



**2014- 2015 US Sailing Board of Directors Meeting Minutes**  
**Thursday October 22, 2015**  
**Dallas, Texas**

In attendance: Olympic Managing Director Josh Adams, Vice President Bruce Burton, JJ Fetter, Executive Director Jack Gierhart, Chuck Hawley, George Hinman, President Tom Hubbell, Secretary Patty Lawrence, Sheila McCurdy, Maureen McKinnon, Ben Richardson, Cory Sertl, Treasurer Taran Teague Dave Ullman and Jim Walsh

Guests incoming Board members: Sally Barkow, Steve Freitas, Gary Gilbert, Ron White, Martine Zurinskas and via phone Division Chairs Shannon Bush and Rich Jepsen

Regrets: Steve Benjamin

The meeting was called to order at 8:00 CST and a roll call established a quorum.

1. Announcements: Incoming board members must mail the ethics forms back to the Diana Kareta or give them to Martine Zurinskas today.
2. The Consent Calendar, consisting of the 2015 September meeting minutes, was moved, seconded and approved.
3. President Tom Hubbell remarked that US Sailing does many things well and that we all need to be sure that market them well.
4. In addition his written report Executive Director Jack Gierhart noted that he will be attending a Disabled Sailing Conference at RWU tomorrow; three members of the SAP team are in RI working on the offshore database; there is a dues increase discussion coming; and the office is doing team building with the staff this fall and spring.
5. Treasurer Taran Teague reported that we are tracking a positive variance to budget. The Clifton Larson management letter has items that we need to address.
6. Josh Adams gave an Olympic report that included:
  - Leandro Spina's written report on the Olympic Development Program was distributed to the board prior to the meeting. See the attached document.
  - The Niteroi housing and on-site equipment are working well.
  - Team selection procedures are published and the team will be determined over the winter at major events.
  - US Sailing has a collaborative relationship with USOC. They have made a genuine effort to understand our sport and set team benchmarks that we must meet for funding.
  - Olympic performance in 2016 will determine funding for at least the initial part of the next quad.
  - The selection of Olympic venues is up to the Olympic Committee, not US Sailing, and while the water conditions are not ideal, the US has taken every precaution to keep sailors and coaches healthy.
  - Josh is working with Georgia McDonald, who was recently named Director of Development on fundraising. Their goals include: Raising \$1.1 million in the next 14 months in order to receive



Project Pipeline funds and to secure 2020 partners. The website now includes a feature to accept online donations.

- On July 27, 2016 Houston YC is hosting an Olympic sendoff party for the Olympic team and the board is invited.

7. Cory Sertl presented the Youth Sailing Discussion Document. See attached. This will be taken to the February meetings for further input. It was recommended that a Youth Task Force be formed with Cory as the chair.

**A motion** was made, seconded and carried to endorse the strategic direction of this project.

Cory also presented a motion to create a Level 4 Coaching Program. See the attached document. The following **motion**:

Endorse Level 4 Coaching Task Force and approve plan (separate document) from David Dellenbaugh—as approved by Jack Gierhart, Cory Sertl, Josh Adams, and Ben Richardson—and approve \$9,000 from Gamble fund to begin this project. Level 4 Coaching Taskforce: volunteers: Cory Sertl (BOD), Zack Leonard (OSC), Gary Bodie (OSC), John Vandemoer(Training), Greg Wilkinson, Adam Roberts with professional support: Dave Dellenbaugh.

was made, seconded and carried.

8. George Hinman presented the Offshore report:
  - US Sailing has perpetual license to the MIT rule. ORA has modified rule to the point where it is now a different rule. In June, US Sailing worked out a five year agreement with ORA and US Offshore Committee has given guidance to staff to help work through implementation process.
  - One issue is that the rating owners have sold rule below their value and now have a challenge to charge the true value while race organizers push for less expensive rating rules in hopes of more participants at events.
  - Three people from SAP three are in RI working on the database. Owners entering their own data have the potential for problems but the group is looking for tools to reduce manual labor.
  - Terry Kohler made a 500K donation to SYRF.
  - Partnering with PHRF fleets remains a priority.
9. The Development Department is taking shape with Georgia McDonald appointed the full-time Development Director. The US Sailing Foundation Board will need to vote to dissolve in order to bring all fundraising efforts to one place.

**A motion** was made, seconded and carried to repeal the May Development Department funding motion and replaced it with the following:

To use \$145,000 from Windfall Fund for the purpose of funding the start-up costs of the Development Department. This will be part of the US Sailing budget for 2016.



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After a discussion, **a motion** was made and seconded to repay the \$145,000 to the Windfall Fund once the Development Department was bringing in funds. The motion failed.

Georgia and Josh are working on securing US Sailing's portion of the Project Pipeline Funds.

10. Tom and Jack updated the Board on the Education Division. They noted that US Sailing and NASBLA standards are different as US Sailing includes more hands-on components. The Government Relations Committee may be able to help bridge the gap. Gary Gilbert also offered his assistance.
11. Race Administration had two items:
  - The certification process needs more transparency and a working party will be put together with the goal of clarifying the certification process.
  - There was a discussion about US Sailing's relationship with the various companies who own scoring programs. The general consensus was that US Sailing should weigh sponsorship, membership potential, and data collection when determining which platform to use.
12. New Business  
The Board voted for Peter Burling & Blair Tuke (NZL) and Sam Davies (GBR) for the 2015 ISAF Rolex World Sailor of the Year Awards.

The ISAF meetings are November 7 to 14 in China and ISAF Representative Cory Sertl will bring any pressing issue to the Board; however, currently there are none.

Jack Gierhart made a recommendation to increase the dues for organizational members as they have not been raised since 2008. Organizational members receive excellent value for their dues including the Sailing Leadership Forum and regional symposiums. The board was agreeable but wanted more specifics to any exact increase.

**A motion** was made and seconded to raise organizational dues less than 25%. The motion carried.

13. Old Business:  
The board endorsed having the 2017 ISAF Youth Match Racing World Championship to be held at Balboa Yacht Club in Corona del Mar, California via an electronic vote on Sept 29, 2015.

The Governance Committee put forward a motion to change the composition of the Nominating Committee with the intent to make to process smoother. Please see the attached motion.

**The motion was seconded and carried.**

**Bylaw 515 – Nominating Committee**

Section 1. Composition. The committee shall be composed of the most recent past president available as chair, and the following members:

- (1) One member of the current Board who is selected by the Board. This member of the Board may be an elected Director, Select Director, the Secretary, or the Treasurer, but this member must not be eligible for re-nomination to that Board position. This member's term is one year, but they may be re-nominated if they continue to meet the requirements of this sub-section.



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- (2) Three At-Large Members who are selected by the Nominating Committee in staggered three year terms, one each year. These members must have experience in multiple areas of US Sailing such as race management, inshore or offshore sailing, or training. These members may be past Board members or Officers, and are expected to have a comprehensive view of US Sailing and its activities.
- (3) The President, with the approval of the Board of Directors, may appoint a non-voting legal advisor as a consultant for this committee in the area of compliance with New York not-for-profit law and the Ted Stevens Olympic and Amateur Sports Act, each as amended from time to time.
- (4) If the membership of the Nominating Committee does not comply with the Sailor-Athlete requirement of Bylaw 511 Section 7, then the Sailor Athlete Council shall appoint the required number of members to bring the committee into compliance.

Section 2. Terms. Terms of the voting members of the committee shall be three years or until their successors are appointed, except as described in Section 1(1) of this Bylaw.

Jack Gierhart updated the board on the Grow Sailing Initiative. The concept is to drive consumers to local sailing organization in a more consistent manner and to have various points of entry to attract new sailors. The campaign will be launched at the Sailing Leadership Forum.

14. President's closing remarks: Tom recognized Dave Rosekrans who brought him into US Sailing in 2000. He is honored to have worked with the staff and volunteers over the years and is pleased to have Bruce Burton onboard as President.

The meeting adjourned at 2:00 CST.

Respectfully submitted,  
Patty Lawrence



Discussion document 10-19-15- submitted by Cory Sertl

## **Youth Proposal**

Proposal to Structure Youth Sailing as a Division within US Sailing

### **Addresses US Sailing's Mission to:**

- Provide leadership with a broad based youth focus
- Align efforts within US Sailing and with external partners and stakeholders

### **Broad-based Youth Development:**

Provide resources to programs, classes, sailors and parents through coordination and promotion of initiatives led by Training

- Instructor and Coach Training
- REACH
- Junior Sailing Workshops
- NSPS programming
- Insurance for sailing programs
- Development of student curriculums

### **Youth Racing focus:**

- Promote best practices in coaching and safety
- Development of national strategies for the competitive track
- Oversees strategy of national events that US Sailing runs
- Collaborates with existing racing programs (youth classes, ISSA, ICSA, etc.)
- Oversees Level 4 Coach Development- to improve coaching standards

**Recommendation: Form Youth Sailing Division** with a **Youth Sailing Committee** to function as the **Strategic Leadership** group to oversee and facilitate Youth Development in the USA.

This "**Youth Sailing Committee**" will be a Committee of US Sailing and will work with other parts of the association providing strategic direction and thoughtful oversight.

**Recommendation: Create the Role: Youth Sailing Director** to be the focal point of Youth Sailing within US Sailing, the "Team Leader" of the Youth Division. The **Youth Sailing Director** would report to the Executive Director of US Sailing and work closely with Training Director (staff) and Youth Development Director for U.S. Olympic Sailing Program (staff), two areas where responsibilities will overlap.

**Youth Sailing Committee** has a broad based mission to create lifelong sailors who follow racing and non-racing paths in the sport and **will be responsible to:**



- a) Work on Development Practices, Approaches, and Initiatives- broad youth development strategy (building sailors with complete skill sets and lifelong love of sailing)
- b) Work on Development Practices, Approaches, and Initiatives and competition strategy for pursuit of racing
- c) Support sailing in all types of equipment
- d) Develop strategy for all steps in a sailor's development. Objective is to complete US Sailing's full base to peak plan in youth racing development.
- e) Provide guidance by identifying classes of boats that are critical to the development of our top sailors aiming for our National Teams (Olympic path and non-Olympic pathways)
- f) Event strategy (together with Youth Events sub-Committee)
- g) Provide guidance to the Olympic Development Program (led by the OSC) on how our national youth teams competing in international events are selected and then subsequently trained (**collaboration with ODP**)
- h) Identify Opportunities with which to leverage interest in potential donors to the association for youth development initiatives and support for our national teams (**collaboration with Membership, Development office and Olympic Development**)

**Proposed Composition of Youth Sailing Committee:**

**Chair**-a volunteer who will work closely with the **Youth Sailing Director**

**Members (including the chair)** who represent a broad base of experience running youth programs, coaching, classes, events, industry/boat manufacturers with a regional balance

**Olympic representative**- volunteer also on the OSC who advises on alignment between the Youth Development Initiatives and the ODP (Olympic Development Program)

**Training representative**- volunteer also on the Training Committee to ensure alignment with Training programs and initiatives

**The chairs of the Youth Events Sub-Committee and Coaching Sub-committee** (see below)

**Youth Events Sub-Committee**- Led by a chair, who also sits on the Youth Sailing Committee, that works closely with the staff member(s) assigned to implement events. A volunteer who has close involvement running a regional Junior Olympic Event and the chairs of the committees for: U.S. Youth Championship, Chubb U.S. Junior Championships, U.S. Women's Junior Singlehanded and Doublehanded Championships.

*Function of Youth Events Committee:* responsible for adherence to youth event policies. Review purpose of all youth events, ensure relevance, advice on future strategy for events, develop event policies (selection, procedures), select venues, input on sponsor development and marketing.



**Coaching Sub-Committee-** responsible for development of coach training policies and annual coaching conference.

**Level 4 Coaching Taskforce-** volunteers assigned by OSC to guide Level 4 project with professional (Dave Dellenbaugh) hired to lead.

**Suggested responsibilities for the Youth Division managed by a Youth Sailing Director (YSD) with associated staff team (as determined by the Executive Director)**

- 1) Implement youth development strategies with guidance of Youth Sailing Committee and the Olympic Development Program
- 2) Manage Youth Division to be a useful source of information
  - a) Promote existing programs
  - b) Oversee management of database of stakeholders, continually cultivate and update contacts
  - c) Develop and manage a youth focused communication plan; it is critical that YSD can speak with authority about every stage of youth development, from yacht club entry and JOs to the ODP.
  - d) Further incorporate Clever Pig/US Sailing website partnering with stakeholders to improve and align resources
- 3) Manage long term calendar/schedule of events- be clearinghouse. Bring together stakeholders (event organizers (regattas/clinics), dealers/boat builders, classes) to maximize cooperation in setting calendar
- 4) Manage US Youth and Junior Championships - keep these relevant to the Youth Development strategy and support event organizers
- 5) Manage Junior Olympic Program
- 6) Promote and help facilitate international opportunities for US sailors (**collaboration with ODP**).
- 7) Develop and Manage National Coaching Conference (launch goal: November/December 2016)(**collaboration with Coaching Committee**)
- 8) Oversee the development of higher level coaching with Level 4 Coaching Task Force (**collaboration with Olympic Sailing Committee and Training**)

Recommended characteristics of person to fill role:

**Youth Sailing Director** and associated staff "team" - qualities and experience:

- Ability to be the "pied piper" of youth sailing
- Knowledge of and/or experience with being a racing sailor, Coach, and Parent, Program management, event management
- Communication skills- Ability to talk to kids and effectively communicate with parents, work with volunteers and industry professionals.
- Team player-ability to bring staff and volunteers to work together as a team
- Ability to facilitate a volunteer committee



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- Able to engage and work with volunteers and volunteer management and support a wide constituency
- Strong organizational skills/calendar/planning/logistics
- Ability to think long term and big picture
- Customer service mindset- will be the customer service representative for existing products and responsible to develop new products- be the “expert” on youth sailing
- Technical expertise to manage events, logistics

**Next Steps:**

1. Board Discussion, note concerns and suggestions
2. Endorse strategic direction, establish a task force to communicate plan and get feedback from stakeholders
3. Recommendation for action to the board (suggest timeline)
4. Motion to approve Level 4 Task force and Phase 1 (detail to be provided)





**Proposal – Development of Level 4 Coaching Program**

*David Dellenbaugh, October 21, 2015*

**Overview** – The development of elite-level young sailors in the US requires a corresponding improvement in the quality of coaching they receive. The US Sailing instructor courses are excellent, but they are not designed to provide a world-class coaching program. The new Level 4 course will offer a rigorous curriculum specifically geared toward the development of high-level coaches.

**Goals** – The objectives of a Level 4 program include:

- Promote excellence in coaching and sailing.
- Improve the coaching delivered to US elite-level youth sailors.
- Increase the number of coaches capable of coaching effectively at an elite level.
- Provide a resource for coaches pursuing a professional development track.
- Focus on high-performance boats at a level capable of winning the Youth Worlds.
- Integrate the Level 4 advanced coaching course with current US Sailing courses.

**Phase 1 – Planning**

The goal of this Phase is to make a plan for creating a complete Level 4 Coaching program. Effort will focus specifically on how best to execute Phase 2, with attention also on Phase 3. Key steps in this process include:

- Extensive input from coaches and trainers, especially Coaching Task Force and US Sailing training experts
- Study of existing US Sailing training resources including Levels 1, 2 and 3
- Research potentially useful training materials that exist outside of US Sailing
- Research coach training programs in other sports (e.g. skiing) and NAs (e.g. RYA)
- Development of a master plan for the creation and production of the Level 4 training program. This includes all topics and how they will be covered, plus the relationship of Level 4 to existing US Sailing training courses
- Estimate a budget and timetable for Phases 2 and 3

**Phase 2 – Creation and production**

This Phase includes the vast bulk of work needed to produce the Level 4 Coaching program. Specific goals and tasks include:

- Gather outside resources that will be a part of Level 4
- Create needed training materials that do not already exist
- Package/deliver all training resources in a way that is useful and cost-effective
- Create any tests that are needed to assess coaches' mastery of topics



- Collect photos, videos, artwork that is needed for the program
- Design the curriculum in a way that can easily be updated, improved, expanded
- Set up and follow a process of review for all materials created

### **Phase 3 – Implementation**

This Phase covers all aspects of getting Level 4 off the ground and established once the course materials are complete. Phases 2 and 3 are dependent on each other, so these will overlap. Questions to be answered in Phase 3 include:

- What are the prerequisites for taking Level 4?
- Which coaches might be specifically interested in Level 4? (develop list)
- How will Level 4 training materials be delivered to coaches?
- Will Level 4 training occur during one short time period (like Levels 1, 2 and 3), or over a longer interval?
- Who will train Level 4 candidates, and how will these trainers be trained?
- Who will administer, market, upgrade the Level 4 program?
- Are there any parts of the Level 4 curriculum that are best presented as extra modules available to supplement specific areas of interest?
- Will Level 4 certification have a time limit? Will coaches need to get re-certified?
- What will eventually be the next step beyond Level 4?

#### **Notes:**

- 'Level 4' is the working name for this project, but the final name may be different.

#### **Costs and timetable:**

- Phase 1 – not to exceed \$9,000
- Phases 2 and 3 – The costs and timetables for these Phases will be estimated in Phase 1. The timetable for completion depends on a number of factors including 1) how many materials need to be created from scratch; and 2) how long it takes to get input, feedback and approval from various people.

#### **DRAFT MOTION**

*Endorse Level 4 Coaching Task Force and approve plan (separate document) from David Dellenbaugh—as approved by Jack Gierhart, Cory Sertl, Josh Adams, and Ben Richardson—and approve \$9,000 from Gamble fund to begin this project. Level 4 Coaching Taskforce: volunteers: Cory Sertl (BOD), Zack Leonard (OSC), Gary Bodie (OSC), John Vandemoer(Training), Greg Wilkinson, Adam Roberts with professional support: Dave Dellenbaugh.*



## US Sailing Nominating Committee Proposal

### Background:

In July of 2015, the Chair of the US Sailing Nominating Committee, who is also the Chair of the Governance Committee, contacted the Bylaws Committee and discussed the shortcomings of the current Nominating Committee structure and ideas for changes in the structure.

On 31-Jul, the Governance Committee sent the Bylaws Committee a proposal for a revised structure of the Nominating Committee.

On 14-Aug, the Bylaws Committee met via teleconference and considered the proposal.

### Discussion:

The new structure makes the Nominating Committee smaller and therefore more manageable. The smaller size should assist the Committee in completing its tasks quicker and in keeping with the deadlines specified in the Bylaws and Regulations.

The addition of a member from the current Board insures that Committee has insight into current Board operations, issues, and personalities while the requirement that the current Board member not be eligible for re-election removes the possibility of further immediate office.

The proposal removes the current Division Directors from the Committee by design. The intent of the proposal was to make the Committee smaller and to populate it with members who are more “big picture” than those overseeing a specific group of committees.

This proposal does not address the larger question of what US Sailing is trying to be. Is it an organization that is trying to win Olympic medals while also having a large base of local sailors, or is it a large organization of local sailors who, at the summit of the sport, attempt to win Olympic medals?

The differences are significant: A top-down organization reacts rapidly and accomplishes tasks quickly. A bottom-up organization is focused on identifying and implementing programs and services that are a benefit to the volunteers who make up the membership.

This proposal is a significant change in governance structure that reduces the voices of the volunteers in the nomination process.

### Current Structure:

For comparison, the current structure is shown below:

Past President (Chair)		
Management Division Chair	Championships Division Chair	Education Division Chair
Inshore Division Chair	Race Administration Division Chair	Sailing Venues Division Chair
US Offshore Chair	At-large Member	At Large Member

The At-large Members are elected by the Board of Directors and cannot be current members of the Board. In addition, the President of US Sailing, with the approval of the Board, appoints a non-voting legal advisor. Finally, if those members are not composed of 20% Sailor Athletes, then the Sailor Athlete Council appoints additional members to bring it into compliance. Thus, the minimum size of the Committee is ten members and it could conceivably be as large as thirteen.



**Proposed Structure:**

The Governance Committee’s recommendation is shown below:

Past President (Chair)		
Term-limited Board Member (1-year term)	At-large Member (3-year term, Class of 2016)	At-large Member (3-year term, Class of 2017)
At-large Member (3-year term, Class of 2018)		

In this proposal, the At-large members are selected by the Nominating Committee itself without Board approval. The provisions for a legal advisor and the 20% Sailor Athlete representation are unchanged except that the appointment of the legal advisor by the President is now optional (“may appoint”) rather than mandatory (“shall appoint”).

**Current Wording:**

**Bylaw 515 – Nominating Committee**

Section 1. Composition. The committee shall be composed of the most recent past president available as chair, the current Operating Division Chairs, the US Offshore Chair, and by two other individuals not serving on the Board of Directors, but elected to serve on the Nominating Committee by the Board of Directors. The President, with the approval of the Board of Directors, shall appoint a non-voting legal advisor as a consultant for this committee. If the membership of the Nominating Committee does not comply with the Sailor-Athlete requirement of Bylaw 511 Section 7, then the Sailor Athlete Council shall appoint the required number of members to bring the committee into compliance.

Section 2. Terms. Terms of the members of the committee shall be three years or until their successors are appointed. Such terms shall be staggered on a schedule as described in the regulations.

Section 3. Nominating Duties. The committee shall:

- (1) No later than 90 days before the annual meeting, nominate individuals for open seats on the Board of Directors as contemplated by Bylaw 304. The list of nominations by the Nominating Committee shall be posted on US Sailing’s web site no later than 90 days before the annual meeting.
- (2) Develop rules to be published in the regulations governing details of the election process for positions on the Board of Directors and governing campaigning by nominees for these positions.
- (3) 30 days prior to the Annual Meeting, provide the President with the list of nominated Division Chairs as required under Bylaw 501.

**Proposed Wording:**

**Bylaw 515 – Nominating Committee**

Section 1. Composition. The committee shall be composed of the most recent past president available as chair, ~~the current Operating Division Chairs, the US Offshore Chair, and by two other individuals not serving on the Board of Directors, but elected to serve on the Nominating Committee by the Board of Directors.~~ and the following members:



(1) One member of the current Board who is selected by the Board. This member of the Board may be an elected Director, Select Director, the Secretary, or the Treasurer, but this member must not be eligible for re-nomination to that Board position. This member's term is one year, but they may be re-nominated if they continue to meet the requirements of this sub-section.

(2) Three At-Large Members who are selected by the Nominating Committee in staggered three year terms, one each year. These members must have experience in multiple areas of US Sailing such as race management, inshore or offshore sailing, or training. These members may be past Board members or Officers, and are expected to have a comprehensive view of US Sailing and its activities.

(3) The President, with the approval of the Board of Directors, shall may appoint a non-voting legal advisor as a consultant for this committee in the area of compliance with New York not-for-profit law and the Ted Stevens Olympic and Amateur Sports Act, each as amended from time to time.

~~(4)~~ (4) If the membership of the Nominating Committee does not comply with the Sailor-Athlete requirement of Bylaw 511 Section 7, then the Sailor Athlete Council shall appoint the required number of members to bring the committee into compliance.

Section 2. Terms. Terms of the voting members of the committee shall be three years or until their successors are appointed, except as described in Section 1(1) of this Bylaw. ~~Such terms shall be staggered on a schedule as described in the regulations.~~

(NO OTHER CHANGES)

### **Clean Copy:**

#### **Bylaw 515 – Nominating Committee**

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(5) One member of the current Board who is selected by the Board. This member of the Board may be an elected Director, Select Director, the Secretary, or the Treasurer, but this member must not be eligible for re-nomination to that Board position. This member's term is one year, but they may be re-nominated if they continue to meet the requirements of this sub-section.

(6) Three At-Large Members who are selected by the Nominating Committee in staggered three year terms, one each year. These members must have experience in multiple areas of US Sailing such as race management, inshore or offshore sailing, or training. These members may be past Board members or Officers, and are expected to have a comprehensive view of US Sailing and its activities.

(7) The President, with the approval of the Board of Directors, may appoint a non-voting legal advisor as a consultant for this committee in the area of compliance with New York not-for-profit law and the Ted Stevens Olympic and Amateur Sports Act, each as amended from time to time.

(8) If the membership of the Nominating Committee does not comply with the Sailor-Athlete requirement of Bylaw 511 Section 7, then the Sailor Athlete Council shall appoint the required number of members to bring the committee into compliance.

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