two Strength Sports (Swimming and Running) are top drawer Olympic Sports
- Fencing is growing as a U.S. Sport

Opportunities (Optimize)

- Build Organizational Capabilities of NGB
- The new NGB will be "clean"
- Development of Ideal Athlete Pipeline
- Intercollegiate Pentathlon Program
- No Current Negative Paradigms in the Sport
- Enthusiasm Levels at "Exhibition Pentathlons"
- Sponsorships from Multiple Seemingly Unrelated Sports
- High Level Training Centers
- International Exchanges (Eastern Europe, Africa, South America, Asia, and Oceania)
- Host World Cup in 2009
- Strategic Relationships with other Organizations including other NGB's

Weaknesses (Minimize)

- Athletes have too many Choices for Other Sports
- Minor Sport
- Minimal incentives to Train and Excel
- Spectator Appeal is Low
- Difficult to attract major corporate sponsors
- Minimal Infrastructure
- Lack of Public Awareness
- Difficult for the General Public to try the sport

Threats (Neutralize)

- Threat of Fragmentation from the "Old Guard"
- Competition Blockers
- "Rich Man's Sport"
- No Existing Athlete Pipeline
- Anti-Gun/Shooting Lobby

Facilities Description (High Level Training Centers)

A critical success factor of USA Pentathlon is identifying and providing accessible High Level Training Centers throughout the United States. This will provide facilities for the elite athlete training programs as well as the Developmental Camp programs. Providing these centralized training centers will augment and support club-based training programs throughout the United States. We have identified and formed relationships with three of these facilities at this time. Identification and development of additional facilities will be a prime goal of the USA Pentathlon transition team in 2008. Several areas have been identified and will be approached as the development process goes forward.

Olympic Training Center-Colorado Springs, CO

The Modern Pentathlon Elite Athlete Program is currently housed at the Olympic Training Center (OTC) in Colorado Springs, CO. The OTC provides state of the art facilities including a 50 meter swimming pool, shooting range, and a fencing facility on the main campus of the facility. Running is provided on nearby tracks and in parks. The nearby Penrose Equestrian Center houses the riding venue. The elite athlete program has been housed at the OTC since moving from San Antonio, TX earlier in the decade.

Dekalb International Training Center

USA Pentathlon has forged a partnership with the Atlanta Dekalb International Training Center (DITC) in Atlanta Georgia.

The mission of the DITC is to provide first class training to enable participating athletes to compete in the US and internationally while furthering their education to graduate with either a high school, a vocational school, or a university degree. Athletes in training at the DITC prepare for the Olympic Games and proudly represent their countries of origin and win Olympic Medals for their homeland.

Upon completing their stay at the DITC, athletes will be returning to their home country with at least one medal (a high school or college/university degree), and in the best of cases with two medals: a degree and an Olympic medal.

The mission of the DITC is to also promote peace and reconciliation, and foster exchanges between people and nations while respecting the socio-cultural and religious identity of each and every athlete in training at the DITC.

On July 30, 1996, during the 26th Olympiad in Atlanta, *Forging New Tomorrows* (FNT), an international Atlanta based organization, together with former Atlanta Mayor Maynard Jackson and Martin Luther King III hosted a reception for the National Olympic Committee of Burundi. At that time, FNT announced that it was adopting the Burundi Olympic Team for the 1996 Atlanta Games. A few days later, on August 3, 1996, Burundi track athlete Vénuste Niyongabo won a Gold medal in the 5,000 meter race. This was the first Olympic medal ever won by a citizen of Burundi, not to mention that Burundi was participating in the Olympic Games for the first time. The medal was presented to Niyongabo by Prince Albert of Monaco, Member of the International Olympic Committee (IOC).

The following day in a meeting between Prince Albert of Monaco and Dr. Marc Daniel Gutekunst the concept of the DITC was established. However, it took 6 years of hard work to make the DITC concept a reality thanks to the partnership

between FNT and DeKalb County. On May 6, 2002, Ambassador Andrew Young, former Atlanta Mayor and Co-Chair of the 1996 Atlanta Olympic Games, inaugurated the DITC in the presence of representatives of 8 countries and officials from Georgia. On September 20, 2002, the DITC was officially opened by its Co-Founder Prince Albert of Monaco. The DITC is now the living legacy to the 1996 Atlanta Olympic Games.

Since June 2002, the DITC has been fully operational and has trained athletes from Europe, Africa and the Americas. Four training disciplines are currently offered. (<http://www.ditc.us/purpose/>)

A statement from Marc Daniel Gutekunst (CEO of Atlanta DITC):

In 5 short years, the Atlanta DITC has become a nationally and internationally recognized training center, that is also since July 1, 2007 an official USOC training site for Team Handball. In 5 years the Atlanta DITC trained over 100 athletes from over 34 countries in preparation for the Olympic Games, as well as hosting national competitions, and co-hosted continental championships. The Atlanta DITC will be one of the USOC designated training sites, for athletes from the Americas training on their way to the Beijing Games. Such a track record and the established operational expertise are the tangible assets the Atlanta DITC would bring to Modern Pentathlon NGB through its 2 Board representatives. We propose taking on the following responsibilities as part of the NGB:

- Two Atlanta DITC representatives would be part of the MP NGB: USA Pentathlon will provide two Board Seats for the Atlanta DITC. Initial members will be the CEO/Co-Founder, Dr. Mark Daniel Gutekunst and Rob Stull who has

in-depth knowledge and expertise of Modern Pentathlon, the Olympic family, USOC, as well as corporate sponsorship.

- The Atlanta DITC has established a number of institutional partnerships to gain access to a network of 1st class training facilities in metro Atlanta that were all inspected by USOC: Agnes Scott College (swimming), Emory University (swimming and T&F), GA Tech (swimming and T&F), Morris Brown College (team handball), Racquet Club of the South (tennis).
- In addition to the above listed facilities, the Atlanta DITC will have exclusive access to new DeKalb County Stone Mountain indoor Olympic pool (to be completed by 2009), and will have 1st right of training access to the Little Creek Horse Farm with a new barn (to be completed by Spring 2008), along with redone grounds and 2 new riding arenas (expected to be completed by late 2008 early 2009).
- The Atlanta DITC is also working on its all in one multi sports training complex (with the exception of ridding and swimming), a joint public and public joint venture.
- DeKalb Medical Center provides all the medical services to the Atlanta DITC, and Sports Velocity Performance conducts all the testing of athletes in residency at the Atlanta DITC.
- Based on the above, the Atlanta DITC would want to be the designated South East Training Center for Modern Pentathlon, as well as the reference center for international athletes coming to the US to train and further their education.

- Based on its successful track record to date, the Atlanta DITC as the official “DeKalb County Sports Authority” would like to further host state, regional, national and international competitions in metro Atlanta.
- In addition, based on past successful experiences, the Atlanta DITC would like to co-host with other continental bodies MP competitions.
- The Atlanta DITC can also lend its expertise with regards to corporate support, fundraising, grant writing.
- No other US institution could state as the ATLANTA DITC, that our Co-Founder is also the Honorary President of UIPM and that Prince Albert confirmed his patronage for the next 5 years, and that Prince Albert has confirmed his support to a future fundraiser in the US supporting the ATLANTA DITC.
- Furthermore, we have an excellent relationship with the UIPM President and Secretary-General, as well as with a number of key IOC Members, and other Ifs, ANOCA, PASO, and all the NOCs which we have worked with to date.
- Another unique feature of the ATLANTA DITC is the unique and very successful partnership with the Dekalb County government, the largest County in the State of Georgia.

Bethany College and Bethany Peacepoint Equestrian Center

Bethany College has agreed to serve as the pilot program for the USA Pentathlon intercollegiate program (described elsewhere in this plan).

Bethany College is a member of Division III of the National Collegiate Athletic Association and the Eastern College Athletic Conference. Varsity women's and men's teams participate in the Presidents' Athletic Conference. Men's teams

compete in baseball, basketball, cross country, football, golf, soccer, swimming, tennis, and indoor and outdoor track. Women's teams compete in basketball, cross country, golf, soccer, softball, swimming, tennis, indoor and outdoor track and volleyball.

Bethany College has a very robust equestrian program which is held at the Bethany Peace Point Equestrian Center. The fall 2007 freshman class had 40 applicants for the college because of the equestrian program.

An essential ingredient of the intercollegiate competition plan is a visionary athletic director. Bethany College has Kosmas Mouratidis as the athletic director. He believes that pentathlon does have a place at his school and realizes that he has to develop fencing as a fourth sport and feels that this phase as a club sport will be straightforward to develop. The proximity to Pittsburgh, PA makes this a reality as there are several well-established fencing clubs in that city. Plans are being laid out to include Modern Pentathlon clinics to be held in conjunction with annual sport camps at the college. The concept of a Biathle competition with shooting and fencing demonstrations has been planned for the spring of 2008.

High Performance Development Process

USA Pentathlon incorporates the following features into their successful athlete pipeline:

- An organization whose values are focused on high performance sport and athlete development
- Utilizes high performance planning as its infrastructure in the development of a world class athlete development program
- Recognizes that it takes 8 to 12 years to develop world-class talent.
- Recognizes the difference between a gold & silver medal is .02 of 1%
- Provides an integrated system of development and delivery
- A system that is seamless (Competitive programming at all levels of development)
- Development of a high performance culture early in an athlete's career
- Recognize that athletes pass through different stages of development in the pipeline toward world class ability
- Development of a systematic approach in the identification and selection of athletes
- Targeted support for world class athletes
- Elimination of performance blockers
- Providing excellent coaching for athletes at all levels of programming
- Dedicated staff member (administration) responsible for high performance programming
- Quality facilities for training
- Sports Science, technology, engineering, and medicine.

- Formulation & Implementation of a Performance Services Plan (partnership between USOC and USA Pentathlon for inputs)

Ideal Athlete Development Model

The Athlete Development pipeline of USA Pentathlon will seamlessly incorporate the following stages:

- Base Programming (Promotion, Identification, and Growth)
- Developmental
- High Performance
- World Class

As the athlete receives inputs of Sports Science & Technology and specific discipline coaching at each of these phases, he or she will be optimally prepared for 'sustained competitive excellence' at both domestic and international competitions.

Base Programming

Modern Pentathlon is unique in that it encompasses five seemingly unrelated sports disciplines. This provides the advantage of enlarging the recruiting pool to encompass the arena of each of the five sports that make up the sport of pentathlon: shooting, fencing, swimming, equestrian, and running. These components of pentathlon each have their own National Governing Bodies that provide avenues for athlete development. Therefore, one goal of USA Pentathlon will be to forge strategic symbiotic relationships or partnerships with USA Shooting, U. S. Fencing Association, USA Swimming, USA Track and Field, and the U. S. Equestrian Federation. These relationships would be

mutually beneficial in that a system of dual memberships may be devised so that future pentathletes could avail themselves of the training and competition opportunities offered by their individual sports while at the same time supporting these related NGB's with membership support.

Talented or motivated athletes that show an affinity for running or swimming will be introduced to the concept of the Biathle at a very young age. This multi-sport concept will be promoted with a structured series of local, regional and national competitions to entice the young athletes and their parents into the national arena. The UIPM already has several international Biathle competitions up to the level of World Championships with age categories down to the Youth E age bracket.

Young multi-sport athletes who show a desire to be fencers will be identified by USA Pentathlon and encouraged to participate and join the USFA. As they progress through the programming pathway in that NGB, their progress will be monitored in the USA Pentathlon database. They will be informed of Modern Pentathlon competitions and training camps as their career progresses. Pentathlon will provide an avenue for those fencers that have an aptitude for the strength sports of running and swimming to rapidly move into a high performance culture in a competitive environment. The interaction of these "seed" fencers with other runners/swimmers will introduce the sport of fencing to individuals who may never have gravitated to this sport naturally. Our experience has been that giving fencing demonstrations to talented multi-

sport individuals and their families of varied ages has been very effective in sparking enthusiasm for embarking on a new sport.

The discipline of tetrathlon in the United States Pony Clubs, Inc. provides a fertile breeding ground for future pentathletes. By utilizing an existing national structured network of regional tetrathlon competitions, athletes who gravitate towards USPC because of their passion for riding will be provided with an outlet and pipeline to the Olympic Sport of Modern Pentathlon. Individuals who move through the ranks of USPC will be competent and confident riders. USPC has (through the work of the tetrathlon committee) instituted a national ranking system for all of the tetrathlon competitors in USPC. This tool would be available to USA Pentathlon to quickly identify individuals who show the aptitude to move forward in the athlete development pipeline to the second stage. The relationship with USPC, although unofficial, is very solid as there are two board seats occupied by former presidents of USPC as well as a solid relationship and cross-population of personnel on the Tetrathlon committee within USPC. This will be discussed in more detail elsewhere in this plan.

The Intercollegiate Modern Pentathlon program will provide an additional input into the athlete development pipeline. Through the efforts of USA Pentathlon, at least six colleges will establish training venues for pentathletes and provide competition venues for these athletes. More detail is provided elsewhere in this plan. Talented pentathletes will be identified and moved

into the pipeline for further integration into the development process for the ultimate goal of 'sustained competitive excellence'.

Developmental Stage

Pentathletes who have been identified and recruited into the sport must have and will have opportunities for growth and development in their chosen discipline.

Age Matrix: Athletes will naturally move into the Development Phase of the Pipeline depending on their age at the first introduction to Modern Pentathlon. We have seen athletes as young as 11-12 who have the talent and skill set necessary to progress into the development initiative. Athletes will be targeted based on their age classification following the guidelines of the UIPM:

10 and younger	Youth E
11 – 12 years	Youth D
13 – 14 years	Youth C
15 – 16 years	Youth B
17 – 18 years	Youth A
19 – 21 years	Juniors
22 and over	Seniors
40 and over	Masters

Competitions: The availability of competitions is the key component to keeping the focus of the athlete and their families. The excitement of a match between competitors of similar ages at local, regional, and national venues will serve to drive the athlete and solidify the desire for developing an internal work ethic that will eventually lead him or her to the ultimate goal of 'sustained competitive excellence'. The support of the family at this level is critical. The anticipation and exhilaration of well-organized modern pentathlon competitions for the children and young adults of these families will ensure that the private support network for these athletes remains strong.

Key competitions will be targeted to offer options for competition in less than five sports. Every effort will be made to offer the other sports as exhibitions or as "options" in the competition. In this way, if there are athletes who may not feel comfortable with the fencing or riding for example, they will be allowed to compete in a Biathle, Triathle, or Tetrathle, but still be able to witness the competition of the other fencers and riders. The organizers of these "exhibitions" will be encouraged to treat these venues as mini-clinics allowing participants the opportunity to fence possibly for the first time, or allowing non-riders the opportunity for some basic instruction. This "grass roots" type of development (especially if done at many local venues) will serve to encourage athletes and their families to seek out coaching programs in the individual sports in their local communities. For example the USFA has done an admirable job in placing local fencing clubs throughout the country. The USPC has approximately

632 local pony clubs in 42 regions throughout the United States. Swim teams are available at local YMCA's, local high schools and small colleges, and resorts. USA Pentathlon will establish and fill a database with these local resources for dissemination through its website.

Training Camps: Development camps in this phase will be targeted at three skill groups:

- **Tier 1 Camps**-athletes who have medaled at national or regional competitions
 - Scheduled at High Level Training Centers
 - And/or in conjunction with National Event Qualifiers or regional venues
- **Tier 2 Camps**-athletes who have a desire to attend a concentrated training camp for the five disciplines of Modern Pentathlon
 - May be held concurrently with Tier 1 Camps
 - May be scheduled concurrently with local or regional competitions
 - May be scheduled as stand-alone clinics
- **Tier 3 Camps**-these are fun or demonstration camps
 - Designed primarily for those who have not competed previously
 - Crosses over into the Introduction Initiative
 - Whenever possible should be a part of Tier 1 and Tier 2 camps

Individual Skill Training: USA Pentathlon will make individual skill training programs for the disciplines of shooting, fencing, swimming, riding and running available for individual and club members of USA Pentathlon. These training programs will be designed by the National Team Coaches specifically for use by young developing athletes at different skill levels. They will be made available on the USA Pentathlon website as well as through the USA Pentathlon National Office. These athletes will be training in local training centers and will be able to utilize these resources for their coaches, families, and other support personnel.

Physical Conditioning: USA Pentathlon will provide physical conditioning programs specifically designed to balance a multi-sport athlete. These will be designed by National Team Coaches and made available on the USA Pentathlon website as well as through the USA Pentathlon National Office

Performance Services: Modern Pentathlon is unique in that it incorporates five seemingly unrelated sports disciplines into a single day of competition. This requires an unparalleled level of focus and concentration. In addition, the scope of the focus varies throughout the sports. Shooting requires a Type B personality, fencing requires a Type A personality, etc. This balance must be achieved early in the development of young athletes. In addition, athletes must learn "how to compete," how to handle victory (short-term and long-term), and how to rebound from defeat (come back from a poor performance in one sport and excel in the next). Resources will be made

available on the USA Pentathlon website as well as from the USA Pentathlon National Office.

High Performance

This stage gives the pentathlete the opportunity to gain valuable international team experience on the pathway to achieving World Class Status. The age matrix which supports this stage is somewhat more focused to:

17 – 18 years	Youth A
19 – 21 years	Juniors
22 and over	Seniors

Pentathletes in these age brackets will now be required to compete in national competitions which are event qualifiers for selection to National Teams. The selection process will be subjective, fair, and open. This will lead to the creation of Youth A and Junior National Teams. These young developing athletes will be subjected to intensive phase coaching opportunities at first class training centers. They will experience the advantages of first class nutrition programs, sports medicine, sports science, sports psychology as well as facilities for training. They will be introduced to Dartfish analysis as well as the Individual Athlete Evaluation Process. The advantage of having individualized comprehensive physical and performance enhancing training regimens established for each pentathlete will further streamline their skill sets. These pentathletes will

represent the United States in selected International Youth and Junior competitions which will serve as performance markers for these developing athletes.

If resources permit, it is the intention of USA Pentathlon to form an alternate Senior National Team which will have the opportunity to compete in selected B competitions throughout the World. This alternate Senior National team will serve as a reservoir of alternate pentathletes should a vacancy exist on the Senior National team. Enthusiastic alternate Senior National team members will also serve as mature enthusiastic ambassadors for the sport of pentathlon in the U.S. as they represent their nation in foreign venues.

World Class

The World Class Pentathlete has achieved Elite Athlete status after a carefully selected series of competitions, training camps, and appropriate applications of Sports Science. Through a selection system that is open, transparent and unbiased, the Male and Female Senior National Teams are selected.

Each individual pentathlete will have an individual high performance plan tailored to exploit strengths and focus on weaknesses. The Coaching Staff will work closely with the Director of High Performance to monitor and adjust to any potential deficiency that could potentially impede the progress toward the goal of 'sustained competitive excellence'.

Recognizing that the difference between a gold and silver medal is extremely small (0.2 of 1%), each resource that is available to USA Pentathlon will be utilized to achieve maximal performance with each Elite Athlete.

The National Team will participate in selected "A" level competitions including the Senior World Championships and the World Cup Final. The final goal for will be a full team of four athletes qualifying for the London Olympic Games in 2012 at the end of the quadrennial.

Stages of athlete development
USA Pentathlon

High performance to world class
(18 to 30+)

Emerging to competitive
(15 to 18)

Initial entry to developing
(10 to 14)

Olympic Games

World Championships

World Cups

International B Competitions
Youth Olympics

National Championship

Local & Regional

USA Olympic Team

USA National Team

Junior National Team
Youth National Team

High Performance Camps
Biathle, Triathle
Strategic Alliances
USPC, USFA, USEF, USA
Swimming, USA Track & Field, USA Shooting

Athlete identification and selection

Organizational Capabilities

USA Pentathlon Athlete Development Matrix

The following is the USA Pentathlon development matrix for sequencing a comprehensive Athlete Development process that includes Phases of Development, Sport Science & Technology, an Age Matrix and levels of programs and classifications per International competitions.

Phase of Development	Science & Technology	Strategic Alliances		Age Matrix	Athlete Development	Level & Age		Competitions/Events/Programs
		Skill Set	Organization					
Phase 8 Work Class	Performance Services Psychology Dartfish Exercise Phys. Recovery Center	Five Phases are Balanced Focus on any Weakness Mental Maturity Able to Compete at Highest Level	USA Pentathlon USOC	33+ 28-32 23-27 18-22	Mental and Physical Maturity Competition Seasoned Average Performance is World Class Ability to Medal of "any given day"	World Class (18-32)	International Events Olympic Games Pan Am Games World Championships World Cup	
Phase 8 Develop High Per.	Performance Services, Psychology Dartfish Sport Nutrition	Improve Techniques for 3 Skill Sports Constructing and Race Strategy for Run-Swim Strength Training Mental Conditioning	USA Pentathlon USOC	33+ 28-32 23-27 18-22	International experienced Fencing and Riding Skill are Mature Strength Sport emphasis is on Efficient Training	High Per. (18-32)	International Events World Cup World Championships International Exchanges Elite Camps	
Phase 7 Develop High Per.	Performance Services, Psychology Dartfish Sport Nutrition Cross Training Periodization	Improve Techniques for 3 Skill Sports Conditioning and Race Strategy for Run-Swim Strength Training Mental Conditioning	USA Pentathlon USA Swimming USFA, USEF, USFA, USPC USA Shooting, USA T & F Intercollegiate	23-28 18-22	Understanding mental, physical, physiology profile and play to strengths and improve weakness	High Per. (17-28)	International Events World Cup International "B" Competitions Jr. World Championship NORCECA/Pan Am Champs US Pentathlon Nationals Training/Prep Camps	
Phase 6 Introduce Develop	Sport Nutrition, Ex Phys Dartfish	Run-Swim Riding Techniques Fencing Techniques Shooting Techniques Strength Training Mental Conditioning Competition Strategies	USA Pentathlon USA Swimming USFA, USEF, USFA, USPC USA Shooting, USA T & F Intercollegiate	28-32 23-27 18-22 16-17	Improve Strength, flexibility, physical skill, Competition skills Balance training—emphasis on efficiency	Senior (22-32) Junior (18-21) Youth (16-17)	Events & Programs Junior World Championships, International "B" Competitions, Youth Olympic Games, UIPM Youth Events (International), NORCECA, USPC Terathlon Nationals, US Pentathlon Nationals Development Camps USFA Events, YMCA/School Swim Meets, Biathlon	
Phase 5 Introduce Develop	Exercise Phys Sports Nutrition Cross Training Dartfish	Introduction to Pentathlon Run-Swim Riding Techniques Fencing Techniques Shooting Techniques Strength Training	USA Pentathlon USA Swimming USFA, USEF, USFA, USPC USA Shooting, USA T & F Intercollegiate	18-22 16-17	Junior athletes can be a entry level or seasonal stage. Introduction or continuation of International experience.	Junior (16-21) Youth (16-17)	Events & Programs Youth Olympic Games, UIPM Youth Events (International), NORCECA, USPC Terathlon Nationals, US Pentathlon Nationals Development Camps USFA Events, YMCA/School Swim Meets, Biathlon	
Phase 4 Develop	Exercise Phys. Sports Nutrition Cross Training Dartfish	Introduction to Pentathlon Run-Swim Riding Techniques Fencing Techniques Shooting Techniques Strength Training	USPC, YMCA High School Swim, XC & Track Local Fencing Club Shooting Club	16-17	High School Runners and Swimmers are improving Techniques and Conditioning Fencers are at entry level to 6+ years experience—at Youth and Junior Levels Riding (USPC D1-C3)—USFA Eventing Dressage Show Jumping Talent will be at Nationals	Youth (16-17)	Events & Programs Youth Olympic Games, UIPM Youth Events (International), NORCECA, USPC Terathlon Nationals, US Pentathlon Nationals Regional Pentathlon Qualifiers Development Camps USFA Events, YMCA/School Swim Meets, Biathlon	
Phase 3 Introduce Base Programming	Exercise Physiology Sports Nutrition Cross-training Dartfish	Introduction to Pentathlon Run-Swim Riding Techniques Fencing Techniques Shooting Techniques	USPC, YMCA High School Swim, XC, & Track Local Fencing Club Shooting Seminars	16-17 14-15 11-13	High School Runners and Swimmers are improving Techniques and Conditioning Fencers are at entry level to 6+ years experience—at Youth and Junior Levels Riding (USPC D1-C3)—USFA Eventing Dressage Show Jumping	Youth (16-17) Youth (11-15)	Events & Programs UIPM Youth Events (International), Biathlon USPC Terathlon Nationals, US Pentathlon Nationals Regional Pentathlon Qualifiers Introduction/Training Camps USFA Events, YMCA/School Swim Meets	
Phase 2 Introduce Base Programming	Olympic Sport Objectives Multi Sport Concept	Introduction to Pentathlon Run-Swim Riding Techniques Fencing Techniques	USPC, YMCA, Local Fencing Club Jr. High Swim Team Jr. High XC & Track	14-15 11-13	Fencing Techniques Riding (USPC D1-C2) Local Swim Teams	Youth (11-15)	Events & Programs UIPM Youth Events (International), Biathlon USPC Terathlon Nationals Introduction/Training Camps USFA Youth Events, YMCA/School Swim Meets	
Phase 1 Introduce	Olympic Sport Objectives	Introduction to Pentathlon Run, Swim, Fight	USPC, YMCA Local Fencing Club Exhibitions	9-10 7-8	Competition in Multi-Sport Environment Intro to Riding and Fencing	Mini (7-10)	Events & Programs USPC Terathlon Regional Rally Biathlon, Triathlon YMCA Swim Meets	

Event Progression (Local/Regional → Olympic Games)

Athlete Evaluation Process

The Training Camp schematics at all levels of the athlete development pipeline will have some form of athlete evaluation. The level of complexity will depend upon the athletic stage of development (base programming, developmental, high performance, or world class). The athletes will be asked to complete a self assessment form on some or all of the following criteria of Attributes and Techniques. Then, throughout the course of the camp, the coaches or clinicians will be asked to evaluate each athlete on each of these criteria. This Athlete Evaluation Profile will lend imprint objectivity on a classically subjective process. By rating themselves on a rating scale from 0 to 10 (0 is poor—10 is excellent), the athletes will be provided an objective feedback mechanism which will lead to targeted improvement interventions. Whenever possible, the Dartfish system will be utilized to aid in the analysis.

Dartfish is a sports video analysis software system used by many coaches in many different disciplines. The program is designed to video capture the athlete's every movement during each phase/stride/stroke of movement. The high quality video can then be replayed at slow speed to allow detailed analysis of every minute detail. In addition every part of the screen can be isolated and the program will measure the instantaneous velocity at any given moment.

The implications of this software in the sport of Pentathlon are quite obvious. It is very useful in improving many of the individual phases of the sport; its application may be utilized in all five phases of pentathlon once the phase coaches are trained in its use and have been made aware of its many applications.

The comparison of the athletes' self evaluation and the coaches' assessment will then be logged onto an Athlete Evaluation Profile. This will be graphically plotted to show where the major disconnects are between an athletes' performance evaluation and that of a coach. This will provide input and enhance the results that will be obtained by one-on-one sessions between the coaches and athletes.

This athlete evaluation procedure may be modified to specifically fit the needs of any training camp or the needs of any group or even individual athletes.

The following criteria sets are being developed by the staff at USA Pentathlon to be employed in camps and clinics in the future as a way of objectively evaluating the specific skill sets of the athletes in the development process toward the goal of 'sustained competitive excellence'.

Athlete Evaluation Criteria Sets

SHOOT

- Overall shooting routine effectiveness
- Trigger pull
- Arm Steadiness
- Arm Strength
- Warm up Routine
- Dry Fire Concentration
- Follow Through
- Concentration on Front Site
- Emotional Awareness/Control

RUN

- Conditioning
- Power
- Endurance
- Explosive Ability
- Stride
- Arm Movement
- Race Tactics

SWIM

- Endurance
- Conditioning
- Power
- Core Strength
- Overall stroke effectiveness
- Arm acceleration through stroke
- Arm/Hand Position during stroke
- Elbow position during stroke
- Core-to-arm connection
- Kick (originating at core/lower abdomen)
- 6-beat kick (sprint kick, 6 kicks/stroke)
- Body Position in water (related to horizontal)
- Head position
- Neck position
- Head position during breathing
- Flip turns
- Starts

FENCE

- Overall Fencing Effectiveness
- Body Position
- Foot Work
 - Foot position
 - Advance
 - Retreat
 - Lunge
 - Recovery
- Flesche
- Point control
- Grip
- Paries
- Repost
- Disengage
- Balance
- Form/flow
- Speed/Quickness
- Accuracy
- Reaction Time
- Coordination
- En-Guarde arm/weapon position
- Extended arm/weapon position
- Emotional Awareness/Control

RIDE

- Overall jumper round performance
- Understanding speeds and faults
- Getting the best out of a catch ride
- Equitation/Communication
 - Knowledge & Use of the aides
 - Balanced position of rider/flat
 - Balanced position/5 phases of jumping
- Horsemanship/Connection to horse
 - Knowledge of gait/footfalls
 - Pace
 - Rhythm
 - Balance
 - Straightness/Bending
- Sequence of communication
 - Harmony/Freedom of step
 - Half halt/Collection & Extension
 - Dealing with resistances
 - Correction of Disobediences
 - Punishment/Reward
- Jumps/Distances
 - Verticals, Oxers, Spreads
 - Ride gymnastic/grid lines
 - Stadium course practice
 - Course walking/preparation
 - Understanding stride length
- Discussion & Working knowledge of riders performance

World Class Athlete Program

The sport of Modern Pentathlon has and continues to have a close association with the military. In fact there are several pentathlon federations in the world, where the only athletes are from the military. Since 1912 when George S. Patton finished fifth in the first Modern Pentathlon competition since its reintroduction, the United States armed forces have played an integral part in the governance and supply of athletes for Modern Pentathlon.

In recent history, there have been a larger number of non-military athletes competing in Modern Pentathlon and the sport has been governed in the private sector since the mid 1990's. The World Class Athlete Program (WCAP) is an existing program within the armed forces which supports soldier-athletes of world class caliber. The relationship between USA Pentathlon and the WCAP continues to be strong with several of the world class athletes sharing facilities and coaching which are supported by the two organizations. We have had discussions with Captain Black and First Sergeant Dunivan about sharing and cooperating with resources such as coaching, equipment, travel, and facilities. This association will be cultivated and strengthened as the new NGB moves forward.

The United States Pony Clubs, Inc.
Tetrathlon as a Stepping Stone for Pentathlon
A Committee Perspective

The United States Pony Clubs Inc is a well established organization for young people. It has over 630 clubs in 42 regions across the US. There exists no better organization to train young people for riding's future. This organization trains young athletes from 7-25 years of age in seven different riding disciplines. One of these is the sport of tetrathlon which is modeled after the Olympic sport of Modern Pentathlon without the fencing phase.

USPC Tetrathlon provides a challenging competition requiring sound, practical horsemanship and general athletic ability. It encourages Pony Club members to broaden their interest in riding, condition their own bodies, and become multi-sport athletes. Many pony club members are already multi-sported. In addition to riding, many are on swimming and cross country or track teams. The discipline of riding within Pony Club produces a very capable rider, one whose understanding and ability enables him/her to especially succeed as a catch rider, what we call riding an unfamiliar horse.

History - Tetrathlon as a Pony Club competition originated in England and was introduced to the USPC in 1972, when Lt. Col. Patrick Langford, then Chairman of the British Pony Club, was a guest at the USPC's Annual Meeting in New York. A number of District Commissioners and Regional Supervisors in attendance felt the idea had merit. As a result, Tetrathlon programs, originally viewed as added incentive for boys to join Pony Club, began to appear across the country.

The first USPC Tetrathlon Championship was held in 1974 at the Modern Pentathlon Center at Fort Sam Houston, Texas. From 1975 through the early 80s, Tetrathlon competitions were held at the Kent School in Connecticut. As the numbers increased and girls teams were added, the rally was moved around the country, often in conjunction with USPC National Championships.

One of the special highlights of the Tetrathlon program is an international exchange and competition involving teams from the United Kingdom, Ireland, Canada, and the United States. This series began when a team of USPC senior boys was invited to compete in England in the late 70s. Competition for girls was added when USPC and The Canadian Pony Club hosted the exchange in 1980.

Tetrathlon Competitions - Tetrathlon is a sport requiring skill and physical endurance. It includes four events: riding a mount over a course of obstacles, shooting an air pistol, running cross country and swimming. It is derived from the Modern Pentathlon originated by Baron Pierre de Coubertin, the father of the Modern Olympic Games, during the first decade of the 20th century. In designing the Modern Pentathlon, de Coubertin incorporated the traditions of the classical Greek Pentathlon, one of the oldest sporting events of the Greek Olympics dating back to 708 BC, and modernized the events; hence the name. The five events de Coubertin selected for the Modern Pentathlon were those he considered to be most representative of the skills necessary for a military courier of Napoleonic France to carry out his duties: riding a strange mount, fencing with epee, pistol shooting, swimming, and cross-country running.

The rules for the Tetrathlon are based on the rules used by the Union International de Pentathlon Modern for all Modern Pentathlon competitions, with the exception of the fencing event, which, because of its complexity, is excluded from the Tetrathlon.

- The United States Pony Club Tetrathlon consists of the following elements:
 - Riding: Shall be a Show Jumping competition
 - Running: Shall be a cross-country run of predetermined length with points awarded depending on the time for completion
 - Shooting: Shall be a slow fire for Novices and Juniors and a timed fire for Seniors using any 4.5mm (0.177) caliber compressed air or CO2 pistols fired at a standing target from a distance of 10 meters
 - Swimming: Shall be a swim of predetermined length depending on the division with points awarded depending on the time for completion.
- The Tetrathlon is scored in a manner similar to the Modern Pentathlon
 - Points are awarded in each event with the overall winner scoring the highest total for four events
 - The maximum score which can be earned in any phase is 1100 points
 - 4400 points is a perfect score

It is important that competitors in Tetrathlon strike a balance between the skill events, riding and shooting, and the physical endurance events, running and swimming. Rules for the Tetrathlon differ in some respects from the established rules for the separate sports. Rule differences, as well as the objectives of the Tetrathlon, should be clearly understood by those who train and coach Pony Club Tetrathletes

USPC Tetrathlon Committee - Within Pony Club the tetrathlon committee is very organized and effective. During the United States Pony Club's recent investigative look at becoming the National Governing Body for Modern Pentathlon, it was demonstrated that the committee is strongly committed to upholding the mission and vision of Pony Club, but the committee also realized that they are excited to do the most they can to promote the sport of modern pentathlon from within the USPC.

During this past year the USPC took a long hard look at the possibility of bidding to become the NGB of Modern Pentathlon. In October 2006, Margo Leithead, then the president of USPC, sent a letter of intent to the USPC and the USOC. At the corporation's annual meeting in Portland Oregon in January, a Modern Pentathlon task force was created. USPC spent several months looking carefully at the requirements of becoming an NGB and how assuming that position would affect and impact the overall effectiveness and independence of USPC. Pony club has seven riding disciplines and its mission statement is as follows:

The United States Pony Clubs, Inc., an organization for youth, provides a program that teaches riding, mounted sports, and the care of horses and ponies, thereby developing responsibility, moral judgment, leadership, and self-confidence.

The overwhelming conflict of the stated mission of USPC and several other related issues proved too difficult to reconcile. It was determined by vote by the Board of Governors in May 2007 not to proceed with the application process. Many in Pony Club have stated that they are still interested in supporting the NGB and recognize that USPC plays an important role as an obvious feeder network for the sport with its tetrathlon already in place. Tetrathlon, as a sport has existed

within USPC for 35 years, since 1972. USPC has an interest in the development of the sport of modern pentathlon and an interest in the future NGB.

The Tetrathlon Committee is working within USPC to promote the sport of tetrathlon and pentathlon. Although fencing is not included in Pony Club, there are grass roots efforts underway to introduce fencing both as demonstrations and exhibitions. For example, the Tri State region (Ohio, West Virginia and Pennsylvania) , has already been offering pentathlon in conjunction with its tetrathlon competitions for several years and has been holding prep clinics and training camps for all 5 phases. The Redwoods Pony Club in California has had at least two overwhelmingly successful pentathlon clinics in the past two years. The Tetrathlon Committee booth at the annual USPC meeting in Portland, Oregon this year emphasized fencing and pentathlon and the path that tetrathlon can pave to the sport of Modern Pentathlon and a path to the Olympic Games. The Tetrathlon Committee will continue to encourage more of this in other regions around the country. With the support of the new NGB the USPC tetrathlon committee will be able to help effectively in the growth of the sport. The new NGB will be able to offer more quality training camps at more affordable prices than have been done historically.

Riding as the "wild card" in Modern Pentathlon competitions is an issue that can be addressed by USPC training centers. Historically pentathlon riders try to 'survive the ride.' A poor rider on a poor horse can translate into disaster in the final score. Riding just like fencing is a skill sport that requires emphasis on fundamentals and requires mastering numerous skill sets. Riding is a skill that can

be taught from a very early age. Affiliation with Pony Club programs can also teach this to individuals who start the sport of pentathlon at a later age. The tetrathlon committee would like to see competitions at the lower level divisions (Youth A-E) include age appropriate riding competitions. While it is realized that this is not a world-wide UIPM supported mandate, it is recognized that preparation at these levels will better prepare our US athletes in future world competitions. The riding phase of pentathlon must not be a "wild card." A competent skilled rider has a much better chance of doing well on a poorly drawn horse than a poor rider. Pony Club has an extensive well-developed and tested set of riding standards that should be achieved by pentathletes as they progress through their levels of development. There is a precedent for this in the British Modern Pentathlon Association, which utilizes Pony Club testing standards to ensure riding competency on their national teams.

Bethany Peace Point Equestrian Foundation already has Emsie Parker, one of the most influential past presidents of USPC on their Board of Directors. In addition, Margo Leithead has been asked to join the Board of Bethany Peace Point Equestrian Foundation. These past prominent USPC presidents have an intense and ongoing commitment to Pony Club. By joining forces with Bethany Peace Point Equestrian Foundation as the NGB, they are demonstrating their commitment to the sport of Modern Pentathlon. Both women continue to serve on many boards at USPC. For example, Mrs. Leithead was vice president (organizer) of the USPC National Festival for 2007. Festival is an educational opportunity; offering clinics, lectures, workshops and camps for all PC disciplines

and horse related education and usually attended by about 4000 pony club members and their families.

USA Pentathlon will continue to utilize these and other strong contacts within USPC to attempt to formalize a strategic alliance between the two groups. This will be mutually beneficial in that the vision of a road to the Olympic rings will serve to open up a new demographic for membership entry into Pony Club. USA Pentathlon will support the efforts of the tetrathlon committee in Pony Club to increase the number of regions in the US that are holding annual competitions. This will be done in part by supporting clinics with USA Pentathlon personnel, printed materials, and access to training materials on the NGB website. The increased tetrathlon membership will serve to expand the training and feeder network for the Athlete Development pipeline of USA Pentathlon.

Intercollegiate Pentathlon

Promotion of the sport requires several elements that address both the diverse demographics and the geography of the United States. To be successful the sport must develop pockets of enthusiasm in geographically dispersed regions and have sufficient annual competitions to permit the enthusiast to try the sport.

The objective of the USA Pentathlon Intercollegiate Program is to broaden the sport's' exposure to a larger community of Athletes and institutionalize events held in geographically dispersed areas around the country. This goal will be initiated by building alliances with selected Colleges and Universities athletic departments which would support building a Modern Pentathlon Program. Although the majority of these athletes will be in the developmental phase of the athlete pipeline, there will be several which will be identified that will move into the High Performance phase.

There are over 350 Colleges and Universities in the US which have equestrian listed as an activity or sport of that over 200 also have Swimming and Cross Country Running, there are 109 which have Riding, Running, Swimming and Fencing programs. USA Pentathlon will prepare a presentation targeted at the athletic directors of these schools to detail the advantages of developing a club shooting program for those schools which don't have that and a fencing club for those which don't have that. Progressive athletic directors will be sought out who have the vision to produce a program which includes Modern Pentathlon as a club sport. Our goal is to have the first intercollegiate Modern Pentathlon competition in the fall of 2008.

Bethany College in Bethany, West Virginia is one of those colleges and has agreed to be the pilot program in building athletes to compete in the sport. The Bethany Piece Point Foundation was originally created to assist the College in developing a world class equestrian facility. The Facility has been successful for the College and it was noted that several of the riders also Swim or run Cross Country. The Athletic Director will now openly encourage selected athletes to participate on the Bethany Piece Point Riding Team, Run Cross country and Swim for the College. He has already expressed a willingness to develop a fencing cell that would have competitive relationships with fencing clubs in the greater Pittsburgh area. Furthermore they have agreed to host a pentathlon event for Youth A and B, Junior, and Senior divisions. They have expressed a desire that their event be an open event and to include the NORCECA countries. Bethany recently held a temporary license issued by the US Dept of State to permit Cuban athletes to compete at the college.

Using Bethany College as the Pilot Program, discussions are already underway with athletic departments of other colleges to develop similar relationships. The initial goal for this quadrennial will be to establish this program in six Colleges or Universities in geographically dispersed regions of the country. Each College would be requested to sponsor one international competition every 48 months. This would result in a minimum of three open competitions per year hosted by Colleges or Universities in the U.S. They would be requested to send their athletes to every other college sponsored event and to all National Events.

Biathle

Biathle comprises the two strength sport components of the sport of Modern Pentathlon. The run and swim are two of the most contested sports in the world. What better way is there to introduce young athletes to the concept of participating in multiple sports? The UIPM has established a competition format that is comprised of these two fundamental phases of Modern Pentathlon.

This competition is very appealing to organizers as it is easy to organize, inexpensive, and usually is very well attended because the format can be varied to become entertaining for the participants and spectators alike.

Many UIPM member federations have already welcomed Biathle in their national competition programs. Organizers have been private companies, cities, and tourism offices using the Biathle to promote images of tourist places, and the athletes are youngsters, juniors, seniors and masters. Anyone who has attended a Biathle competition will be impressed with the special spirit of excitement at the start of a young athlete's career as well as the enthusiasm amongst the Masters who have somewhat passed the height of their career but have never completely put it behind them. It is an enjoyable stepping-stone at the start of a young athlete's career to be able to compete under the same circumstances as the Masters. The Biathle World Tour encourages hundreds of children to continue progressing in the sport.

These Biathle competitions provide a perfect forum for introducing the other sports of Modern Pentathlon as exhibitions or optional competitions in the form

of a Triathle or Tetrathle. The UIPM introduced the Biathle World Championships at the end of the last decade and the Biathle World Tour just a few years ago.

The first Biathle World Championships took place in Monaco in 1999 and Monaco is the host every two years. In between times, the World Championships have been staged in South Africa, Germany, Italy and Great Britain. The average number of participants at a World Championships is 500 athletes and they come from all over the world with some 50 countries having sent representatives to the World Championships. The competition takes place every year in September or October.

The Biathle World Tour was created as a test event in 2002, with the aim to have a fixed circuit of 4-6 cities staging a Tour event every year. The test was a great success and the Biathle World Tour is now a permanent feature of the UIPM International Calendar. Each athlete receives a number of points according to his/her placing in the race. The scoring system is based on that of UIPM's Modern Pentathlon World Cup standings. At the end of the Tour, the athlete with the most points in his/her age group is declared 'Biathle World Tour Winner'.

The competition begins with a pack start of runners who complete one-half of the total running distance before entering a 50 meter transition area. Athletes then dive into the water and swim the required swimming distance before exiting the water, putting on their shoes and running the second leg of the run to the finish line. The first person to cross the finish line wins. The race distances vary with the age group concerned.

Masters Program

The identification and development phase of the athlete pipeline will be augmented by yet another source of athletes. The retired pentathlete and the athlete who starts the sport of Modern Pentathlon in his or her later years is such a resource. The UIPM has developed the Masters Program for males over the age of forty and females over the age of thirty-five. These pentathletes will not typically compete in the Olympic Games or participate in the elite athlete program as defined elsewhere in the USA Pentathlon Strategic Plan. They will compete because they are passionate about the sport and enjoy it. The UIPM has made it possible to compete on the world stage by sanctioning an annual Masters World Championships.

It is the responsibility of USA Pentathlon to support these athletes with team logos and gear to help them maintain the team spirit that is necessary with international competition. This demographic is a potential wealth of knowledge and enthusiasm for pentathlon programs. Young athletes will look to these Master pentathletes as role models. Their maturity in the business world will be a tremendous resource in fund raising and business planning. We plan to include a Masters competition at the US National competition in 2008. This will also be an open competition with invitations extended to the other Masters athletes registered with the UIPM.

Currently there are four masters pentathletes identified in the U.S., two of whom competed abroad last year. Don Morley from San Antonio, TX placed 9th overall in the World Championships in Czechoslovakia last September. George Sanderlin

placed 16th in the tetrathlon portion of the same World Championships last year. He is the founder of the Modern Pentathlon Club of the South (<http://www.mpcsouth.com/>). He is planning an educational clinic next year which will be supported by USA Pentathlon.

USA Pentathlon believes that the Masters Program will be the cornerstone of "fun" Modern Pentathlon competitions. These will be tailored for individuals that are being introduced to the sport. Experimentation with formats is possible in these competitions/clinics/exhibitions. The concept of biathles, triathles, and tetrathles will be explored in the context of competitions which include our Masters Pentathletes. This is a sport or group of sports that can have something for every member of the family. Family relay competitions will be held to introduce families or teams who have expertise in only a few of the five phases. Every effort should be made to introduce the Masters Pentathletes to the local United States Pony Clubs in their local area to provide yet another nucleus of enthusiastic participants. Masters athletes can also help with potential modern pentathlon training camps. They can be potential attendees, providing a revenue stream for the camp. They can also act a volunteer coaches or administrators, lending a hand in their area of expertise.

There have been preliminary discussions with the UIPM regarding holding the 2010 Masters World Championships in the United States, specifically in Atlanta.

Elite Athlete Program

Coaching

The Senior and Junior National Team coaching staff is in place at the Olympic Training Center (OTC) in Colorado Springs, Colorado. As USA Pentathlon works hand-in-hand with the USOC during the transition period leading into the Beijing 2008 Olympic Games, it is essential that continuity and consistency are maintained in this crucial pre-Olympic Games season. Any additions or enhancements will be made carefully so as not to disturb the momentum.

The current coaching staff at the OTC:

Janusz Peciak - Pentathlon Olympic Gold Medalist - Montreal 1976, 2 times
Pentathlon World Champion, 10 Years Olympic Head Coach U.S.
Pentathlon, 2000 & 2004 Olympic Pentathlon Coach;

Scott Christie - WCAP-former Elite Pentathlete

Michael Cintas - riding

Genadijus Sokolovas – swimming (staff of USA Swimming)

Tracey Powers - riding

The sport of Modern Pentathlon is complex in that it is comprised of five seemingly unrelated sports. This presents challenges to the coaching staff as well as to the athletes. The individual phase coaches must realize that they are training athletes who are also being asked to balance their efforts across four other disciplines other than the one that they are responsible for coaching. They must constantly wrestle with multiple questions on how to improve themselves and their athletes:

- What is the motivation for athletes and coaches to become better?
- How can coaches improve their techniques?
- How can accountability of the coaches and athletes be improved?
- How do we improve feedback to our athletes?
- How can the coaches develop consistent training plans that are athlete centered and specific?
- How do individual phase coaches communicate and coordinate their efforts to maximize performance in their phase without sacrificing performance in the other phases?
- How can coach/athlete personality clashes be resolved?
- Should the Elite Athlete training program be centralized or club based?

USA Pentathlon will strive to develop alliances with multiple partners in the geographic regions associated with High Level Training Facilities. The goal will be to develop coaching pools of individuals who are expert in their respective phases. The director of High Performance will be tasked to assist the Head Coach in matching the needs of the individual elite athlete with the appropriate combination of phase coaches. Periodization is an organized approach to training that involves progressive cycling of various aspects of a training program during a specific period of time. The Director of High Performance must ensure that the athletes are kept in the resistance stage of strength training without ever going into the exhaustion stage of training where muscle repair becomes impossible. By adhering to cyclic training the body is given adequate time to recover from significant stress before additional training is undertaken. Overtraining and muscle distress will be avoided by being aware of these concepts while designing

training programs. Strength, strength-speed, and strength-endurance will be improved by systematically alternating high loads of training with decreased loading phases of training. The concepts of rest and recovery as it interrelates in the two strength sports must be tailor-made for each athlete. Microcycle, mesocycle, and macrocycle training regimens are important in all five of the disciplines and must be coordinated into a Master Plan for each elite athlete by the Director of High Performance. The training techniques of other multiple sport models in the Olympic family will be investigated such as triathlon, biathlon, and decathlon. The team of the Head National Coach, the Director of High Performance, and the Performance Services personnel must work in concert to ensure that the potential of each individual athlete is realized.

Shooting: Regardless of athletic ability, it requires a coach to help take athletes to the next level in their sport. Advanced shooters require assistance with training and techniques along with a continuous reinforcement of the fundamentals in order to compete at a higher level. There is not currently a full-time shooting coach for the USA Pentathlon elite athletes. We do not feel that a full-time coach is required, but a mandate will be to secure a consistent periodic input to the athletes of a knowledgeable coach who will be able to make available advanced training techniques and training programs to ensure that the National Team athletes will be able to consistently shoot over 180 on an average day. We must also be aware of and ready to employ additional training techniques if the UIPM amends the rules in 2008 to introduce a run/shoot format. Consultation with US Biathlon coaches would be appropriate as

cardiovascular control will be required in addition to the other fundamentals.

Fencing: This sport requires the presence of at least one full time coach. Classically the best epee fencers in the world are from Eastern Europe. Janusz Peciak, who is currently serving as the head coach of USA Pentathlon is an expert fencer and provides guidance to the members of the Senior and Junior National Teams. Fundamentals and drills must be stressed on a daily basis for maximum success. The key to producing a good fencer is to fence as many better fencers as possible. This concept is supported by the current theory of inviting National Pentathlon teams from around the world to the Olympic training center periodically. USA Pentathlon will strive to make this a reciprocal arrangement to move our teams to the training centers of other National Federation Teams.

Swimming: This is a very individualized sport and requires a knowledgeable coach on the deck who has the ability to analyze the strengths and weaknesses of each of his/her athletes. Pentathletes may come to the sport with a strong swimming background and will require advanced strength and conditioning workouts with little attention to technique. On the other hand, weak swimmers may also excel as pentathletes, but these individuals will require technique training, race strategy, as well as strength and conditioning workouts. The coach must also be very sensitive to the constraints which are placed on the program by the fact that pentathletes are multi-sport athletes and may respond

negatively to classical swimming workouts. Ideally, USA Pentathlon will negotiate a relationship with a swimming coach at the High Level Training Center where the USA National Team is located. Currently the Olympic Training Center fulfils this role and there are no plans to change this at this time, especially in this pre-Olympic year.

Riding: This phase of Modern Pentathlon has been called by many the "wild card." It does not have to be. Our pentathletes can be properly prepared with a fundamental riding skill set to be prepared for a 1200 point ride, no matter what kind of horse they draw. The staff of USA Pentathlon have the knowledge and connections in the regions of the United States which are being proposed as regional centers to develop riding programs which will ensure that athletes arrive at the level of high performance and world class with a solid riding background. This phase is as complicated and time consuming as is the fencing phase. A properly trained and prepared rider should be able to draw any horse in any pool and perform exceptionally so that this phase is not the one which sends a potentially top daily performance out of the medals. These riding programs initially will be established at private riding centers with private instructors who are within easy reach of the elite athlete training centers. A goal of USA Pentathlon is to own and operate a stable with a full inventory of school horses. This is a medium range goal and is not necessary on a short term basis to achieve the goal of producing effective pentathlon riders on strange mounts.

Running: The second of the “strength” sports, the international pentathlon competition dictates that to be competitive, a pentathlete has to run the 3k in 9:30 or less consistently. The pentathletes who are consistently on the podium will all perform at this level. There is not currently a running specialty coach for the Senior and Junior National Teams. USA Pentathlon will ensure that there is at least a part-time coach for the running phase in 2008. The elite athletes at the World Class level will need this type of consistent coaching to improve their form and conditioning in the total context of the five sport athlete. This phase must be perfected to ensure that our pentathletes will have the opportunity to translate an excellent daily performance into that difference between a gold & silver medal of .02 of 1%. The new format of the run/shoot that is being proposed by the UIPM for the 2009 season will require a completely different training regimen. Three 1000 meter races instead of a 3000 meter race will require coaching which emphasizes speed as well as endurance. A track coach will be essential to make this transition for the USA Pentathlon athletes.

Performance Services

The National Team coaching staff is faced with the challenges of producing High Performance and World Class Athletes in a sport that is comprised of five seemingly unrelated disciplines. The phase coaches are expert at teaching and enhancing the skill sets of the athletes in shooting, fencing, swimming, riding and running. In order to achieve the ultimate goal of ‘sustained competitive excellence’ in a decreased number of development years, the addition of Performance Services must be added to the efforts of the National Team Staff.

The specialized elements that will contribute to overall performance and development efforts will be integrated into the high performance structure by establishing and maintaining a secure infrastructure and system of operation. These Performance Services will be a combination of inputs by the USOC and the USA Pentathlon NGB working in partnership.

There are several areas which have been identified as important and having an impact on future performances:

- Athlete Evaluation Profile
- Sports Science
- Sports Medicine
- Sports Psychology
- Sports Nutrition

A brief description and justification for including these Performance Service items for this unique sport follows:

Athlete Evaluation Profile- Testing of athletes on a continuing basis is necessary to establish a baseline and standards which can be correlated to performance. The performances of incoming athletes and continuing athletes can be compared to each other and to those on the international scene. This will provide the benefit of establishing performance standards for our athletes and coaches to aspire to. Once these standards are established, our high performance and world class athletes on the USA Pentathlon National Team will have proper benchmarks to compare their

performances to and make adjustments in their training regimens to ensure that they will stay at the highest possible standard at all times.

Sports Science- The use of Dartfish technology is only one example of the tools that will be employed by the Performance Services division of the USOC in partnership with USA Pentathlon. Lactate testing will assess the level of conditioning that an athlete has and adjustments in training programs may be made accordingly. Utilizing the tools of the twenty-first century that we in the United States have at our disposal will aid in the achievement of overcoming the deficit in the international competitive edge that the athletes of USA Pentathlon currently are faced with.

Sports Medicine- Access to high quality Sports Medicine is essential when pentathletes are accepted at High Level Training Centers. Proper prompt identification of the nature of injuries is essential so that rehabilitation programs can be instituted. Post exercise therapy in a Recovery Center is an important adjunct to high performance training. With the multiple disciplines and cross-training that occurs in Modern Pentathlon, attention to rest and recovery is even more important in decreasing the amount of time that it takes to develop an athlete to the level of World Class and Olympic medalist.

Sports Psychology - Modern Pentathlon is a unique sport in that it encompasses five seemingly unrelated disciplines. In addition to the challenges of maintaining physical toughness in two strength sports

(running and swimming) and the physical attributes required for the three skill sports (shooting, fencing, and riding), mental toughness is as important if not more important for performance at the highest level. The challenges of a long competitive season with extensive international travel make psychological stress and recovery management a very high priority. The stress of winning and losing occurs constantly during the day of a Modern Pentathlon. It can occur up to 36 times during the fencing phase of a competition, 20 times during the shooting phase, during the running, riding, and swimming phase. Learning how to deal with winning is equally as difficult as learning how to lose and then recover. Coping with the reality of “choking” and “tanking” and how to move on requires practice.

Sports Nutrition- Many of the athletes that arrive at the level of high performance have not been instructed in proper nutrition by the time that they have developed to this level of excellence. “It takes the proper fuel to make the machinery run properly.” Nutrition counseling is an athlete specific process and requires coordination between the athlete, the National Coaching Staff, Director of High Performance, and the Performance Services personnel.

International Exchanges

The pentathletes who have been chosen for the National Teams are World Class Athletes. In order to ensure that our athletes are continually exposed to athletes from other National Federations in non-competition environments, USA Pentathlon will continue the international exchange programs that have been

initiated by USOC Sport Partnerships in the past two years. These exchanges are beneficial for matters of international relations as well as providing a venue for our elite athletes to learn techniques and be challenged by world class athletes from other programs. Our coaches are also provided the opportunity for learning new training techniques.

USA Pentathlon will send the Junior and Senior National Teams abroad for a minimum of two sessions of 2-3 weeks for training. Invitations will be extended to teams from Russia, Poland, Latvia, Lithuania, Germany, Sweden, Ukraine, and Egypt to continue the precedent which has been established in the past two years. Additional federations have been approached unofficially already to expand this useful program.

Competitions

Domestic Competitions

Local

The grass roots level of development dictates that there be local competitions which will be sponsored by fencing clubs, shooting clubs, pony clubs, swimming clubs, and running clubs. USA Pentathlon will promote these efforts by providing information to these organizations on how to set up clinics using the sport which they represent as the foundation of the clinic. Each of these sports clubs include in their membership participants who will have interest in the other sports if they are presented in a fun, organized, imaginative manner. The key word here is fun. Once USA Pentathlon has identified the Modern Pentathlon alumni who are distributed throughout the US and identified the Masters competitors, we will provide resources to help these "seeds" grow in municipalities throughout the country.

Regional

The framework for regional competitions for Modern Pentathlon already exists with the 43 regions throughout the United States in the United States Pony Club system. The USOC is aware of our efforts to formalize the relationship with USPC with respect to having USPC submit this application for NGB status. There were philosophical and mission statement issues which prevented this from occurring. However, the tetrathlon committee is strong and gaining momentum within USPC and will be a valuable liaison and resource even though it is an "unofficial" relationship. The efforts of the tetrathlon committee are focused on a "rally in each region." Members of the USA Pentathlon staff, several of whom are also on the tetrathlon committee in USPC, will be attending these rallies with seminars

and demonstrations on fencing. There is already a national database in place within USPC that collates scores from regional and national competitions thereby providing USA Pentathlon with a scouting system to identify talented future pentathletes. The athletes who are high scorers in the USPC regional rallies will, in addition to qualifying and competing at the USPC National championships, be invited to compete in the four regional qualifying competitions though out the country. There are to be six regions ultimately thereby decreasing travel time and expense for younger competitors.

National

The 2008 National championships will be held in cooperation with the plan of the USOC. The USA Pentathlon transition team will be responsible for the organization and hosting of this championship. It will be an open competition with invitations going to all NORCECA countries and if logistics permit, will be held at the end of a training camp for athletes from Europe or Africa. The senior and junior nationals will be held concurrently and at the same location as those for the Youth A-E levels. This will provide visibility of the older high performance and world class athletes to the younger athletes and their parents.

Competition Officials

The five sports of Modern Pentathlon necessitate multiple officials to successfully host a competition. The technical delegate for the competition is tasked with overseeing all venues and ensuring that the stated rules (usually UIPM rules) are carried out by the organizers and other competition officials. At this time, there are only two certified UIPM technical delegates residing in the United States.

Janusz Peciak the US team National Head Coach is one of these individuals. It will be the task of USA Pentathlon to train other individuals who may then be called upon to preside at other local and regional competitions as the responsibilities of being the National Team coach will prohibit Janusz Peciak from participating in all domestic competitions. This will be accomplished initially by producing a training manual based on UIPM guidelines and having potential candidates assist competition organizers in the operation of competitions. The number of candidates will be too small at first to develop official/referee clinics.

The phase officials will be drawn in all cases from the ranks of the individual sports which are represented in Modern Pentathlon. USA Pentathlon does not anticipate that officials will require specialized Modern Pentathlon training as long as the individuals chosen to be phase directors are briefed by the LOC or the technical delegate on the rules which are specific to the sport of Modern Pentathlon.

Shooting: the shooting director, range officers, and classification officials are in most cases volunteers from local shooting clubs or individuals who are identified by the organizers as knowledgeable in the shooting sports. In some cases, the shooting director will be hired from the local available talent.

Fencing: The fencing director, referees, and ground judges will be drawn from local and regional fencing clubs. In most cases, the fencing director and referees are paid positions the cost of which must be borne by the organizing committee. Fencing referees are licensed officials and undergo training and certification programs in the USFA.

Swimming: There are multiple officials required for a swimming competition (Swimming Director, a Referee, a Starter, a False Start Judge, a Chief Inspector of Turns, Inspectors of Turns, Arrival Judges, Clerks of the Course, a Chief Timekeeper, Timekeepers and an Announcer). In most competitions, many of these officials are gathered from available volunteers. Naturally at the larger competitions, the organizing committee will have prepared a list of volunteers before the day of the competition. The swimming director who will come from a local swimming club will be tasked with this organizational task.

Riding: The officials required for a riding competition will be supplied by a local riding club and in the case of a large national competition may have to be brought in at the discretion of the LOC. The riding director and riding judges will probably have to be paid by the LOC, but in the smaller local and regional competitions could be volunteers. The secretary will probably be part of the LOC and the course designer will be hired by the LOC. The additional officials that are required by the UIPM (timekeepers, announcer, starter, warm-up judge, judge for horses distribution, judge for equipment) will probably be volunteers from the pool of local personnel associated with the riding venue.

Running: The officials for the running venue will in most cases be volunteers who have helped with the other phases. The running director will have expertise in organizing running events and may have to be hired depending on the local talent that is available and

the size of the event. He or she will be responsible for assigning the other duties that will need to be carried out such as course judges, starters and assistants as well as finish judges and assistants. The referee may be assigned by the running director or may be the same individual.

International Competitions

B competitions

USA Pentathlon will select at least two B competitions in 2008 that the Junior National Team or the second Senior National Team will participate in. These competitions will provide a high caliber of competition. They will provide some of our athletes who are not as deep into the development pipeline with much needed experience in international competition. The participants for these competitions will be selected by a committee consisting of the Director of High Performance, the Managing Director of USA Pentathlon and the National Team Head Coach.

World Cups, World Cup Championship, and World Championships

USA Pentathlon will make every effort to send a full National Team to each of the World Cup competitions and World Championships in 2008. The program goal is to provide funding for all members of the World Cup Team providing that they have succeeded in achieving the Performance standards which have been detailed previously. If an athlete has not achieved the Performance Standards, they are invited to attend the World Cup, but they will be self-funded.

USA Pentathlon has successfully proposed to the UIPM for hosting a World Cup competition in March 2009. This bid has been awarded to the USA providing that there is an NGB in place at that time. They have approved the venue in Atlanta, GA which will be co-hosted by the Atlanta DeKalb International Training Center. Excerpts of the proposal letter are enclosed:

Re: Modern Pentathlon World Cup 2009 Proposal to UIPM

Gentlemen:

Bethany-Peacepoint Equestrian Foundation, Inc. (BPEF) will be submitting an Olympic Sport Organization application to the USOC this fall. In anticipation of a successful application by our group, we are proposing a bid declaration to the UIPM to host a Modern Pentathlon World Cup in 2009. This World Cup bid will be produced in partnership with the Atlanta DeKalb International Training Center (DITC) which was established as the living legacy of the 1996 Atlanta Olympic Games. This relationship will ensure that we have the expertise, structure, organizational capability, and resources to produce a competition that will assure the international federation that the U. S. will be a capable participant in the world arena of Modern Pentathlon.

Hosting a World Cup in the U. S. in 2009 presents an opportunity for highlighting to the Modern Pentathlon world that the United States is and will continue to be a major force on the international stage. The focus of a World Cup in the U. S. will provide beneficial exposure to the USA Olympic movement as a whole as Chicago 2016 will have just completed their application file to the IOC the month before this competition will take place. The UIPM has expressed their willingness to discuss a bid declaration from the U. S. for 2009 even though the official deadline for proposals has passed. The partnership of BPEF and DITC will be able to provide a well-organized top quality venue for this competition. The Atlanta DITC has forged solid strategic relationships with CNN (one of the parent company trustees is the daughter of Ted Turner), and NBC (NBC Today show has done a piece on the DITC), and DeKalb County local television stations. The potential for significant publicity does exist for this event. These spots will naturally be cleared with USOC media before proceeding.

Early in July, several members of BPEF (Gene Valentine, Joachim Sacksen, William Stettinius, and Benjamin Sacksen) met in Atlanta, Georgia to tour the facilities and potential venue locations at DITC. We were hosted by Dr. Marc Daniel Gutekunst, the CEO and co-founder of the DITC. There are two excellent venues in DeKalb county that would be suitable for a first class competition. The shoot, fence, and swim venues could be held either at the Woodruff PE Center at Agnes Scott College or at the Woodruff PE Center at Emory University. The riding and running venue would be held at Little Creek Park equestrian center. These facilities will meet the specifications that are outlined in UIPM technical document specifications. The lodging/meal facilities are central to both of these venues (less than fifteen minute transport).

The DITC through its partnership with the DeKalb County Government is able to provide excellent access for transportation logistics, housing opportunities (DeKalb Convention & Visitors Bureau), medical coverage, and publicity. DITC will have hosted or co-hosted three continental championships and hosted six international championships by the time the 2009 World Cup is held. We feel that the partnership of

BPEF and DITC have the expertise, access, and funding that will be required to produce a first-class World Cup competition in the United States in 2009.

Through correspondence with Bob Gambardella, the possibility of a relationship with World Sport Chicago was discussed. I have had several meetings with this group. They are also very interested and capable of a partnership. The discussions have not yet included a site visit, but our descriptions of venue requirements are under discussion by their board and they have assured us that they would like to pursue this opportunity. This is an excellent potential for a venue and would further highlight Chicago as a host city. This relationship could develop rapidly as the proposed venue for the UIPM bid declaration if you feel that this would be easier for the USOC to support.

Attached is a preliminary budget for this event. These projections are based on initial available data and will obviously be streamlined as we move forward. At this time Bethany Peace Point Equestrian Foundation is listed as the sole funding source. Gene Valentine, CEO and founder of Bethany Peace Point Equestrian Foundation has given a personal guarantee for funding of the NGB and World Cup. Although we do have the resources to be the funding source, additional sponsors will be added during the coming months. As a strong applicant for the National Governing Body for Modern Pentathlon, we feel that hosting a World Cup in the United States would help move our sport forward on the world stage.

The Youth Olympics: its impact on the direction of the NGB

Since the vote in Guatemala has made the Youth Olympics a certainty beginning in the year 2010, the new NGB will focus on this aspect as well. Young athletes will be attracted to the YOG realizing that they will be instantly visible on the world stage. Our NGB will support and promote the ideals espoused by the IOC for the youth including:

- bring together talented athletes from around the world to participate in high-level competitions;
- to run education programs on; Olympic values, on the benefits of sport for a healthy lifestyle, the social values sport can deliver and on the dangers of doping and of training to excess and/or of inactivity.
- to promote Olympic values and the spirit and essence embodied in the Youth Olympic Games.

In preparation for the YOG we will be holding competitions to identify and ready our teams. At this time it has not been decided if the YOG modern pentathlon will include a ride. In either case (ride or no ride) this decision to hold YOG by the IOC will provide an immediate beneficial impact upon our sport, but only if we take immediate action and use it as a visibility enhancer and a recruitment spring board among the youth organizations in this country.

OLYMPICS

The London 2012 Olympics are the pinnacle of the 2009-2012 quadrennial. The efforts and planning of USA Pentathlon will be focused on qualifying four athletes for the London Games. Meeting this goal will require numerous planning sessions which will start even before the Beijing Games have started. The USA Pentathlon team which will lead our athletes to London 2012 will be formed early in this quadrennial and we intend to build on the experiences of the USOC at the Beijing 2008 Games

Corporate Structure

Bethany Peace Point Equestrian Foundation, Inc.- was founded in 2001 by Gene Valentine. It was founded under the rules of the state of West Virginia as a non-profit foundation and established under the rules of the IRS as a 501 © (3) corporation. The foundation will apply to the United States Olympic Committee for the intellectual rights to use the name of "USA Pentathlon" and its logo, pending a successful application process for the National Governing Body for Modern Pentathlon. The foundation will file a 'doing business as' (dba) application with the state of West Virginia to do business as "USA Pentathlon."

Board of Directors – The Board of Directors of Bethany Peacepoint Equestrian Foundation, Inc. is:

- Gene Valentine – Chairman of the Board
- James Wolf – Director
- Willie Stettinius - Director
- Joachim Saksen – Managing Director
- Vaho Iagorashvili – Athlete Representative
- Scott Christie – Athlete Representative
- Emsie Parker – Director USPC
- Margo Leithead – Director (tentative)
- Marc Daniel Gutekunst – Director
- Rob Stull – Director

USA Pentathlon Staff – At this time, the staff of USA Pentathlon is volunteer driven. We foresee a transition into a staff driven organization in 2008. The first member of the staff will be an **Administrative Assistant** who will be responsible for daily implementation of mandates from the managing director. This will include, but not be limited to the following duties:

- Secretarial
- Database management
- Website Maintenance
- Competition organizational details
- Development camp organizational details
- Setting up MP inventory control
- Bookkeeping
- Communication
- Travel details
- Membership Maintenance
- Grant writing administration

Executive Director – A stated goal of the USA Pentathlon 2008 Transition Team is the search for an Executive Director. We project that this position will be filled at the latest by the 4th quarter of 2008.

The Executive Director's three **primary** roles and responsibilities are:

- to provide oversight and leadership to the USA Pentathlon National Teams
- to provide oversight and leadership of base programming and development initiatives

- to provide oversight and drive the fund raising efforts of USA Pentathlon

Duties and responsibilities of the Executive Director are:

1. Oversight of all USA National Teams and their activities, roles, and responsibilities.
2. Oversight of all major Team activities and National Team Staff personnel that includes: High Performance Director, Head Coaches, Phase Coaches
3. In conjunction with the USOC and National Team Staff, provide leadership and direction as it pertains to the team's annual program plan (short and long-term) for pathway development, selection, training and competition.
4. Close working relationship with the High Performance Director and Head Coach
5. Oversight of USA National Teams annual operating budget.
6. Oversight of all regional activities including but not restricted to public relations, competition planning, and development camp structure and timing, media and membership materials.
7. Oversight of all fund-raising efforts as well as substantial development of same.
8. Oversight of developing strategic alliances with organizations representing the five phases of Modern Pentathlon.
9. Development and leadership of professionally staff driven and volunteer assisted organization.
10. Writing an annual report by collaborating Team Management reports and present to the USA Pentathlon Board of Directors.

Current USOC Employees: the USA Pentathlon transition team will interface with the following USOC employees in 2008.

Director – Bob Gambardella

High Performance Director – Scott Novack

Head Coach – Janusz Peciak

Phase Coaches

Scott Christie (WCAP) coach

Genadijus Sokolovas – swimming coach

Michael Cintas – riding coach

Tracey Powers – riding coach

High Performance Director, Head National Team Coach and Phase Coaches: the duties, roles and responsibilities of these individuals is detailed in the High Performance Plan for Modern Pentathlon in 2008 as presented to the USOC sports partnership division. These documents will be discussed and modified or improved if necessary during the 2008 calendar year by ongoing discussions between the USOC Modern Pentathlon Director and staff and the USA Pentathlon 2008 Transition Team. We feel that we can effectively build on the framework of the organization that the USOC personnel have established since 2005.

Subject Matter Experts - USA Pentathlon is currently developing a panel of subject matter experts of individuals in the public sector who are knowledgeable in a number of areas which have been identified by the staff of USA Pentathlon as key to the growth and development of the new NGB. These advisory personnel

will be called on either individually, if they are known to have expertise on a critical issue that faces the Board or the Management, or will convene as advisory committees or task forces if the need arises. Unless otherwise stated, the individuals on this panel will act in a strictly advisory capacity. They have no financial or advisory accountability. Their advice will be solicited at the sole discretion of USA Pentathlon staff. This resource will be a fluid matrix with no fixed term of responsibility or service. An individual wishing to be removed from the list may do so by simply informing the Managing Director or Executive Director of his or her wish.

The following categories have been identified as areas of interest for the Advisory Board:

- **Financial Planning and Development**
 - Sophie Mellon - RK Mellon and Sons
 - Will Burkland - Burkland Oil and Gas
 - Ann Nataros
 - Bruce MacKenzie - CEO Anam Inc
 - Henry Phipps Hoffstot
 - Jo Ann Englehart - Bessemer Trust
 - Alex Argenta
 - Chet Fisher - Fisher Scientific
 - Steve Koinsan - Pro Fac Foods
 - Charles Campbell
- **Education Education:**
 - Janet Mattern MS
 - Joelind Shirk MS
- **Sports Medicine**
 - Don McGraw
 - Dr. Imbriglio
 - Dr. Larry Cooper
- **Political Action**
 - Bob Bastian
- **Program development**
 - Al Sollod PhD
 - Mark Pokras DVM MS
 - George Helwig
- **Sport Science**
 - Tom Abraham

- Riding
 - Jackie F Smith - USEA
 - Jim Moore
 - Patti Minter
 - Richard Lamb
 - Bunny Adams
 - Henriette Borst
- Running
 - Guy Berkebile
- Swimming
 - Leslie McConnell
- Fencing
 - Norm Flam
- Shooting
 - Silvino Lyra
- Anti Doping
 - Ingeborg Sacksen MD
- Sports Psychology
 - Daniel Stewart
- Sports Physiology
 - Keith Hutchison
 - Laura Hruby Dick
- Sports Nutrition
- Pentathlete Alumni

Resource Database – The USA Pentathlon Website Database will contain contact information and links for local fencing clubs, pony clubs, riding/training centers, swimming clubs/teams, shooting clubs, and running clubs throughout the United States.

Public Relations and Promotion – Public relations and promotion will be a major focus of USA Pentathlon in 2008. The awareness of Modern Pentathlon in the US must be elevated in order to establish and maintain a healthy athlete and coaching pipeline. These activities are currently being conducted informally by proposed USA Pentathlon Board members as well as interested volunteers. A formal action plan is being planned which will be initiated in the second quarter of 2008.

Friends of Modern Pentathlon

The Modern Pentathlon community is not very large at this time, but it is not very close. A primary immediate objective of the new USA Pentathlon will be to reactivate communication in the existing community. This is an essential first step in unifying the ranks of a divided house. There are many differing philosophies in each of the groups. Each of these groups have in common their passion for the sport of Modern Pentathlon. Bringing these differing philosophies together under one roof is essential for the strength the sport and the organization. A variety of opinions and philosophies under strong leadership can only result in a more vibrant and dynamic sport organization.

Modern Pentathlon alumni are scattered throughout the United States and the world. A focus of USA Pentathlon will be to network these individuals and groups and to tap into their wealth of knowledge and enthusiasm for the sport that they have participated in. This will be facilitated by exploiting the electronic age via internet searches, targeted e-mails and an interactive website that groups and individuals will utilize as a resource to build their knowledge of pentathlon in the United States. This network of information technology will not only capture many alumni who can share knowledge and other resources, but will also serve as a conduit of information to the younger athletes in the base and developmental phases of the programming pipeline.

International Competitive Analysis

The popularity of the sport of modern pentathlon varies dramatically throughout the world. Thus there are various "hotbeds" of pentathlon activity. Those geographic regions which are historically the most successful in international competitions are those where the exceptional pentathlete may be elevated to the level of national hero. These programs are well supported by the government and as a consequence training programs, development programs, and access to competitions is not as difficult as it is in countries where the pentathlete does not enjoy the status of national recognition.

The countries of Eastern Europe have been at the top of the international scene for many years because many athletes become involved in this sport at an early age. This is particularly important in the sports of fencing and swimming which require many years to rise to world class. When one thinks of powerful countries in the world of Modern Pentathlon, one immediately thinks of Hungary, Poland, Russia, and Czechoslovakia.

Recently the countries of Western Europe such as Germany and Great Britain have made advances in their program. These countries have developed a robust feeder network for their sport and the results. As a result their athletes are beginning to appear on the podium on a more consistent basis. France, Spain and some of the other countries of Europe will occasionally produce a pentathlete who moves into the upper echelons.

In Africa, Egypt has been particularly aggressive with their support of Modern Pentathlon. They are importing world class coaches as well as frequently sending their athletes to modern World Class training facilities in Poland and the United States. Although there are national federations in other African countries, it is unusual to see pentathletes from these countries on the World Cup circuit.

Asian athletes don't appear on the World Cup circuit on a consistent basis, but when they do, they are a force to contend with. The strongest competitors appear to come from China. With the Olympic Games in Beijing during this quadrennial, their training efforts have been stepped up considerably.

The United States appears to hold the advantage in the North and South American continents as is evidenced by the consistently top level performances in the Pan American and NORCECA competitions. In North America, Mexico has a development program that is filling their pipelines with future athletes. Recently Guatemala has shown that they have developed interest in their youth as evidenced by the fact that they recently came to Calgary, Canada to the NORCECA Youth A championships with over 12 participants. Canada has several athletes on their National Team that are consistent in their World Cup performance, but there is no visible feeder system at this time. Other NORCECA countries such as the Dominican Republic and Cuba also have potential. South America is well represented by programs in Brazil, Argentina, Chili, and Peru.

Through the promotional efforts of USA Pentathlon and the support of stakeholders such as the United States Olympic Committee, private and corporate

sponsors, and the athletes and coaches, the United States hopes to soon emerge as a prominent force on the world stage.

2000-2007 USOC Investment

	2000	2001	2002	2003	2004	2005	2006	2007(Budget)
NGB Funding	627,926	560,143	512,962	244,072	291,600	0	0	0
USOC Funding	173,145	136,145	248,140	252,896	292,900	298,000	339,125	414,369
TOTAL	736,823	566,864	803,373	695,622	584,500	298,000	339,125	414,369

2001-2004

In the 2001 – 2004 quadrennial, the USOC provided \$ 930,081 to USA Pentathlon in base and performance funding.

At the 2004 Olympic Games in Athens USA Pentathlon produced one athlete in the top ten and three athletes in the top 20.

2005-2008

The USOC Sports Partnership Division is managing and funding the U.S. Modern Pentathlon effort at a 100% level.

In 2006 USA Pentathlon produced:

- A gold medal in the PanAmerican/NORCECA Championships in Mexico City, Mexico
- A bronze medal in the first World Cup competition in Mexico City, Mexico

- 22nd place in the World Championship Final in Guatemala City, Guatemala

In 2007 USA Pentathlon produced:

- A gold and bronze medal at the Pan American Games Rio de Janeiro, Brazil
- A silver medal at the NORCECA championships in Havana, Cuba
- A bronze medal at World Cup #2 in Mexico City, Mexico
- A silver medal at World Cup #3 in Cairo, Egypt
- A silver medal in World Cup #5 in Drzonkow, Poland
- A 29th place in the World Championship Final in Berlin, Germany
- To date 2 athletes have qualified for the 2008 Beijing Olympics

Transition Team (2008)

USOC → USA Pentathlon

The High Performance Plan and resource allocation for 2008 has been completed at the USOC. The role of USA Pentathlon with the Elite Athlete Program will be one of assistance and logistical support. There may be some minor adjustments throughout the year, but care must be taken not to disturb programs and initiatives that are already in place; potentially disrupting athletes that are in the final stages of the pipeline towards the Beijing 2008 Olympic Games. USA Pentathlon staff will assist the USOC Sports Partnerships staff with carrying out operational details as requested or required. USA Pentathlon may be asked for advice concerning management decisions but the USOC will be responsible for the implementation of decisions for planning and day to day operations. There are several initiatives/goals that will be the focus of the effort of USA Pentathlon in the calendar year 2008.

In addition to the supporting role of the USOC Sports Partnership division, it has been determined that USA Pentathlon should concentrate on the following four initiatives during 2008:

1. Infrastructure
2. Communication
3. Competitions and Training Camps
4. Executive Director

Infrastructure - The enclosed SWOT analysis for 2007 indicates that there is no infrastructure currently in place for the sport of Modern Pentathlon in the United States. The weakness of this fact is very obvious and does not require elaboration. The opportunity on the other hand is immense. There are no negative paradigms present in this new organization. There are no "skeletons", "dead wood," or other debris that must be removed or adjusted. The organization is completely clean and is ready to be fleshed out with an efficient infrastructure.

USA Pentathlon plans to establish at least four strategically located regional centers in the United States. Locations that are under consideration are currently:

1. Bethany, West Virginia
2. Atlanta, Georgia
3. Colorado Springs, Colorado
4. Palm Springs, CA
5. Roswell, NM
6. Mid-west Location - TBD

These are locations that already have the "seeds" necessary for a Modern Pentathlon program. The USA Pentathlon staff will consider the initiation of dialog with existing principles at these and other locations a primary priority once the transition period commences.

Communication – The United States and the world have a large number of individuals and organizations that are currently or have been passionate about the sport of Modern Pentathlon. It will be the responsibility of USA Pentathlon to reach out to these individuals or groups to acquaint them with the new NGB informing them of new initiatives and programs that are being undertaken.

USA Pentathlon will set up a *Friends of Modern Pentathlon* database immediately to identify these individuals or groups and set up a communication pathway. The primary method of communication will be electronic as that is the most efficient in the 21st century, but telephone, direct mail and personal visits will also be employed. As the organization matures, the communication network will become more robust under the central direction of the staff at USA Pentathlon.

Competitions and Training Camps –The most effective tool for communication and visibility enhancement with the sporting public is the organization and promotion of competitions. USA Pentathlon will hold a minimum of three domestic competitions in 2008. These will be open competitions potentially located in the venues mentioned above. Every effort will be made to extend invitations to the national federations of the NORCECA countries. This would include cooperation with the USOC Sports Partnerships division to organize the Continental Championships in 2008.

The concept of the Biathle will be introduced in the United States by USA Pentathlon in 2008. This concept which is promoted by the UIPM gives athletes of all ages a chance to be introduced to the multi-sport concept in a structure

which allows them to qualify for an international World Tour experience as well as a World Championship format.

The new run/shoot format that is being proposed by the UIPM will be discussed at the World Congress in 2008. USA Pentathlon will similarly stage exhibitions or competitions in the Triathle format. We feel that having this as an option on a trial basis may enhance the spectator appeal of the sport. The concept is simply a merging of the existing Biathle concept with the proposed run/shoot concept. The proposed run/shoot format has the competitors taking 10 shots at a fixed point target, running, shooting 5 shots, running again, and 5 more shots. Our trial competition would introduce a swim after the second run. We feel that the spectators would have an exciting event to watch with the following lineup of events:

Fence—1st event

Combined run/shoot/swim—2nd event

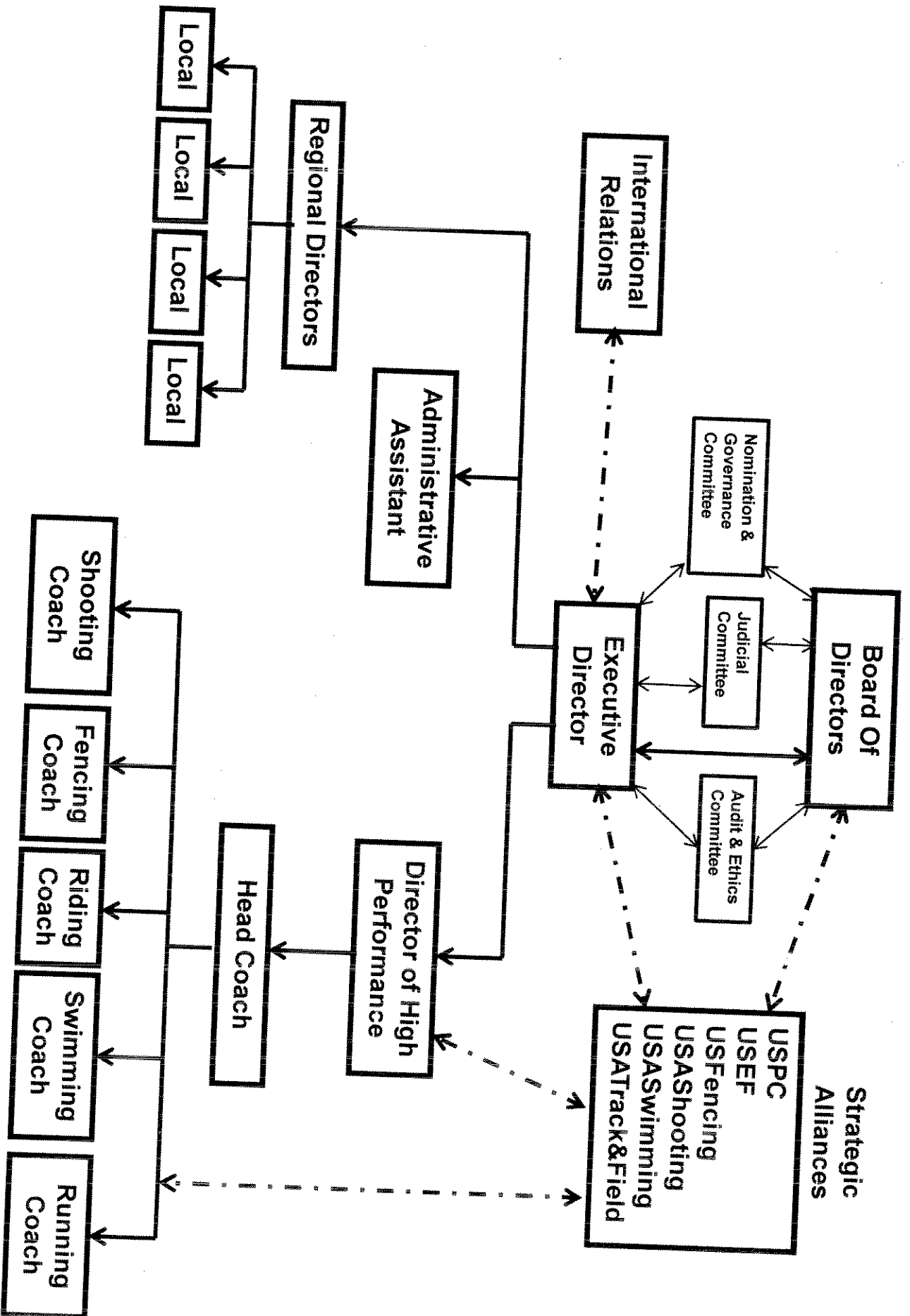
Ride—3rd event

This format would leave the eventual winner in doubt until the last ride of the day. Naturally this format would only be done as a “fun” event, (it is not sanctioned by the UIPM), on a local or regional level to encourage participation and introduction to Modern Pentathlon.

Pentathlon youth training camps or clinics will be organized primarily in conjunction with United States Pony Club regional rallies throughout the US following the model that has been successful for the past two years in the Tri-State region (Pennsylvania, Ohio, and West Virginia). Assistance with training

camps organized by the USOC Sports Partnership division for the High Performance and World class athletes will also be a focus of the new NGB.

Executive Director – The search for an effective executive director will be a primary focus of the board of USA Pentathlon in 2008. We feel that hiring an individual that will effectively carry out the vision and mission of USA Pentathlon is best done by an organization that is an ongoing concern and is developing a visibility in the world of Modern Pentathlon. The management of USA Pentathlon feels that it is more prudent to delay a search until we are in the transition phase. It is imperative that we progress rapidly from a volunteer driven organization to a staff driven organization to ensure stability as we move into the London 2012 quadrennial. This initiative will allow us to identify individuals that may step into an organization that is operational and carry the NGB into the future along the path that the Board of Directors has developed.



USA Pentathlon Action Plan

There will be several key initiatives for 2008 which will be the focus of the efforts of USA Pentathlon. Successful implementation of these initiatives will ensure that our organization will be ready to assume full control of the Modern Pentathlon NGB in the fourth quarter of 2008.

Administration

- Executive Director
- Administrative Assistant
- Resource Database
 - Friends of Modern Pentathlon
 - Local shooting, fencing, swimming, running, and riding resources
- Communications
- Public Relations
- Media Relations
- Website Development and Management
- Membership Development Systems

Establish Regional Centers

Intercollegiate Program Development

Resources for Local Clubs

Masters Program

Competitions

- Domestic Competitions
 - Domestic #1

- Domestic #2
- National Championships
- Regional #1
- Regional #2
- Planning Atlanta 2009 World Cup
- Biathle/Triathle

Development Camps

- OTC (High Performance)
- Atlanta DITC (Development & High Performance)
- USPC Clinics (Base Programming & Development)

High Performance

- Transition Team Interface with USOC
- Develop High Performance Plan for 2009

Establish Strategic Alliances

- USPC
- WCAP
- USA Shooting
- US Fencing
- USA Swimming
- USA Track & Field
- USEF

Implement Revenue Generation Plan

USA Pentathlon Budget and Revenue Generation Plan

Mission Statement

The mission of USA Pentathlon shall be to enable United States athletes to achieve 'sustained competitive excellence' in Olympic and Pan American competition and to promote and grow the sport of Modern Pentathlon in the United States and establish the United States as a respected and powerful force in the international pentathlon community.

Assessment of Funding Needs

- Bethany Peace Point Equestrian Foundation, Inc. Seed Fund – Gene Valentine (see following statement) as the founder and CEO of BPEF has agreed to provide the “seed” funding for USA Pentathlon. This support will be available to ensure that USA Pentathlon may fulfill its responsibilities to the USOC and to the modern pentathletes in our organization. This will ensure a solid beginning to the operations as the fund raising mechanisms are put into place.
- Operating budget – A preliminary operating budget is attached for USA Pentathlon. As development initiatives and infrastructure are established, adjustments will be made by USA Pentathlon staff as historical data becomes available. Preliminary fund raising goals are detailed on page 2 of the USA Pentathlon preliminary budget.

Funding Goals

- Produce a good product – USA Pentathlon must ensure that we produce a stable infrastructure which is capable of supporting the initiatives that will succeed in establishing modern pentathlon as an interesting and desirable product for the sporting public. This infrastructure will be capable of supporting the athlete development pipeline from base programming through the world class program.
- Develop strategies to ensure that the good product is visible – Prepare materials that will make the public aware of “what is modern pentathlon?” A comprehensive program of printed material, internet presence, and person to person meetings are required to raise awareness of our sport.
- Leverage multi-sport opportunities – Modern Pentathlon is in the unique position of being related to five seemingly unrelated sports. Each sport has its own culture, equipment, and sponsors. This position may be exploited as we bridge gaps between the sports.
- Leverage relationships with related sport NGB’s – by forming strategic alliances with the five pentathlon related sport NGB’s, USA Pentathlon will assist in mutually beneficial media opportunities in the literature of both sports and at their (and our) competitive or training events.

Funding Objectives

- Establish at least one major “anchor” sponsor within 18 months – identifying and winning a major sponsor for Modern Pentathlon is a primary objective of USA Pentathlon.

- Identify private donor pool of pentathlon alumni – through the Friends of Modern Pentathlon program former pentathletes and pentathlon supporters will be identified and reignite the passion that they feel or have felt for their sport.
- Establish Modern Pentathlon Trust Fund – A five year goal of USA Pentathlon will be to establish a Trust Fund whose income will ultimately contribute to the strength and welfare of Modern Pentathlon in the United States.

Action Plan

- Hire professional fund-raiser – Gene Valentine has provided us with contact information and introductions to professional grant writers. We will utilize this resource as we build a fund base during the London 2012 quadrennial.
- As a primary responsibility of executive director is fund raising – one of the stated duties and responsibilities of the executive director will be to actively participate in fund raising responsibilities.
- Utilize the web site as resource for solicitation of donations – excellent communication and education is a key ingredient for success in a private donation program.
- Formal education of USA Pentathlon staff in the mechanics of grant writing – USA Pentathlon staff (employees and selected volunteers will attend training sessions on the grant writing process to increase their awareness of this valuable tool.

Monitoring and Evaluation of Funding Objectives

- Agenda item at each quarterly board meeting – USA Pentathlon will make the quarterly review of the fund raising plan and progress a primary objective.

The following narrative was supplied by Gene C. Valentine, the founder and CEO of Bethany Point Equestrian Foundation, Inc:

Bethany Peace Point Equestrian Foundation was established in conjunction with Bethany Peace Point Center (www.peacepointfarms.com) by Gene C Valentine (www.gcvper.com). The financial basis for the organization was the previously successful establishment of Financial West Group, Inc. (FWG) (www.fwg.com) by Mr. Valentine in 1985 under the original name Pacific Asset Group, Inc., changed in 1991 to Financial West Group, Inc. FWG manages directly over \$1 billion dollars and its customers have on deposit assets over \$3 billion dollars with various financial intermediaries. Mr. Valentine is a strong advocate of the values contained in Napoleon Hill's classic work Think and Grow Rich which holds as its central tenant the requirement to "give back" to various civic endeavors after achieving financial success in one's primary business. Mr. Valentine is also adjunct faculty at Bethany College and West Liberty State College where he teaches courses in entrepreneurship. He is also currently planning a January Term course with students to Dubai to assist the students in understanding global markets and financial centers and their impact on expansion of global commerce and (one hopes) the general elevation of all peoples to their desired standard of living.

The original purpose of the Foundation was to establish a 501 (c)(3) for the funding of horses to support equestrian programs for Bethany College, West Liberty State College, Wheeling Jesuit University, Franciscan University and the surrounding secondary schools both private and public.

Mr. Valentine has a track record of securing corporate sponsorships for various events including Wells Fargo Bank who is a corporate sponsor of Peace Point and incidentally the only AAA bank in the United States; a fact rather significant in the current global credit chaos.

Mr. Valentine's underlying value is that: failure is not an option only a learning waypoint and therefore even if he has to fund projects himself without assistance he creates results. PPEC is a \$14,000,000 world class equestrian facility. He intends to add an Olympic pool to the facility to accommodate a future World Class Pentathlon competition.

Mr. Valentine has relationships with the management of several major Foundations domiciled in the Pittsburgh area with assets over 5 billion dollars. In addition he consults with the State of West Virginia where he has initiated several ground breaking projects such as Aspen Manor (www.aspenmanorusa.com) which will endeavor to mix the aging population with adjudicated youth programs such as George Jr. Republic in conjunction with the local court system for youth rehabilitation. Mr.

Valentine is in the process of applying to Oxford University for a MBA program to supplement his prior work at the Executive Program sponsored by Columbia University. He also studied during his senior undergraduate year at the University of Vienna, Austria honing an early understanding of what is now know as the "global community" and then international relations.

Mr. Valentine is currently interviewing several candidates with proven records in non-profit fundraising to facilitate a final funding plan for the planned future events of USA Pentathlon. This will be submitted under separate cover; In addition, however his various companies have provided a firm seed pledge of \$250,000 for the currently planned Atlanta World Cup Pentathlon. Discussions have also been opened with Wells Fargo to be a lead sponsor for this event augmenting their existing support of PPEC.

Personal, banking, legal and accounting references will be provided upon request.

Gene C. Valentine

USA PENTATHLON Funding Raising SWOT Analysis

Strengths (Maximize)

- Olympic Sport
- NGB Access to USOC Sponsorship Programs
- Component Sports are Growing Individually
- Donor base is much larger due to the Multi-Sport Component
- Passionate individuals involved in sport
- USOC Partnership with USA Pentathlon
- Strong, innovative, and progressive International Federation

Weaknesses (Minimize)

- Sponsors have too many Choices for Other Major Sports
- Minor Sport
- Very Low Media Impact
- Spectator Appeal is Low
- Difficult to attract major corporate sponsors
- Fund Raising Infrastructure is Non-existent
- Lack of Public Awareness
- General Public Lack of Knowledge
- Existing Donor Base has eroded due to recent history

Opportunities (Optimize)

- Potential for sponsorship Alliances with Related Sports
- The new NGB will be "clean"
- Old Donor Base waiting to be "Rediscovered"
- Existing Impression of "Rich Man's Sport" may be Leveraged for Private Donors
- No Current Negative Paradigms in the Sport
- Media Exposure from Hosting 2009 World Cup Event
- Strategic Relationships with other Organizations including other NGB's
- Utilizing multiple facilities at grass roots level increases exposure

Threats (Neutralize)

- Much of Old Donor Base has Been Alienated
- Competition for Sponsorship Dollars from Larger Sports
- Anti-Gun/Shooting Lobby

USA PENTATHLON BUDGET

EXPENSE

	2008	2009	2010	2011	2012
		(+10%)	(+10%)	(+10%)	
GENERAL & ADMINISTRATIVE					
OFFICE	10,000	10,000	11,000	12,100	13,310
ADVERTISING	10,000	30,000	33,000	36,300	39,930
MEDIA	10,000	30,000	33,000	36,300	39,930
FUND-RAISING	10,000	10,000	11,000	12,100	13,310
DUES & SUBSCRIPTIONS	500	500	550	605	666
STAFF	50,000	85,000	93,500	102,850	113,135
INSURANCE	0	3,000	3,300	3,630	3,993
LEGAL	2,000	2,000	2,200	2,420	2,662
TRAVEL	15,000	15,000	16,500	18,150	19,965
TOTAL G & A	107,500	185,500	204,050	224,455	246,901
ELITE ATHLETE PROGRAM					
INTERNATIONAL COMPETITIONS					
World Cup 1	0	13,400	14,740	16,214	17,835
World Cup 2	0	15,000	16,500	18,150	19,965
World Cup 3	0	15,000	16,500	18,150	19,965
World Cup 4	0	16,600	18,260	20,086	22,095
World Cup 5	0	16,600	18,260	20,086	22,095
World Cup 6	0	15,000	16,500	18,150	19,965
NORECEA Championships	0	9,800	10,780	11,858	13,044
Pan American Championships	0	12,200	13,420	14,762	16,238
CISM MP Championships	0	9,500	10,450	11,495	12,645
Senior World Championships	0	17,240	18,964	20,860	22,946
Junior World Championships	0	9,320	10,252	11,277	12,405
Youth World Championships	0	5,200	5,720	6,292	6,921
World Cup Championship	0	8,200	9,020	9,922	10,914
Olympic Games	0	0	0	0	50,000
DOMESTIC COMPETITIONS					
Domestic Competition # 1	0	3,000	3,300	3,630	3,993
Domestic Competition # 2	0	3,000	3,300	3,630	3,993
TRAINING CAMPS					
Domestic	0	3,000	3,300	3,630	3,993
International	0	51,200	56,320	61,952	68,147
TOTAL FOR STAFF	0	296,575	326,233	358,856	394,741
EQUIPMENT	0	20,000	22,000	24,200	26,620
SPORT SCIENCE/TESTING	0	10,000	11,000	12,100	13,310
INSURANCE	0	20,000	22,000	24,200	26,620
ADMINISTRATION	0	5,000	5,500	6,050	6,655
ELITE ATHLETE PROGRAM TOTAL	550,000	574,835	632,319	695,550	815,105
INTERCOLLEGIATE DEVELOPMENT	10,000	13,000	14,300	15,730	17,303
YOUTH DEVELOPMENT					
DEVELOPMENT CAMPS	20,000	25,500	28,050	30,855	33,941
PROMOTIONAL MATERIALS	25,000	23,000	25,300	27,830	30,613
HOSTED COMPETITIONS					
YOUTH, JR. & SR. NATIONALS	10,000	10,000	11,000	12,100	13,310
WORLD CUP	0	0	0	0	0
TOTAL EXPENSES	722,500	831,835	915,019	1,006,520	1,157,172

USA PENTATHLON BUDGET

INCOME

	2008	2009	2010	2011	2012
USOC					
PERFORMANCE POOL FUNDING	500,000	400,000	350,000	300,000	350,000
JOINT MARKETING	50,000	50,000	50,000	50,000	50,000
UIPM	0	0	0	0	0
WCAP	50,000	50,000	60,000	70,000	80,000
COMMERCIAL SPONSORS					
Level 1 (100,000)	0	0	100,000	100,000	100,000
Level 2 (50,000)	0	50,000	0	50,000	50,000
Level 3 (10,000)	0	10,000	20,000	20,000	20,000
Level 4 (5,000)	0	10,000	15,000	15,000	20,000
Annual Total	0	70,000	135,000	185,000	190,000
PRIVATE SPONSORS					
Level 1 (10,000)	10,000	0	0	0	10,000
Level 2 (5,000)	10,000	10,000	10,000	10,000	10,000
Level 3 (2,000)	4,000	2,000	2,000	2,000	2,000
Level 4 (1,000)	5,000	5,000	5,000	5,000	5,000
Annual Total	29,000	17,000	17,000	17,000	27,000
FOUNDATION SPONSORS					
Level 1 (10,000)	30,000	30,000	30,000	30,000	30,000
Level 2 (5,000)	0	5,000	5,000	5,000	5,000
Level 3 (2,000)	0	4,000	4,000	4,000	4,000
Level 4 (1,000)	0	2,000	2,000	2,000	2,000
Annual Total	30,000	41,000	41,000	41,000	41,000
DONATIONS					
Level 1 (5,000)	5,000	5,000	5,000	5,000	5,000
Level 2 (1,000)	2,000	2,000	3,000	3,000	4,000
Level 3 (500)	5,000	5,000	5,000	6,000	6,000
Level 4 (100)	3,000	4,000	5,000	6,000	8,000
Annual Total	15,000	16,000	18,000	20,000	23,000
DEVELOPMENT CAMP FEES		36,000	39,600	43,560	47,916
USA PENTATHLON MEMBERSHIP DUES	6,250	10,000	15,000	27,500	30,000
BETHANY PEACE POINT	42,250	141,835	189,419	252,460	318,256
TOTAL INCOME	722,500	831,835	915,019	1,006,520	1,157,172

Conclusion

Modern Pentathlon has reached a crossroads in its development within the United States. The new direction and strategic plan that has been laid out in this application has been created so that the future of the sport may move forward with a new brand that suits 21st century sport. We have identified the stakeholders and have supplied them with a comprehensive plan that invites all to participate. The sport is too small (both emotionally and financially) to be fragmented by multiple agendas.

We feel that this plan has provided the foundation for all to join the continued development of athletes that strive to reestablish the United States as a power in the world of Modern Pentathlon. This comprehensive plan of an integrated athlete development process, performance enhancement, sports science and coaching structure is one that we can all join to move our pentathletes toward their goal of achieving 'sustained competitive excellence'. Let us all strive together, put our differences aside, and build a truly competitive team that will climax in a golden performance at the London 2012 Olympic Games!