

ACA Board Application - Suzanne Britt

1) Why are you interested in serving on ACA's Board?

I am interested in serving on the board because I very much believe in the importance of the ACA to the paddling community. It is my hope that some of my experience on the competitive side and my business knowledge would be beneficial to the board. I would also very much like to contribute on a greater level.

2) What specific knowledge, skills, abilities and talents will you bring?

I was born into the sport of canoeing and have spent half of my summers at the ACA camp at Lake Sebago. I have experienced the recreational, marathon, slalom, sprint and sailing that is a part of the ACA. I am proud to have met at least one member of every US Olympic canoe/kayak team since it was exhibited at the 1924 Olympics. I learned early in my life about the importance of the ACA and its role in providing opportunities and promoting safety in all paddlesports. It is my hope that my knowledge of the many facets of the ACA can be beneficial to the board.

Specifically, I have 35 years of experience in finance and accounting. My diverse skills include bookkeeping, financial reporting, budgeting, and regulatory compliance, among many others. I have a proven record of managing diverse groups and working across organizations from frontline staff to CEOs.

Additionally, I have been a certified official in the United States for over 40 years and an ICF official for over 25 years. I have been active at a local, national, and ICF level. I have served on a variety of national committees such as Rules and Officials Committee, of which I was the chairperson for several years.

Highlights of my officiating career include:

- 25 years as the Chief Official at the Ted Houk Regatta, annually one of the top 3 or 4 in the U.S.

- 30 years of officiating at U.S. National Championships, U.S. Olympic Festival Trials, U.S. National Team Trials in a variety of positions including on some occasions as a part of the organizing team.

- 5 World Cup events

- 1 Jr World Championship

- 4 Senior World Championships

- 2 Olympic test events (1995 Atlanta and 2011 London)

- 3 Pan American Championships

- 2 Continental Qualifiers

- 1 2012 Olympics

- 2 Pan American Games (2011 and 2019)

3) What do you believe are the most important challenges facing ACA at this time?

I think there are a variety of challenges the ACA has at this time. At the top of the list is financial responsibility and financial resources. I think re-integrating the Olympic side of paddlesport back into the ACA is a challenge. I think there are challenges in convincing the ACA membership about the value that competitive sports bring. These include providing new pathways for members to support paddling in the USA through activities like creating synergies for coaching and officiating certification, safety education and best practices for clubs, as well as event management. I think the board has challenges in how those synergies can work within the new Ted Stevens Act changes and how the board can find both funding and committee structures that will address the Olympic sport needs.

Additionally, the ACA is at the vanguard of promoting the importance of protecting our rivers and lakes, as well as promoting the ongoing need for water access.

- 4) How would you address those challenges? If I were to focus this answer on the competitive side of the sport as an answer, I would engage with other National Governing Bodies (NGBs), for example swimming and rowing, with large membership bases, where grassroots athletes thrive. I would seek to understand whether there are any best practices that can be gained by looking at their structures and activities. I would further look at small, under-financed Olympic sports to see what could be learned from them as well. I would then have conversations within our own sport about how best we could take what currently exists within the ACA and create synergies for aspects of the Olympic side of the sport. I believe we have to find ways through active communication to emphasize the importance of what the structure will be and how it can be of benefit to the wider organization. From a finance standpoint, I believe the Olympic side of the sport needs to be educated on the importance of what the budget for the sport is – how it is broken down and how vital raising money is. I think we need to have conversations with the USOPC on funding and what can be available for the Olympic side of the sport. Especially since we have a medal winning Olympian. How we can capitalize on that medal (not the athlete to be clear)? I also believe I would advocate loudly for the website to act as an easy, straightforward tool that would encourage the competitive side to use it for information, while connecting to other parts of the organization. I very much believe that we have to actively encourage communication to create a teamwork approach such that the Olympic side of the sport feels they are not lost within the organization and have a path for success and growth. Further, I believe that success starts with accountability. Ensuring strong financial management is a cornerstone to meet those challenges.

- 5) Do you have any previous experience serving on a non-profit Board? Are you currently serving on a Board?

I have not been a Board member, however, I have chaired and participated on multiple subcommittees that reported into the Board of USA Canoe/Kayak. In my career, I have also worked with the Board of Directors for public companies, and specifically often with the compensation committee of the board. While at Emeritus I was the person responsible for the proxy and handled monitoring the annual voting.

- 6) What do you expect from the ACA to make service on the Board personally rewarding for you?

Such a great question. As I have considered applying, I feel I would gain in multiple ways personally as a member of the board. One, I believe from a business standpoint being part of the board I would gain not-for-profit management/board/finance knowledge. I have always kept my business experience somewhat varied by being a part of different industries. This would add to my own experience on the not-for-profit side. Second, I grew up a part of the ACA and while I have spent most of my adult life contributing to the Sprint competitive side of the ACA, I feel very strongly about the importance of the entire ACA body for paddlesport. I would love the opportunity to be able to contribute on a different level, and I very much would like to be able to advocate for the importance of the competitive side of the ACA, while supporting the broader mission of the ACA. I came from a family that felt paddling changed their life for the better and that to be able to contribute your time and energy would help someone else in the future be able to experience the same. I have a great passion for paddling and yes it has mainly manifested itself on the sprint competitive side. But, I very much believe that paddlesport

is a life sport and I enjoy my small part of helping contribute to its continuation and growth.

7) Have you reviewed the job description?

Yes. I have reviewed the agreement and the position description. I have also reviewed board source and the National Council of Nonprofits website.

8) Are you willing to make a commitment to the listed obligations, including time, work and financial contributions?

Yes I am willing to meet the time, work, financial commitments required. I have no issue with maintaining a bronze membership if I am a part of the board or taking on the financial cost of attending meetings, etc. I already have my background check completed and I am Safesport certified as a part of my competitive membership.

Thank you for your consideration.

Suzanne Britt

Suzanne M. Britt

Qualifications

Diverse industry experience which includes Start-ups, Business-to-Business E-commerce, Hi-tech, Retail, Co-Operative, Manufacturing, Wholesale, Service and fast-paced, growing companies.

- Experienced in supervising and executing the full accounting cycle and finance areas including: Financial Statements, Consolidations, Journal Entries, General Ledger adjustments, Reconciliations, Financial and Managerial reporting, Closings, Costing, Payroll, Payables, Receivables, Credit and Collections, Taxes, Inventory, Audit, Analysis, Budgets, Forecasts, SEC reporting and analysis.
- Experienced in SEC Reporting including 10-K, 10-Qs, 8-Ks, Proxy, S-8, S-3, T-O filings, as well as Section 16 reporting and in-house EDGAR filing.
- Management of the Annual Shareholder Meeting Process, including production of Annual Report, shareholder mailing, vote management, and proxy solicitation.
- Demonstrated ability to mentor, manage, and lead a staff of 17+. Established strong interaction and relationships between staff, departments, and divisions improving work environment, communication, and lowering turnover rate.
- Experienced in presenting financial data to executive management teams. Led special projects in Consolidations, Acquisitions, Conversions and IPO events.
- Experience in setting up and improving Accounting and Finance department operations, processes, procedures, and internal controls.

Experience

SEC Reporting Manager

2004-2011

Emeritus Corporation

Key member of the team responsible for the preparation, production, in-house Edgarization and filing of all public reporting for SEC compliance as well as various board reporting.

- Coordinated with internal departments and external groups to facilitate SEC filings including the gathering of financial and non-financial information for use in SEC filings. Exhibit list maintenance for all SEC filings.
- Prepared, produced, Edgarized and filed with the SEC 10-Ks, 10-Qs, 8-Ks, annual proxy statements, all exhibits, and unique SEC filings such as Tender Offer for Debentures, Debenture exchange, 2nd offering, and S-3 shelf registrations.
- Managed annual shareholder meeting process, including timeline planning, notice and access management, production of annual 10-K wrap, annual materials mailing, notice filing, website approval, vote monitoring, proxy solicitation, and quorum monitoring.
- Resolved shareholder issues, managed shareholder stock escheatment, and managed common and preferred stock reserves.
- Maintained FAS123R compensation expense reporting.
- Participated in the company's Sarbanes-Oxley compliance.
- Managed Section 16 reporting, monitored insider trading list, short swing profit list, and trained new Section 16 applicable people.
- Managed NYSE compliance including maintenance through the egov website, interim and annual written affirmations.

Assistant Controller

2002-2004

WestFarm Foods

Responsible for leading the accounting function in all aspects of day-to-day operations including General Ledger Accounting, Fixed Assets, Financial Reporting, Payroll, and Accounts Payable.

- Managed and mentored department staff of 3 managers and their employees (17+ people).
- Produced annual report for publication including financial statements, notes to financials, and supporting narrative financial data, all in accordance with GAAP.
- Managed the General Ledger and Financial Reporting for Northwest Dairy Association, the parent company of WestFarm Foods. Held monthly meetings with the VP and managed financial data preparation for the NDA Board of Directors.
- Owned and managed two Oracle General Ledger system environments and two Oracle Accounts Payable system environments.
- Reduced the year-end closing period from two months to three weeks and annual reporting to one month, while maintaining compliance with GAAP.
- Acted as liaison for all audits including 401k, bank audits, and year-end audit.
- Operated as the key member of a project team that outsourced payroll for all 1300 employees including 12 unions and all non-union employees.

Manager of Accounting and Financial Reporting 1999-2002

Imagex.com (*acquired by FedEx - Kinko's*)

Responsible for leading the accounting function in all aspects of day-to-day operations in a rapid company growth situation. This included creation of a multi-departmental accounting function that contained proper checks and balances, staffing, policies and procedures and ongoing functional analysis of the accounting function.

- Assumed Controller responsibilities during corporate restructuring.
- Hired, managed, mentored and built department staff to 17+ employees.
- Produced consolidated financial statements on six companies for the Executive Team and the Board of Directors.
- Produced, reviewed, and audited SEC 10-Qs and 10-K filings.
- Supplied information for multiple revisions (8) of S-1 report for IPO.
- Evaluated, developed and improved Accounting, Credit, Collections, Accounts Receivable, and Accounts Payable procedures in accordance with GAAP.
- Worked with IT and Software Development departments to streamline and customize new financial system processes, implemented internal controls, and customized reports across systems including Oracle.
- Acted as liaison for external and contract auditors.
- Supervised special projects in Acquisitions, Consolidations and IPO events.
- Interacted with Executive Management, Operations, IT and Marketing in cross-functional projects.

Contractor Special Projects/Senior Accounting

1999

Quinton Instruments

Worked with Chief Financial Officer on special projects.

- Audited consolidated financial reports.
- Established new direct labor, direct overhead, and indirect overhead standards.
- Created and presented reports for product line analysis to management.
- Reconciled tax information between old and new tax systems (Vertex).

Accounting, Warehouse, Distribution, and Marketing Manager

1994-1999

Financial Analyst

Tosco Corporation-*Regional Headquarters and Brown Bear Car Wash Division*

Managed operational departments including Accounting, Distribution, Purchasing, and Warehouse functions of Brown Bear Car Wash, a division of Tosco Corporation. Member of accounting department start-up team for Tosco Northwest Company.

- Managed and mentored department staff of 3+.
- Accounted for and analyzed data for multiple retail stores (30+) as well as inter-company Store to Store retail transactions.
- Completed quarterly Flux analysis of sales, purchases, inventory, AP, AR, and expense accounts.
- Produced monthly Balance Sheet and Income Statement for division management.
- Negotiated contracts and out-sourced projects.
- Recommended system controls, reported budget exceptions, resolutions, and monthly ad hoc analysis to Senior VP and Managers. Established internal control systems and job procedures.
- Functionally analyzed the wholesale business, recommended manning levels and job streamlining.
- Created the procedures for reconciling the bulk fuel accounts. Developed and implemented the inter-company reconciliation procedures, field auditor for refinery turnaround, as part of the start-up of Tosco Northwest Co.

Accountant/Analyst - East Region

1987-1994

United Parcel Service

Prepared internal financial statements and monthly reports for the corporate and regional office.

- Audited Payroll expense distribution and reconcile payroll ledger accounts.
- Analyzed General Ledger accounts, volume and revenue accounts for all locations in the East Region.
- Audited districts' General Ledger accounts monthly for compliance with proper procedure and accuracy.

Education/Certificates

Financial Analysis July 1998

American Management Association

Bachelor of Science, Accounting May 1985

Indiana University, Bloomington IN

Activities

Internationally certified official for the sports of Olympic sprint canoeing and kayaking.

Olympic Official for the 2012 Summer Olympic Games (London, UK)

Pan American Games Official for the 2011 Pan American Games (Guadalajara, Mexico)

Chairperson USA Canoe/Kayak Officials Committee 2012-2013

Affiliations

National Association of Stock Planning Professionals

Member USA Canoe/Kayak