



**ACA Board Meeting**  
**Saturday & Sunday, January 10-11, 2026**  
**Mission Bay Aquatics Center**  
**[Approved 2/12/26]**

Theme: **Setting the Stage**

**Saturday, January 10, 2026**

**WELCOME AND APPROVAL OF THE MINUTES**

Suzanne opened the meeting at 9:00 p.m. PT. The agenda is presented in Appendix A.

**Attendance.** Attendance was taken from those in attendance and from the video logins.

**BOD Present In Person:** Suzanne Britt, Bev Cosslett, Jonas Ecker, Robert Kauffman, Aaron Small

**BOD Present by Video:** Bill Caruso, Simon Norton (Si), Ryan Rushton, Risa Shimoda, Stefanie Stannard [Note: *Bill and Risa joined later in the minutes.*]

**BOD Members Not Present:** Zach (Bug) Lokken,

**Staff Present by Video:** Beth Spilman, Krista Lenzmeier

**Other Attendees:** Jamie Eubanks

**Quorum** was obtained.

**Introduction.** The group did a barrier-breaking activity where members indicated a fun activity, their term, and position.

**Rules of the Meeting.** Suz presented some rules for the meeting to help make the meeting to run smoothly. Some rules included raising your hand to speak and to vote, respecting that Zoom members need time to respond, and we want to hear from a variety and the quiet voices.

**Minutes.** A motion was made to approve the December 10<sup>th</sup> and 30<sup>th</sup> minutes. The motion was seconded. It passed, and the minutes were approved. [Note: *Stefanie abstained since she was not on the board then.*]

**SETTING THE STAGE FOR 2026**

In order to facilitate a productive year, Suz indicated some things that she was implementing. (Appendix B)

**Board Directory** (Appendix B). The first was the board directory, which is an Excel sheet containing the names, phone numbers, emails, etc. of the BOD (Appendix B).

**Onboarding** (Appendix B). For the benefit of new members and as a reminder to existing members, Suz listed some requirements. These include an onboarding worksheet (Appendix B), bronze member donation, code of conduct, conflict of interest by February, and Boardspan training. In addition, BOD members need to attend 50% of the board meeting and serve on board meetings. To reduce confusion, she noted when we are speaking to staff, board members should indicate their role as board member or whether they are just a member. [Secretary's Note: *Consult the ACA bylaws, effective 2023, for the full duties and responsibilities of the committees and councils.*]

**BOD Officers** (Appendix B). There are four board officers: president, vice president, secretary, and treasurer. She provided an overview of the duties and responsibilities of each officer.

**Election of Officers.** The vice president and secretary have two-year terms, which were up for reelection in 2026. With Brenda's resignation, the treasurer position was vacant with one year remaining on her term.

**Election: Secretary.** Suz opened nominations for secretary. Bev Cosslett self-nominated. With no other nominations, the nominations were closed. The BOD voted unanimously for Bev to be secretary.

**Election: Treasurer.** Suz opened nominations for treasurer. Robert Kauffman self-nominated. With no other nominations, the nominations were closed. The BOD voted unanimously for Robert to be treasurer.

**Election: Vice President.** Suz opened nominations for vice president. Jonas Ecker and Bill Caruso were nominated for the position. Since Bill was not in attendance at this time, a motion was made to table the election of the vice president until Bill could be contacted regarding the position. The motion to table until later in the day passed.

**BREAK.** A fifteen-minute break was taken.

**Election: Vice President.** A motion was made to reopen nominations. Aaron Small self-nominated. Another motion was made to leave nominations open until Bill responded. The motion was seconded and passed.

**Who is the ACA and the ACA Structure?** (Appendix B). Suz briefed the group on the ACA's organizational structure. It has a nonprofit status, which is important to keep, and it is the NGB for Olympic and Paralympic sports.

Jonas discussed the USOPC and the athletes. He noted that there we ten world championship events. The athletes are required to have Safesport and background checks. He answered other questions regarding the athletes and their international competitions.

**Committee Structure** (Appendix B). First, Suz briefed the board on the standing committees (i.e. Executive, Finance, and Audit committees). The Properties committee which before the bylaws revisions was a standing committee is currently a subcommittee of the Finance Committee. Next, she provided an overview of the non-standing committees, including the Properties, Grievance, Nomination and Governance, and Ethics committees. The association has several ad hoc committees. Most notable is the Policy and Stewardship Committee. In addition, it has had ephemeral committees, including the Strategic Planning, Executive Director Review, and COO Search committees.

**Council Structure** (Appendix B). Suz indicated there are four councils with seats on the BOD. She noted that the **SEIC** has a complex, well-established structure that requires ACA membership. The **Competition Council** is revitalizing itself with the integration of the USCKT. It has two Olympic disciplines and paralympic disciplines. In addition, the ACA is under the auspice of the USOPC and the Ted Stevens Act, which affect the organizational structure. The Competition Committee requires ACA membership. The **Regional Activity Council (RAC)** is the newest council. It is a grassroots, diverse council with state directors, clubs, and stewardship. Its members join because they want to join the ACA. The **Athletes Activity Council (AAC)** represents all athletes. In accordance with the Ted Stevens Act, most committees require 33 $\frac{1}{3}$  percent athlete representation. The BOD has four athlete representatives, including one Paralympic representative.

**Organizational Charts** (Appendix C). The organizational charts reveal the diversity of the largely volunteer organization. Most organizations have one master, which is the board of directors. The ACA and other Olympic disciplines have a second master, the USOPC. Roughly one-half of the organization is funded by membership, and nine of the sixteen staff are part-time or funded by outside sources. In addition, the charts show that the limited staff is servicing a large and diverse volunteer organization.

**Elections Resumed.** Bill Caruso joined the group by Zoom. Currently, there were three nominations for the vice president position. These were Bill, Jonas and Aaron. Bill thanked the group for the nomination and withdrew his nomination. Jonas withdrew his nomination. Nominations were open for any additional nominations. Stefanie self-nominated. The nominations were closed. The two nominees, Stefanie and Aaron, gave brief statements. The vote of the BOD elected Aaron as vice president.

**BREAK.**

**RAC State Director** (Appendix D). Representing the Pacific West RAC, Jamie Eubanks presented an overview of RACs efforts in the region. One recommendation that she made was that they needed more ITs in the region.

**LUNCH:** 12:08–12:40

Beth provided an overview of the finances. Her presentation included a summary of the organization's revenue and expenses. Roughly half of the association's revenue is from

membership, and other sources of revenue and the other half (48%) is from three grant sources. Second, the USOPC and USPC provide 27% of the revenue. This and the Coast Guard funding is reflected in the organizational chart for the staff, where six of the sixteen staff are funded by grants. Third, there was a discussion on the \$40 membership fee. Beth indicated that the last time membership fees were raised was in 2020.

<b>Revenue:</b>		<b>Expenses:</b>	
Membership	31%	Staff & Benefits	33%
Donations	5	Prof Services Contractors	8
Athletes <sup>1</sup>	16	Operations	8
Insurance	5	USCS Expenses	7
Properties	4	Properties	5
Grants: USOPC	17	Events	32
Grants: USPC	10	Insurance	5
Grants: USCG	11	Other	<u>2</u>
Other	<u>1</u>	Total:	100%
Total:	100%		

<sup>1</sup> The athletes are a self-funding pass-through.

## **OLD BUSINESS**

Risa joined the meeting via Zoom at 1:35.

**Performance Objectives.** The BOD had developed a draft of the performance objectives for the executive director for 2026. The normal process is that the executive committee, in conjunction with Beth, creates a draft of her performance objectives for the next year, which is approved by the BOD. Unfortunately, this year Beth had other responsibilities that prevented her input on the draft performance objectives. The purpose of this session was to finalize the objectives by the entire BOD and Beth. It was determined that the process was cumbersome. Beth indicated she would rework the performance objectives. No further action was taken. [Secretary’s Note: *The executive committee with Beth met on Thursday, January 22 and generated a set of performance objectives for approval by the BOD.*]

**USA Team Branding Initiative** (Appendix E). Beth presented the USA team branding logo. It was developed with a branding firm. It reflects elements of the ACA logo, is consistent with other team brands, and aids in fundraising. Since the logo was new to the BOD, approval was deferred to the Sunday meeting.

## **Adjournment**

With no further business for the day, the meeting was adjourned until Sunday morning. A motion was made, seconded, and passed.

**Sunday, January 11, 2026**

## **ATTENDANCE**

Suzanne opened the meeting at 9:00 p.m. PT. The agenda is presented in Appendix A.

**Attendance.** Attendance was taken from those in attendance and from the video logins.

**BOD Present In Person:** Suzanne Britt, Bev Cosslett, Jonas Ecker, Robert Kauffman, Aaron Small

**BOD Present by Video:** Bill Caruso, Simon Norton (Si), Risa Shimoda, Stefanie Stannard

[Note: *Bill and Risa joined later in the minutes.*]

**BOD Members Not Present:** Zach (Bug) Lokkken, Ryan Rushton

**Staff Present by Video:** Beth Spilman, Krista Lenzmeier

**Other Attendees:**

**Quorum** was obtained.

**Setting the Stage** (Appendix F). Suz presented a PowerPoint including the 2026 BOD dates and an overview of the responsibilities of the councils.

## **COUNCIL & COMMITTEE REPORTS**

**SEIC** (Appendix G). Beth provided the report. SEIC has completed its bi-annual elections. Second, they have approved a new fishing committee. Next, they are uploading the guide materials to Amazon. Fourth, they are marketing both internally and externally the leader and guide materials. Fifth, they are working on the learning management system. Last, there were no new motions for the BOD to pass.

**Competition Committee** (Appendix H). Risa provided the Competition Committee's report. She noted that the committees have been very active and the number of participants on the council has increased from three to twenty. She jokingly noted that they may need to use Robert's Rules of Order.

**Regional Activity Council (RAC)** (Appendix I). Bill indicated that the RAC had three goals. First, they were working on Kayaking 101, which is slated for the first Saturday of National Safe Boating Week. They have a goal of ten states participating, which is high, although six to eight is more realistic. In addition, he thanked Krista for her assistance. Second, they are focused on improving outreach and advocacy. Third, RAC seeks to improve coordination, communication, and collaboration between RAC and the other councils and staff.

Consistent with the bylaws, RAC had a motion to approve its elected officers. The motion is in Appendix J. [Secretary's Note: *The motion in Appendix J contains the bylaw section requiring BOD approval, which is informative.*] The motion was seconded and passed unanimously.

MOTION: *Moved to accept the RAC officers* (see Appendix J). [Disposition: Motion passed unanimously]

**BREAK.** 10:30 am. Bev left the meeting for the airport. In addition, there was a discussion on advocacy.

**AAC.** Jonas indicated he had given his report on Saturday. He noted they needed a paracanoe representative to the BOD. The problem is that there is a dearth of paracanoe paddlers who meet the qualifications. Jonas is planning to send out a survey to the athletes on funding and other issues. Again, there is a need for athletes to serve on the committees.

**Nominating Committee** (Appendix J). Since Bev was on the way to the airport, Suz gave the report. The committee is working on setting its agenda. It is desired to develop a schedule that is repeatable, which would help avoid some of the election problems in 2024. In addition, Bev has been working on assessing the skill set of the BOD in order that BOD members with specific skill sets can be solicited for the BOD.

**Grievance Committee** (Appendix K). Stefanie reported on behalf of Hunter that the one pending grievance about which Hunter has written before is set for a hearing later this month. There are two other grievances which haven't been filed, but may be in the future.

**Branding Initiative** (see Appendix E). The branding initiative was revisited. The issue was whether to approve the brand at this meeting or to wait until February after receiving feedback on the brand. The brand has not been thoroughly reviewed by constituents. There was considerable discussion. There was the issue of immediacy where athletes could use the brand to sell the athletes. The motion would enable the athletes, councils, and committees to distribute and use the brand and receive feedback on it before the February meeting.

MOTION: *Moved to tentatively approve the brand pending final approval at the February meeting.* [Disposition: Motion passed unanimously]

**Committee Approval** (Appendix L). A working draft of committee assignments needed approval. It needs to be finalized and there were still some appointments to be made. A motion was made to tentatively accept the draft committee assignments. It was seconded and passed unanimously.

MOTION: *Moved to accept the draft committee assignments* (Appendix K). [Disposition: Motion passed unanimously]

**Strategic Planning Committee.** Suz announced that Pam Dillon indicated she would help guide the organization on its next strategic plan. The operative term is "guide."

**Fundraising Committee.** There was a brief discussion on creating a fundraising and/or marketing committee.

## NEW BUSINESS

There was no new business.

## ADJOURNMENT

A motion was made and seconded to adjourn at 12:10 pm. The motion passed.

[Secretary's Note: *These are the last minutes that I will be doing. My term is over and I have moved on to the treasurer's position. Bev Cosslett is the new Secretary and she will do an excellent job.*]

Respectfully Submitted,



Robert B. Kauffman  
Secretary

<b>2026 BOD Meeting Schedule:</b> [Thursday meetings at 7:00 pm ET: 4:00 pm PT]	
Friday-Sunday, January 9 <sup>th</sup> -11 <sup>th</sup> Thursday, February 12 <sup>th</sup> Thursday, March 12 <sup>th</sup> Thursday, April 9 <sup>th</sup> Thursday, May 14 <sup>th</sup> Thursday, June 11 <sup>th</sup> Thursday, July 9 <sup>th</sup>	Thursday, August 13 <sup>th</sup> Thursday, September 10 <sup>th</sup> Friday-Saturday, October 9 <sup>th</sup> -11 <sup>th</sup> Annual Meeting: Thursday, November 12 <sup>th</sup> Thursday, December 10 <sup>th</sup>



# Appendix A

**American Canoe Association  
Board of Directors Meeting Agenda  
Saturday & Sunday, January 9-10, 2026  
Mission Bay Aquatics Center  
Agenda**

**Theme: *Setting the Stage for 2026***

**Saturday, January 9, 2026 (9:00 am–4:00 pm PT / 12:00–7:00 pm ET)**

**WELCOME AND INTRODUCTIONS**

- Lunch menu
- **Role Call**
- **Introduction** of New Members & Current Members
- **Rules of the Meeting**  
(e.g. raise hand to be speak & to vote, respect that zoom members need time to respond, etc.)
- **Approval of December Minutes** (if quorum) (Note: *There are two December minutes*)
- **BOD Directory:** (Name, type of director, officer position, term, email, cell, etc.) – Bev

**BOD MEMBER’S JOB & RESPONSIBILITIES**

- **Contribution:** Bronze member
- **Background:** Background check, Code of Conduct, Conflict of Interest  
(Needs to be completed by February meeting), etc.
- **Board Training & Compliance:** Safesport, Boardspan Training
- **Strategic versus Operational Level** (e.g. ACA Structure, NGB, etc.)
  - Decision making, reviewing, maintaining and adjusting priority directions. etc.)
  - BOD objectives (i.e. Do we need additional objectives, etc.)
- **Officer Elections**
  - Officer Positions (i.e. Summary of bylaws of officer positions)
  - Treasurer: (Nominations, Statements, Election)
  - Secretary: (Nominations, Statements, Election)
  - Vice President: (Nominations, Statements, Election)
- **BREAK** (15 minutes)
- ACA Organizational Structure
  - ACA Organization Structure
  - Nonprofit status
  - NGB for Olympic and paralympic sport
  - Overview of organizational structure [APP02]
- **BOD**
  - Overview of standing committees – (details on Sunday agenda)
  - Overview with committees
- **Councils**
  - Council details
  - Council 2026 tentative goals, meeting dates
  - Individual council chairs speak about committees

- **Staff Overview**
  - Staff liaisons and focus
  - Staff tentative goals/work 2026
- **LUNCH** (12:00–1:00 pm PT/3:00–4:00 pm ET)
- **Overview of ACA finances** (i.e. Sources of revenues and expenses, but not number; February meeting) – Beth
- **Performance Objectives** (i.e. refine draft objectives) [APP03]

**Sunday, January 10, 2026 (9:00–11:00 am PT / 12:00–2:00 pm ET)**

**COUNCIL REPORTS**

- **SEIC:** [APP04] – Ryan
- **Regional Activity Council (RAC)** – Bill
- **Competition Council** - [APPxx] – Risa
- **Athlete Advisory Council (AAC):** TBD
- **Nomination Committee:** [APP06] – Bev
- **Grievance Committee:** [APP07] – rbk

**NEW BUSINESS**

- Business from the floor

**ADJOURNMENT** (11:00 am PT / 2:00 pm ET)

- BOD Dinner:

<b>2026 BOD Meeting Schedule:</b> [Thursday meetings at 7:30 pm ET]	
Friday-Sunday, January 9 <sup>th</sup> -11 <sup>th</sup> Thursday, February 12 <sup>th</sup> Thursday, March 12 <sup>th</sup> Thursday, April 9 <sup>th</sup> Thursday, May 14 <sup>th</sup> Thursday, June 11 <sup>th</sup> Thursday, July 9 <sup>th</sup>	Thursday, August 13 <sup>th</sup> Thursday, September 10 <sup>th</sup> Friday-Saturday, October 9 <sup>th</sup> -11 <sup>th</sup> Annual Meeting: Thursday, November 12 <sup>th</sup> Thursday, December 10 <sup>th</sup>

## Appendix B

January 2026  
Board of Directors Meeting  
San Diego, CA  
Setting the Stage



### ACA Board Meeting

- Welcome and Introductions
- Meeting Rules
  - Everyone Raise your hand to vote
  - Listen for the most silent voice
  - Be intentional about how we disagree
    - listening fully,
    - assume good intent, and
    - focus on solutions rather than positions
  - Zoom responses take time
  - Zoom Participants
    - Can have a hard time hearing
    - Raise your hand to speak
    - Raise your hand to vote



## ACA Board Meeting BOD Directory



Suzanne Britt	Delegate At-Large	2025-2026	President & Acting Treasurer
Bev Cosslett	Delegate At-Large	2024-2026	Vice President
Robert Kauffman	Independent	2024-2026	Secretary
Jonas Ecker	USOPC Athletes' Commission & Sprint Athlete	2024-2026	
Aaron Small	Slalom Athlete	2024-2026	
Zach Lokken	At-Large Athlete	2024-2026	
Open	Paracanoe Athlete	2024-2026	
Risa Shimoda	Competition Council Chair	2026-2027	
Ryan Rushton	SEIC Chair	2024-2026	
Bill Caruso	RAC Chair	2026-2027	
Si Norton	Delegate At-Large	2026-2027	
Stef Stannard	Delegate At-Large	2024-2026	

## ACA Board Meeting On-Boarding Information



- Requirements
  - Review board responsibilities information:  
<https://boardsource.org/resources/board-responsibilities-structures-faqs/>
  - Bronze Membership
  - Safesport, Background Check, Code of Conduct, Conflict of Interest
  - Boardspan Training
  - Annual Giving

## ACA Board Meeting On-Boarding Information



- **Commitment**
  - 2 year term January 1 to December 31
  - Can be re-elected up to 5 consecutive terms
  - Attend at least 50% of all regularly scheduled meetings
  - Expected to serve on at least one standing or ad hoc Board committee
- **Responsibility**
  - Active Listening
  - Staff Communication – Define Role
  - Leadership and Governance
  - Strategic and Financial Oversight
  - Policy and Compliance

## ACA Board Meeting Board Officers



- **Board President**
- Shall exercise general authority over the affairs of the ACA with the Board of Directors.
- Shall preside at all Annual and other National Membership Meetings, and all meetings of the Board of Directors and its Executive Committee.
- Shall have the authority to make all required appointments within the ACA and to remove any such appointee
  - Unless such authority is vested in other persons in the Bylaws

## ACA Board Meeting Board Officers



- **Board Vice President**
- Shall perform the duties of the President in the President's absence,
- Shall assume the unexpired term of the President in the event of the death, resignation or removal of the President

## ACA Board Meeting Board Officers



- **Board Treasurer**
- Shall control and manage the funds and securities of the ACA
  - under the provisions specified by law, the Bylaws, and the Board of Directors.
- Shall report of the ACA's significant financial transactions, the general financial condition, and the budget for the next fiscal year.
- Chair of the Finance and the Audit Committee
- Approve Executive Director's expense reports
- Annually – responds to Auditor questions
  - Fraud Questionnaire

## ACA Board Meeting Board Officers



- **Board Secretary**
- Shall record the minutes of all Annual Membership Meetings and any special meetings of the Members, and meetings of the Board of Directors and its Executive Committee.
- Provides the Agenda for board meetings
- Communicates Meeting dates, time, zoom link
- Collects information for entry into the google meeting directory
- Shall oversee the conduct of all elections within the Association.

## ACA Board Meeting Board Officers Election



- Nominations
  - By Position
- Statements
- Election/Vote
  
- Board Secretary
- Board Treasurer
- Board Vice President

## ACA Board Meeting Who is the ACA



- 145 year old organization (founded in 1880)
- Non-profit 501(c)3 organization
- National Governing Body for Olympic/Paralympic
  - Sprint, Slalom, Paracanoe
- Member Organization
  - 15,000 members and 300+ clubs, various affiliates
  - Members Representation to board – Councils, Athletes
- Diverse Organization
  - Recreation, Stewardship, Competition, Public Policy, Insurance, Safety/Education/Instruction.

## ACA Board Meeting Who is the ACA



- 145 year old organization (founded in 1880)
- Non-profit 501(c)3 organization
- National Governing Body for Olympic/Paralympic
  - Sprint, Slalom, Paracanoe
  - Compliance Requirements
- Member Organization
  - 15,000 members and 300+ clubs, various affiliates
- Diverse Organization
  - Recreation, Stewardship, Competition, Public Policy, Insurance, Safety/Education/Instruction.

## ACA Board Meeting Board Committees



### • **Standing Committees**

- Executive Committee
  - 4 Officers
  - 2 BOD Athlete Reps
- Finance Committee
  - Properties Sub-Committee
- Audit Committee
  - Same members as Finance Committee
  - Meets separately from Finance Committee

## ACA Board Meeting Board Committees



### • **Non-Board Committees**

- Nominating & Governance Committee
  - Members defined by the Bylaws
  - Recommends BOD Candidates
  - Monitors BOD skill balance
  - Recommends Board Election Policy
- Grievance Committee
  - 3 members – all lawyers
  - Any grievance filed in the ACA
  - Returned Safesport Complaints
- Ethics Committee
- Properties Committee

## ACA Board Meeting Board Committees



- **Ad-Hoc Committees**

- Strategic Planning
  - Restart July 2026
- Internal Policy/Governance Committee
  - Inactive
- External Policy Committee

## ACA Board Meeting National Activity Councils



- **Safety, Education and Instruction Council**

- Instructors
- Education
- Certification
- Chair
  - Ryan Rushton
  - [rush360kayaking@gmail.com](mailto:rush360kayaking@gmail.com)

## ACA Board Meeting National Activity Councils



- **Competition Council**
  - 15-17 Disciplines
  - All components of competition
  - Chair
    - Risa Shimoda
    - [risa@theshimodagroup.com](mailto:risa@theshimodagroup.com)
- **Regional Activity Council**
  - State Directors
  - Recreational Paddlers
  - PAC Clubs
  - Stewardship/Public Policy
  - Chair
    - Bill Caruso
    - [wjcarusogmail.com](mailto:wjcarusogmail.com)

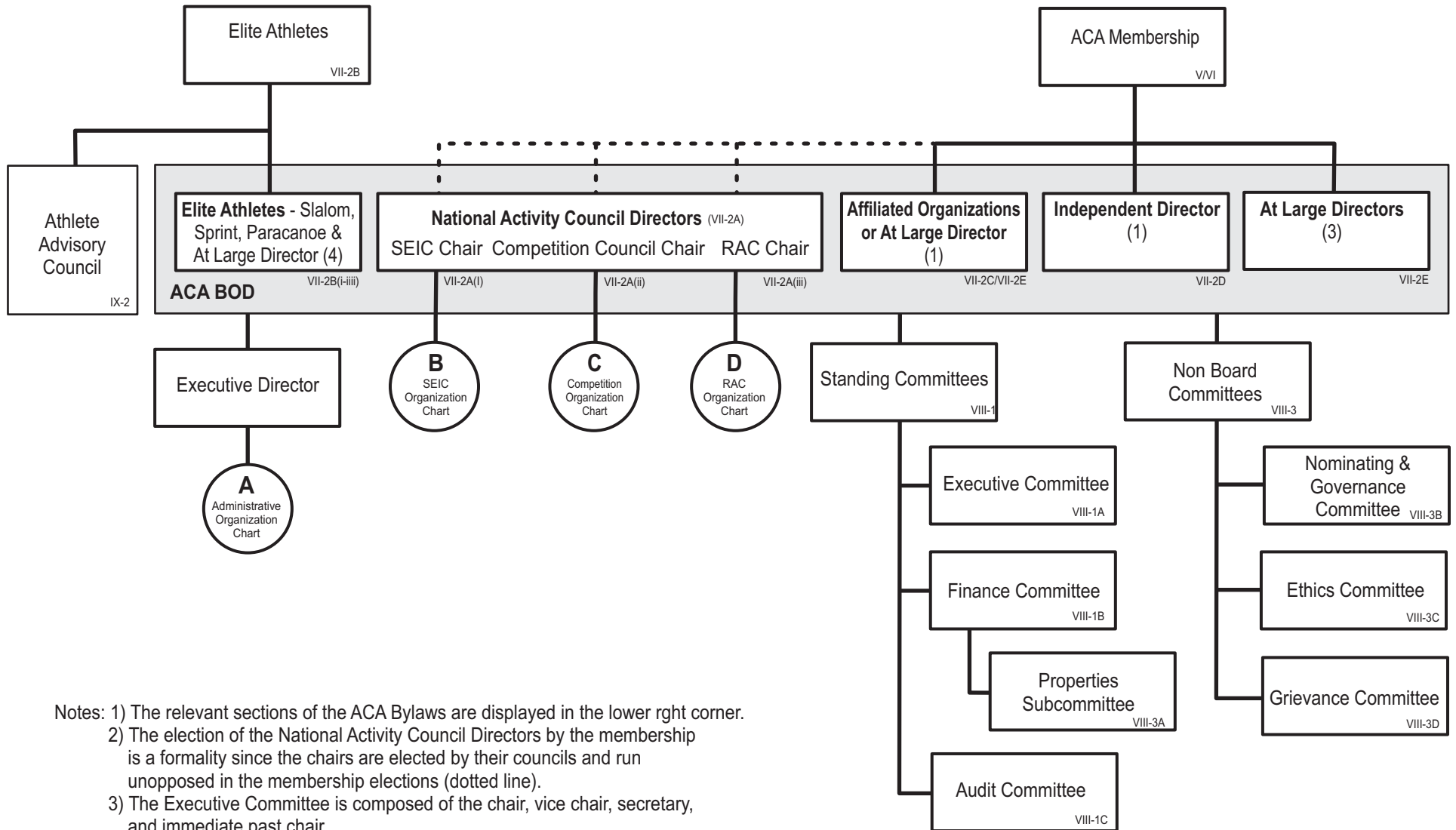
## ACA Board Meeting National Activity Councils



- **Athlete Advisory Council**
  - Athletes voice in governance of the ACA
  - Represents all Athletes
  - Recommends & Selects Athlete Reps to the various committees
  - All BOD Athlete members are AAC members
  - Chair
    - Jonas Ecker
    - [jwecker000@gmail.com](mailto:jwecker000@gmail.com)

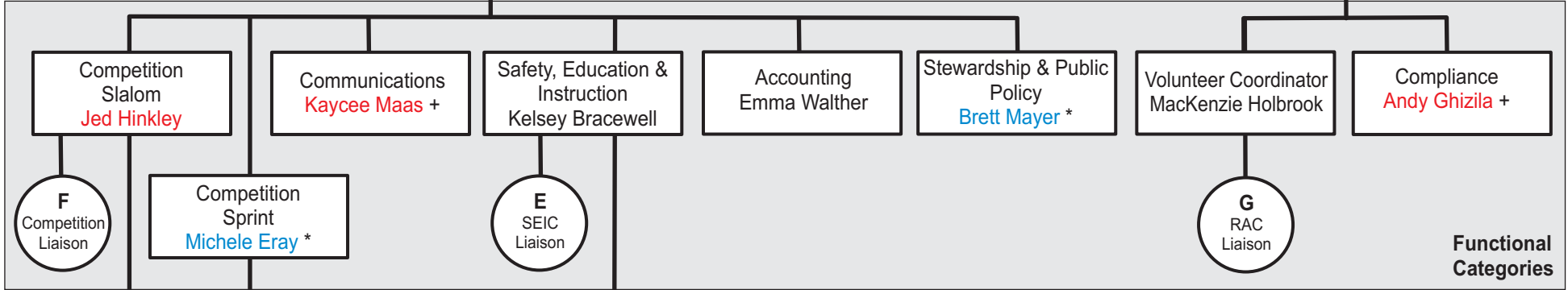
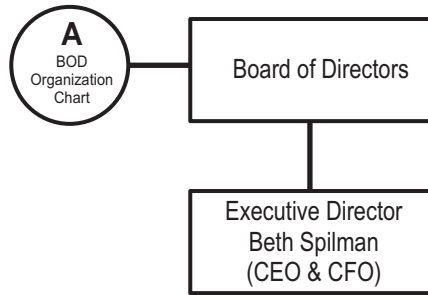
# ACA Organizational Chart Board of Directors

## Appendix C



- Notes: 1) The relevant sections of the ACA Bylaws are displayed in the lower right corner.  
 2) The election of the National Activity Council Directors by the membership is a formality since the chairs are elected by their councils and run unopposed in the membership elections (dotted line).  
 3) The Executive Committee is composed of the chair, vice chair, secretary, and immediate past chair.

# ACA Organizational Chart Administration/Staff



Competition Slalom  
Jed Hinkley

Communications  
Kaycee Maas +

Safety, Education & Instruction  
Kelsey Bracewell

Accounting  
Emma Walther

Stewardship & Public Policy  
Brett Mayer \*

Volunteer Coordinator  
MacKenzie Holbrook

Compliance  
Andy Ghizila +

F  
Competition  
Liaison

Competition Sprint  
Michele Eray \*

E  
SEIC  
Liaison

G  
RAC  
Liaison

Functional  
Categories

Slalom Coach  
Rafal Smolen +

Sprint Coach  
Jersey Dz +

Sprint Coach  
Joe Harper +

Safety, Education & Instruction  
Ben Morton \*

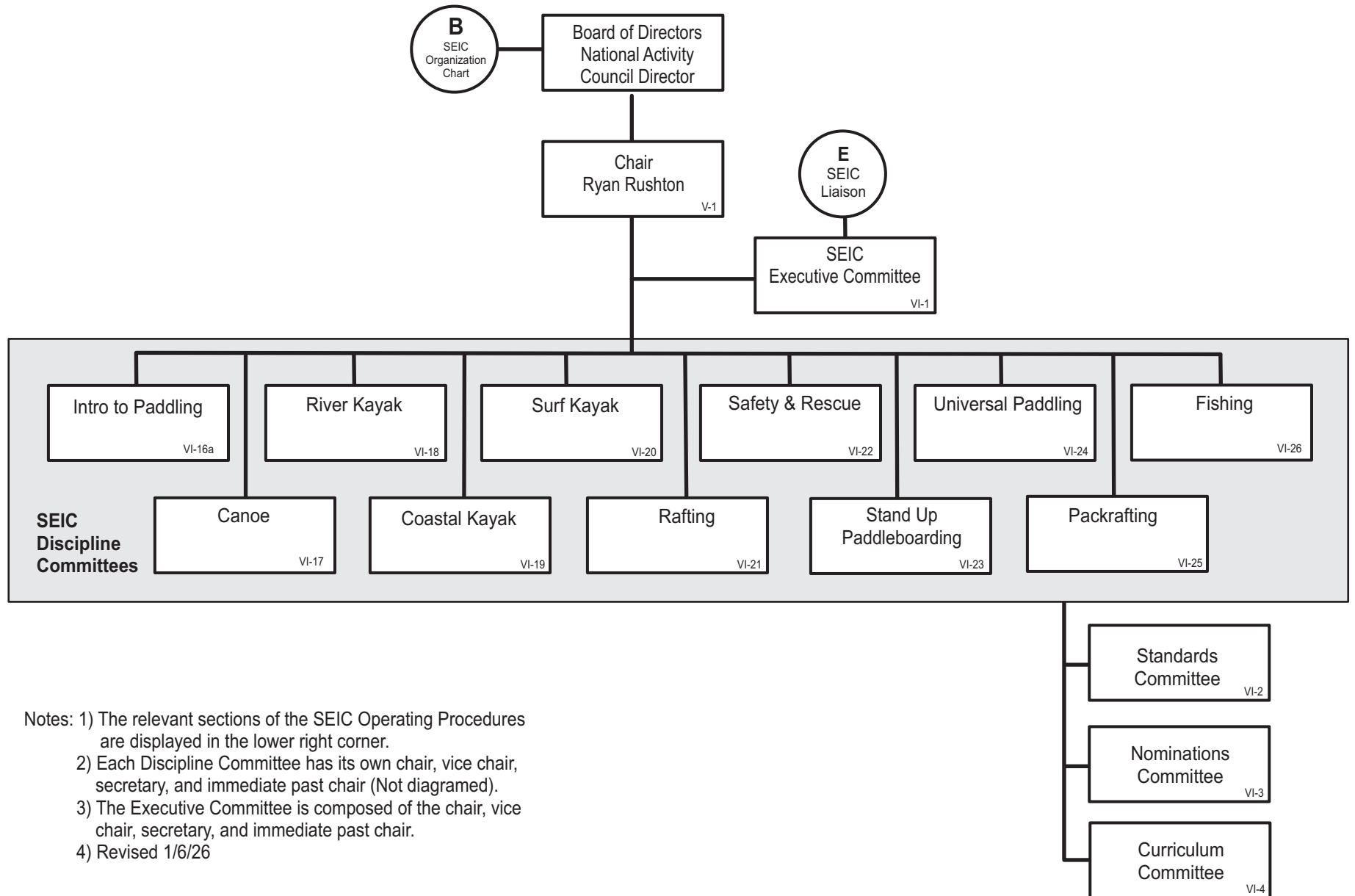
Membership  
Michelle Flynn

Insurance  
Kristal Pastell

\* Part-time, 1099 employees  
+ Funded by USOPC or US Coast Guard

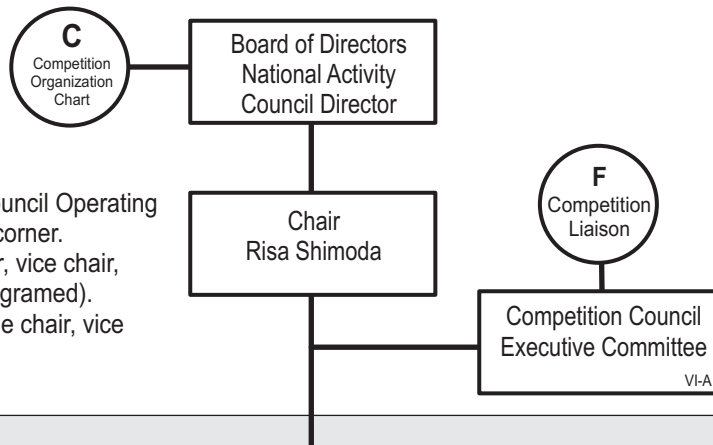
Revised: 1/6/26

# ACA Organizational Chart SEIC Council

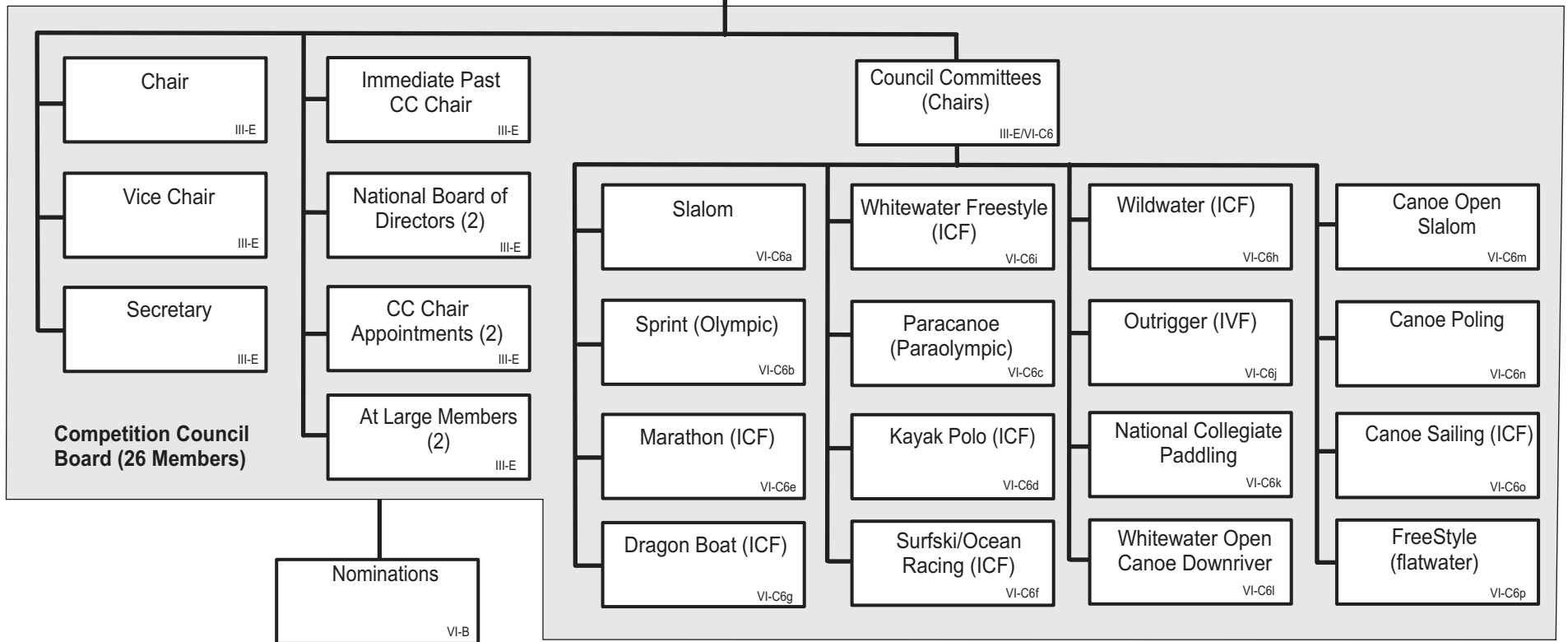


- Notes: 1) The relevant sections of the SEIC Operating Procedures are displayed in the lower right corner.  
 2) Each Discipline Committee has its own chair, vice chair, secretary, and immediate past chair (Not diagramed).  
 3) The Executive Committee is composed of the chair, vice chair, secretary, and immediate past chair.  
 4) Revised 1/6/26

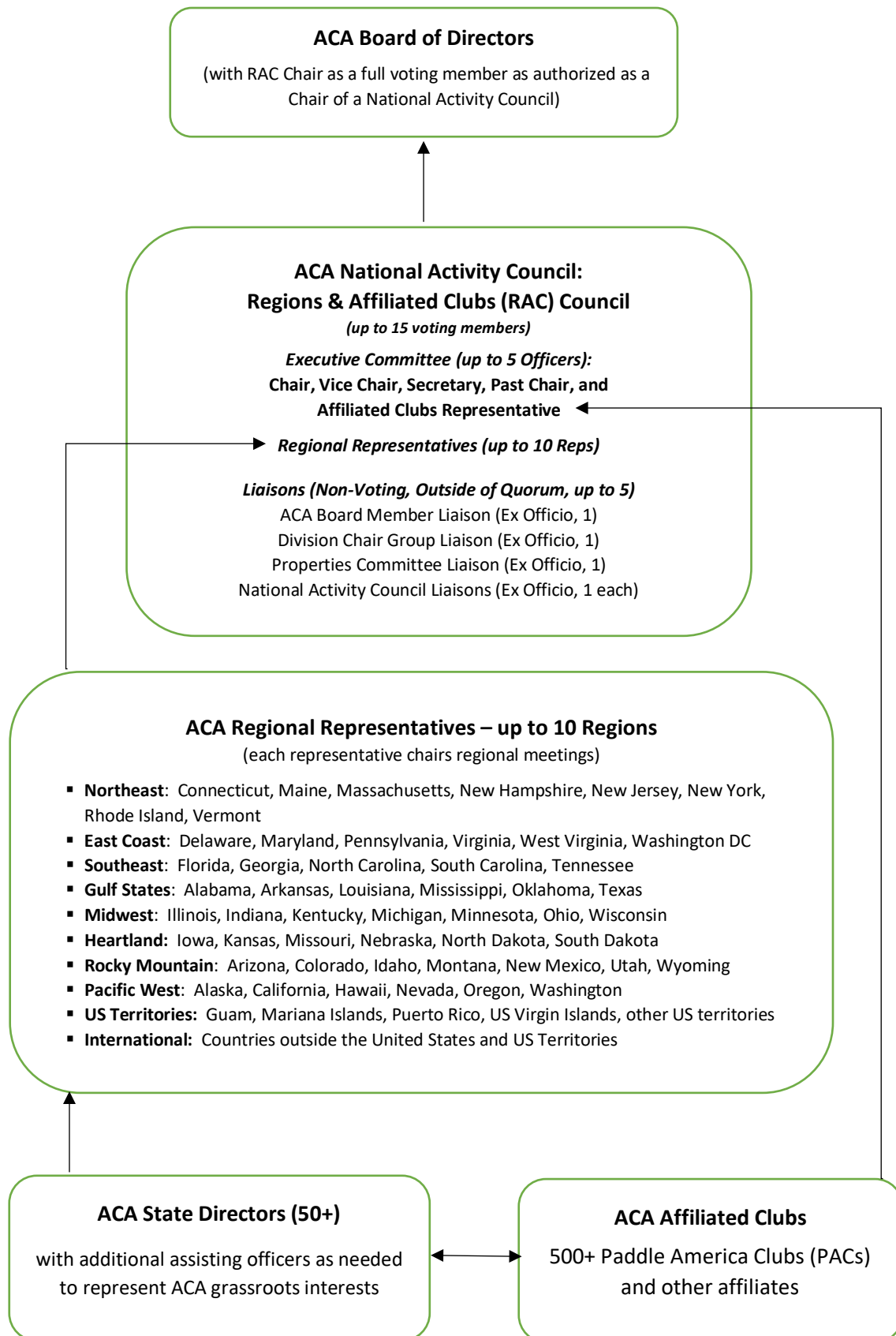
# ACA Organizational Chart Competition Council



- Notes: 1) The relevant sections of the Competition Council Operating Procedures are displayed in the lower right corner.  
 2) Each Discipline Committee has its own chair, vice chair, secretary, and immediate past chair (Not diagramed).  
 3) The Executive Committee is composed of the chair, vice chair, secretary, and immediate past chair.



# Proposed RAC Schematic (08.22.22 final)



Appendix D

# Regional Activity Council

# IMPACT ON PACIFIC WEST

RAC HAS SHIFTED THE WEST FROM ISOLATED EFFORTS TO A CONNECTED, TRUST-BASED COMMUNITY.

- SHARED RESOURCES
- VISIBLE PATHWAYS
- MOMENTUM

WHAT WE ARE SEEING NOW

- NEW INITIATIVES
- PARTNERSHIPS
- ENGAGEMENT

THE RESULT OF GROUNDWORK LAID THROUGH RELATIONSHIPS, COLLABORATION, AND VOLUNTEER-DRIVEN LEADERSHIP.



## CALIFORNIA- ANTHEA

REINVIGORATED SURF KAYAK COMMUNITY

SUCCESSFUL CERTIFICATION COURSES

STRONG SOCIAL MEDIA ENGAGEMENT HIGHLIGHTING  
ACA VALUE



## WASHINGTON- ROBERT

ACTIVE, EFFECTIVE REGIONAL  
COMMUNICATION VIA [FACEBOOK](#)

FORMING CONNECTIONS WITH SAFE BOATING  
LAW ADMINISTRATORS

HONORABLE CONTENDER FOR THE ANNUAL  
INSTRUCTOR CONTEST





## **OREGON- NICOLE**

STATEWIDE PFD FITTING INITIATIVE WITH SCHOOLS,  
OUTFITTERS, INSTRUCTORS, AND BOATING  
ADMINISTRATORS

## HAWAII- MARK

REENGAGED THE STATE AFTER YEARS OF INACTIVITY

PLANNING A SAFE BOATING DAY THE FIRST IN A LONG TIME

RENEWED INTEREST IN CONNECTING CERTIFIED INSTRUCTORS



## CROSS REGION KNOWLEDGE SHARING



FRAMEWORKS AND EXPERIENCE ARE SHARED AND ADAPTED ACROSS REGIONS

- CONNECTIONS WITH STATE PARKS
- CONNECTIONS WITH BOATING LAW ADMINISTRATORS

NEW AND MOTIVATED DIRECTORS BENEFIT IMMEDIATELY FROM ESTABLISHED MODELS



THE RAC ENABLES:

FASTER STARTUP OF MEANINGFUL PROGRAMS

SMARTER USE OF VOLUNTEER ENERGY

REGIONALLY TAILORED SOLUTIONS



## MULTI REGION EFFORTS



### INSTRUCTOR UPDATE WEEKENDS:

FUNCTIONED AS PROFESSIONAL CONFERENCES RATHER THAN ISOLATED COURSES

INCREASED INSTRUCTOR CERTIFICATION NUMBERS AND IT INTEREST

RECONNECTED PADDLERS TO ACA VALUES OF SAFETY, INSTRUCTION, AND QUALITY

CREATED CROSS-DISCIPLINE LEARNING AND COLLABORATION

## MULTI REGION EFFORTS



ENCOURAGED TRUE BEGINNER-LEVEL INSTRUCTION ALIGNED WITH ACA'S SAFETY MISSION

ENCOURAGED CLASS REPORTING BY INSTRUCTORS

IMPROVED ACA'S ABILITY TO DEMONSTRATE IMPACT THROUGH REPORTABLE NUMBERS (CRITICAL FOR GRANTS AND AGENCY PARTNERSHIPS)

## **VOLUNTEER MODEL**

STATE DIRECTORS ARE SUPPORTED, NOT PRESSURED

INDIVIDUALS LEAD WHERE THEY ARE STRONGEST

SHARED GOALS, FLEXIBLE EXECUTION

HIGHER OWNERSHIP, SUSTAINABILITY, AND FOLLOW-THROUGH

## WHAT THE RAC CONTINUES TO BUILD

STRONG INTERPERSONAL NETWORKS ACROSS STATES, REGIONS, DISCIPLINES, AND ORGANIZATIONS

CLEARER AWARENESS OF *WHO* AND *WHAT* OUR RESOURCES ARE (PEOPLE, FACILITIES, EXPERTISE)

A CULTURE OF MUTUAL SUPPORT

CONFIDENCE AND TRUST THAT REGIONAL INITIATIVES CAN HAPPEN

# UNIFIED USA NATIONAL TEAM BRANDING INITIATIVE



# THE OPPORTUNITY

Our athletes compete on the world stage as representatives of the United States. While their performance reflects excellence, dedication, and national pride, our current visual identity does not consistently place “USA” at the center of that story across disciplines.

This initiative creates a unified, athlete-centered USA National Team mark that:

- Clearly represents the United States at first glance
- Aligns visually and philosophically with the ACA brand
- Brings cohesion across competitive disciplines
- Meets expectations and standards set by other National Governing Bodies



# SUPPORTING OUR ATHLETES

At its core, this initiative is about athlete support.

Placing “USA” at the center of the branding:

- Elevates athletes’ national identity when competing internationally
- Strengthens pride, recognition, and legitimacy on the world stage
- Helps athletes present themselves consistently to sponsors, media, and partners
- Reinforces that these athletes are part of a nationally unified team, not isolated programs

A clear, strong national identity benefits athletes both competitively and professionally.



# ALIGNMENT WITH THE ACA BRAND

This new USA National Team mark is intentionally designed to work with the ACA identity, not separate from it.

- Visual cohesion ensures ACA remains clearly connected as the National Governing Body
- The relationship between the USA mark and the ACA mark strengthens brand clarity
- Consistent use reinforces trust, professionalism, and organizational leadership

Rather than fragmenting our brand, this approach creates a clear hierarchy and partnership between ACA and USA National Teams.



# UNITY ACROSS COMPETITIVE DISCIPLINES

One of the most important benefits of this initiative is cross-discipline unity.

- Slalom, Sprint, Wildwater, Canoe Polo, Paracanoe, and emerging disciplines share a common national identity
- Athletes recognize themselves as part of a larger USA paddlesports team
- Events, communications, and apparel feel connected rather than siloed

This creates a stronger internal culture and a clearer external message: one USA paddlesports team, many disciplines, shared excellence.



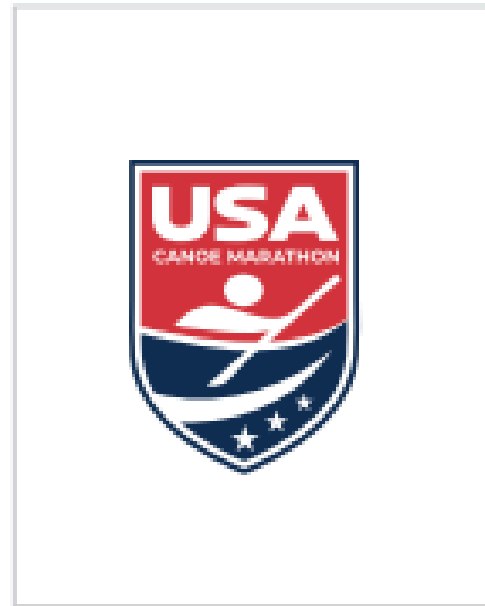
# FROM THIS:



# TO THIS:

## TEAMS LOGO

The following logos and written names are the only approved assets for Team branding. Flexible team text should use Montserrat Bold in all caps and be aligned left to right with the "USA" text.



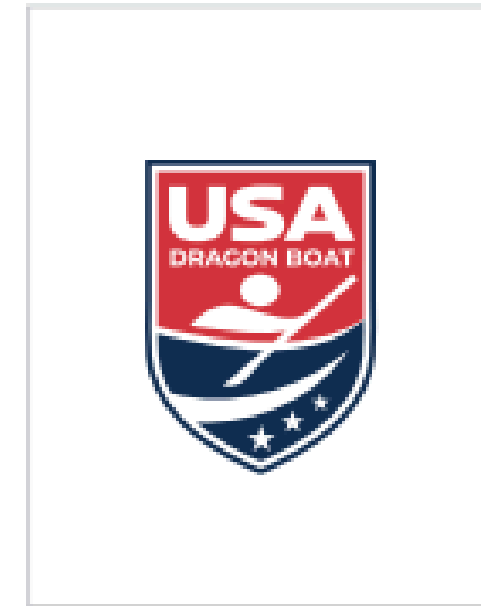
USA Canoe Marathon



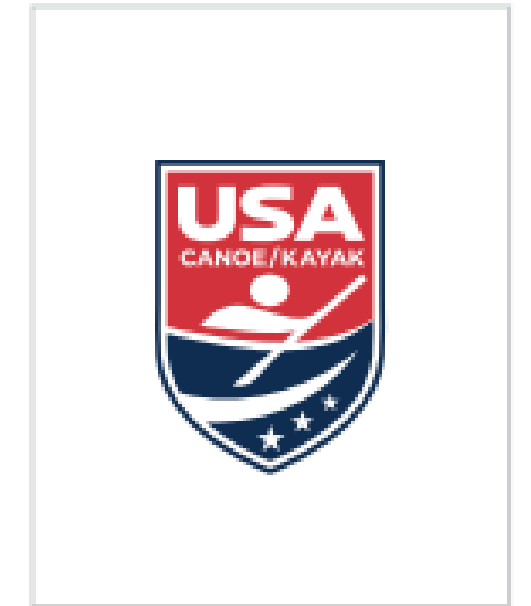
USA Wildwater Team



USA Ocean Racing



USA Dragonboat



USA Canoe/Kayak



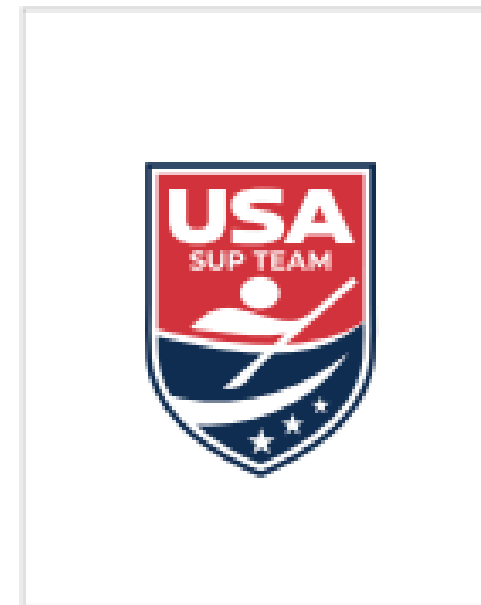
USA WW Freestyle



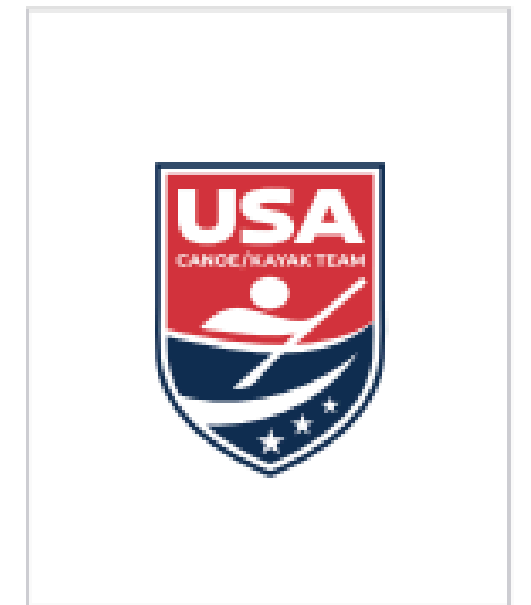
USA Outrigger Team



USA Rafting Team



USA SUP Team



USA Canoe/Kayak Team

# ALIGNMENT WITH NATIONAL GOVERNING BODY STANDARDS

Across Olympic and Paralympic sport, national team branding incorporating USA or U.S. is the norm.

This initiative:

- Aligns ACA with best practices used by peer NGBs
- Strengthens credibility with international federations, sponsors, and partners
- Positions ACA competitively within the broader U.S. Olympic and Paralympic movement

This is not just a design update, it's a governance-aligned branding standard.

USA Archery	USA Raquetball
USA Artistic Swimming	USA Roller Sports
USA Baseball	USRowing
USA Basketball	USA Rugby
US Biathlon	US Sailing
USA Bobsled and Skeleton	USA Shooting
US Bowling Congress	US Ski & Snowboard
USA Boxing	US Soccer
American Canoe Association	USA Softball
USA Climbing	US Speedskating
USA Curling	US Squash
USA Cycling	USA Swimming
USA Diving	USA Table Tennis
US Equestrian	USA Taekwondo
USA Fencing	USA Team Handball
USA Field Hockey	US Tennis Association
US Figure Skating	USA Track & Field
USA Football	USA Triathlon
USA Golf	USA Volleyball
USA Gymnastics	USA Water Polo
USA Hockey	USA Water Ski & Wake Sports
USA Judo	USA Weightlifting
USA National Karete-do Federatiion	USA Wrstling
USA Luge	
USA Pentahalon	

# BRAND QUICK GUIDE

ACA PADDLESPORTS' USA NATIONAL TEAM LOGO | V1



## LOGO FAMILY



### PRIMARY LOGO CREST

The primary logo crest serves as the heart of the brand's visual identity.



### TEAMS LOGO

The teams logo creates a flexible identity to support each sport.



### FLEXIBLE BADGE

The flexible badge logo represents a versatile variation of the team's logo.

**USA**  
CANOE/KAYAK TEAM

### WORD STACKED

The word stacked logo represents a versatile variation of the team's logo.

**USA ★ CANOE/KAYAK TEAM**

### WORD HORIZONTAL

The word horizontal logo represents a versatile variation of the team's logo.



### ICON

The landmark logo serves as the distilled essence of the brand identity.

# CLOSING

This initiative is a strategic investment in our athletes, our identity, and the future of ACA-led competition. It honors the pride of representing the United States, strengthens cohesion across paddlesports, and ensures ACA's national teams are presented with the clarity, unity, and professionalism expected of a National Governing Body.



## Appendix F

# Board of Directors Meeting January 11, 2026 Sunday San Diego, CA Setting the Stage



## ACA Board Meeting 2026 BOD Meeting Schedule



- **Thursday meetings at 7:30 pm ET**
- Friday-Sunday, January 9<sup>th</sup> -11<sup>th</sup> In Person San Diego
- Thursday, February 12th
- Thursday, March 12th
- Thursday, April 9th
- Thursday, May 14th
- Thursday, June 11th
- Thursday, July 9<sup>th</sup>
- Thursday, August 13th
- Thursday, September 10th
- Friday-Saturday, October 9<sup>th</sup> -11<sup>th</sup> **In Person**
- Annual Meeting: **TBD**
- Thursday, November 12th
- Thursday, December 10th

## ACA Board Meeting National Activity Councils



- **Safety, Education and Instruction Council**

- Instructors
- Education
- Certification
- Chair
  - Ryan Rushton
  - rush360kayaking@gmail.com

## ACA Board Meeting SEIC



- **2026 Meeting Dates**

- Spring 2026 - February 28 from 10AM to 4PM Eastern
- Summer 2026 - June 16th from 7PM to 9PM Eastern
- Fall 2026 - September 28th from 7PM to 9PM Eastern
- Winter 2026 - December 5th from 10AM to 4PM Eastern

## ACA Board Meeting National Activity Councils



- Competition Council
  - 15-17 Disciplines
  - All components of competition
  - Chair
    - Risa Shimoda
    - [risa@theshimodagroup.com](mailto:risa@theshimodagroup.com)

## ACA Board Meeting Competition Council



- Proposed Dates (all start at 8pm ET / 5pm PT)
  - will finalize at January mtg
- Thursday, January 29, 2026
- Thursday, March 26, 2026
- Thursday, May 28, 2026
- Thursday, July 30, 2026
- Thursday, September 24, 2026
- Thursday November 19, Tuesday November 24, or Thursday, December 3, 2026 (Nov 26th is Thanksgiving)
  - Recommendation: Thursday, December 3, 2026

## ACA Board Meeting Competition Council



- **Goals for 2026**
- Each discipline will be asked to
- 1) Define their discipline's rulebook,
- 2) design a ranking system (can use COR as a bootstrap), monitor their community's competition calendar and athlete participation, produce a National Championships competition, and (if applicable) select a National Team for international competitions and facilitate the team's participation in those competitions as best as possible with the resources we have.

## ACA Board Meeting National Activity Councils



- **Regional Activity Council**
  - State Directors
  - Recreational Paddlers
  - PAC Clubs
  - Stewardship/Public Policy
  - Chair
    - Bill Caruso
    - [wjcarusogmail.com](mailto:wjcarusogmail.com)

## ACA Board Meeting National Activity Councils



- **RAC 2026 Goals:**

- Improving on Kayaking 101 successes from previous years by expanding number of states participating and increasing notoriety for the effort on behalf of ACA
- Improving our outreach and advocacy at the local and state level coordinated with ACA staff and working to obtain requisite software tools to accomplish this effort.
- Continuing to improve coordination, communication and collaboration between the RAC, other ACA counsels and ACA staff.

## ACA Board Meeting RAC



- **2026 Virtual Meetings:**

- 1st Tuesday of every month, 8:00PM ET:
  - January 6
  - February 3
  - March 3
  - April 7
  - May 5
  - June 2
  - July 7
  - August 4
  - September 1
  - October 6
  - November 3 - voting day...may want reschedule
  - December 1

## ACA Board Meeting National Activity Councils



- Athlete Advisory Council
  - Athletes voice in governance of the ACA
  - Represents all Athletes
  - Recommends & Selects Athlete Reps to the various committees
  - All BOD Athlete members are AAC members
  - Chair
    - Jonas Ecker
    - [jwecker000@gmail.com](mailto:jwecker000@gmail.com)

# Appendix G

## **SEIC Report Update:**

The following is from an email from Kelsey dated 1/6/26.

We have made some notable progress regarding the leader/guide path - all of the workbooks have been published via Amazon print-on-demand. This now totals 16 books that are available on either kindle (digital) or print.

These precede the larger marketing efforts about the leader pathway, which we will begin in the early spring.

Guide books:

[https://www.amazon.com/dp/B0GD8G8K5V?binding=paperback&ref=dbs\\_m\\_mng\\_rwt\\_sft\\_tpb\\_k\\_tkin](https://www.amazon.com/dp/B0GD8G8K5V?binding=paperback&ref=dbs_m_mng_rwt_sft_tpb_k_tkin)

Leader books:

[https://www.amazon.com/dp/B0F9MLGHBW?binding=paperback&ref=dbs\\_m\\_mng\\_rwt\\_sft\\_tpb\\_k\\_tkin&qid=1767719380&sr=1-2](https://www.amazon.com/dp/B0F9MLGHBW?binding=paperback&ref=dbs_m_mng_rwt_sft_tpb_k_tkin&qid=1767719380&sr=1-2)

# Appendix H

Competition Council Report 1/9-10/26

The following report was taken from an email from Risa dated 1/8/26.

The CC participation has begun to grow to its potential and is now unwieldy! As a result, we will be suggesting a compartmentalization of disciplines, to discuss in our January meeting. These might be Domestic (e.g., canoe poling), ICF only (e.g., Wildwater, slalom) and Affiliates (e.g., Outrigger) who report to both the ICF and another international system. Other committees whose updates we would welcome are the Athlete Committee (which we should have been platforming already), SEIC and the RAC. We also need to identify official liaisons for the SEIC and RAC.

We will begin using Robert's Rules!!!

We will also discuss a program we'd like to recommend to PACs that awards points for any, ANY competition related achievement including adding a competition to a scheduled event, identifying a newly certified coach or boasting a member who qualified for a US Team. At year's end we give the winning club a special acknowledgement of some sort.

Goals for 2026 - Each discipline will be asked to

1) Define their discipline's rulebook, 2) design a ranking system (can use COR as a bootstrap), monitor their community's competition calendar and athlete participation, produce a National Championships competition, and (if applicable) select a National Team for international competitions and facilitate the team's participation in those competitions as best as possible with the resources we have.

Risa

# Appendix I

The following is from an email dated 1/6/26 from Bev Cosslett

According to the ACA Bylaws, the RAC must request approval of the elected officials. I would like to add the following Motion below.

Reference:

ARTICLE IX - NATIONAL ACTIVITY COUNCILS AND COMMITTEES, Section 1 (B)  
Composition. National Activity Councils shall be composed of the elected representatives of National Activity Committees and other units as accepted by each National Activity Council and approved by the Board of Directors.

**Motion: Regional Activity Council requests approval of the elected representatives including:**

Chair: Bill Caruso

Vice Chair: Bev Cosslett

Secretary: Moriya Beck

Affiliate Club Representative: BG Smith

Northeast Regional Director: Michelle Stoddard

East Coast Regional Director: Eian Jackson

Southeast Regional Director: Andrea White

Gulf States Regional Director: Movetia Salter

Midwest Regional Director: Marcos Garcia Norris

Heartland Regional Director: Pete Jizba

Rocky Mountain Regional Director: Sean Tracy

Pacific West Regional Director: Jamie Eubanks

International Regional Director: Stanley Esquivel Mesen

Appendix J

# BOD Self Assessment Skillset

January 2026

# Summary - Average Ratings

Fundraising: 2.38

Account & Audit: 2.5

Risk & Compliance: 2.5

Strategic Planning: 2.88

Financial Literacy: 2.88

Public Policy & Advocacy: 2.88

Marketing & Brand Strategy: 2.88

Community & Volunteer Engagement: 3.13

Governance & Bylaws: 3.5

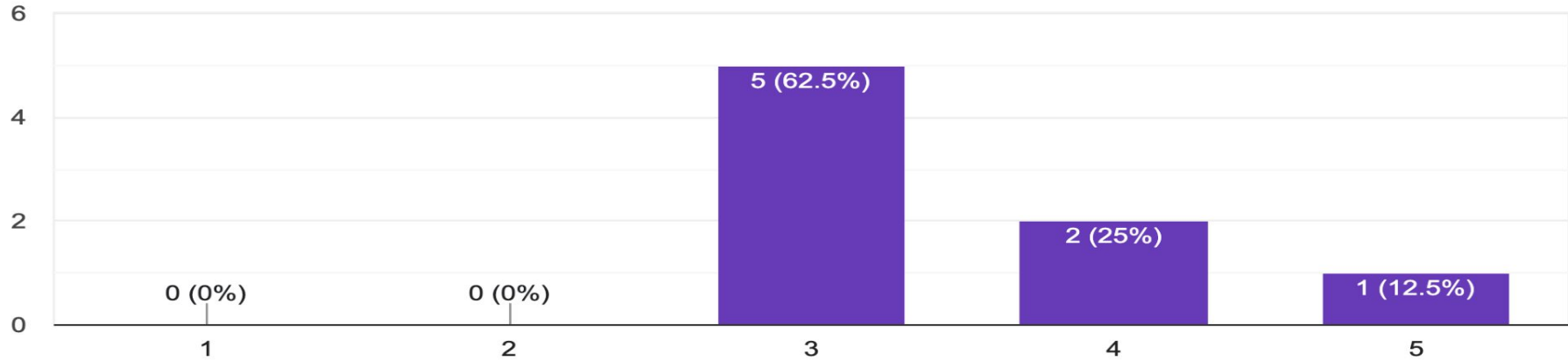
Project Management: 3.63

Program Development & Evaluation: 3.75

Leadership & Facilitation: 4.38

## Governance & Bylaws - Understanding of nonprofit governance, fiduciary duties (duty of care, loyalty, and obedience), board roles vs. staff roles, and eff..., determining policy, and can lead decision making.

8 responses



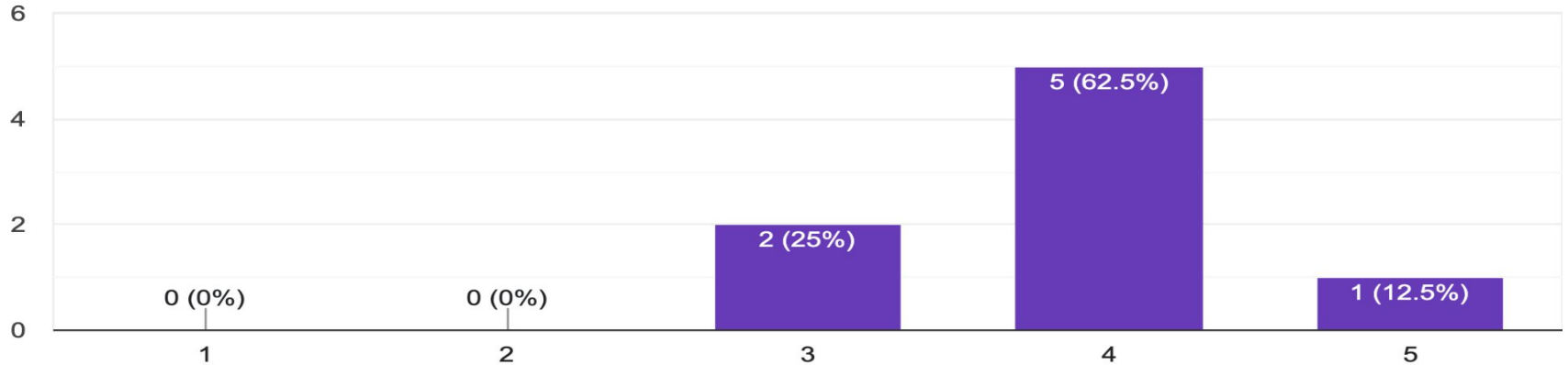
### AVERAGE RATING: 3.5

I have reviewed policies when I was previously a BOD member. I reviewed policies on behalf of the faculty for the Board of Regents in Maryland and had several policy initiatives including academic integrity and evaluation of system presidents.

I studied non profit management in Grad School - as part of my M. Ed. I've worked for and with many non-profits and NGO's.

**Strategic Planning – Ability to help set long-term direction, define priorities, and evaluate progress toward goals. Rate yourself medium if you are confident as a 5 if you are a certified strategic planner.**

8 responses



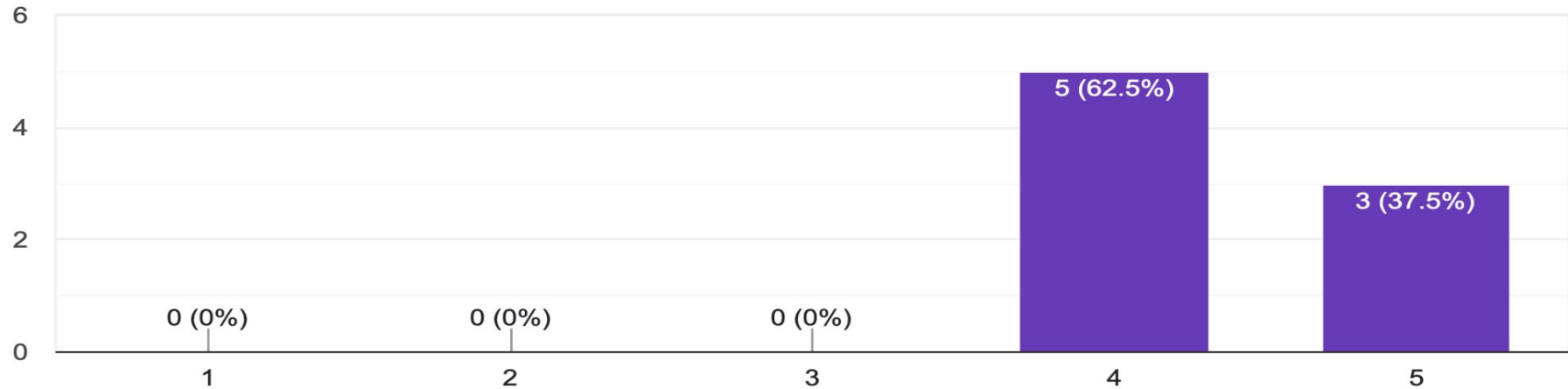
**AVERAGE RATING: 3.88**

As a department chair, I was responsible for developing a strategic plan for the program which was evaluated as part of the accreditation process. In addition, I reviewed other program's strategic plans as an accreditation visitor.

I consult with a few organizations on their strategic planning processes, and teach strategic thinking vs tactical thinking as one of my many workshop topics.

## Leadership & Facilitation - Skilled in leading groups, building consensus, and managing productive board discussions. Think in terms of experience wi...oader perspective, and are you a strategic thinker?

8 responses



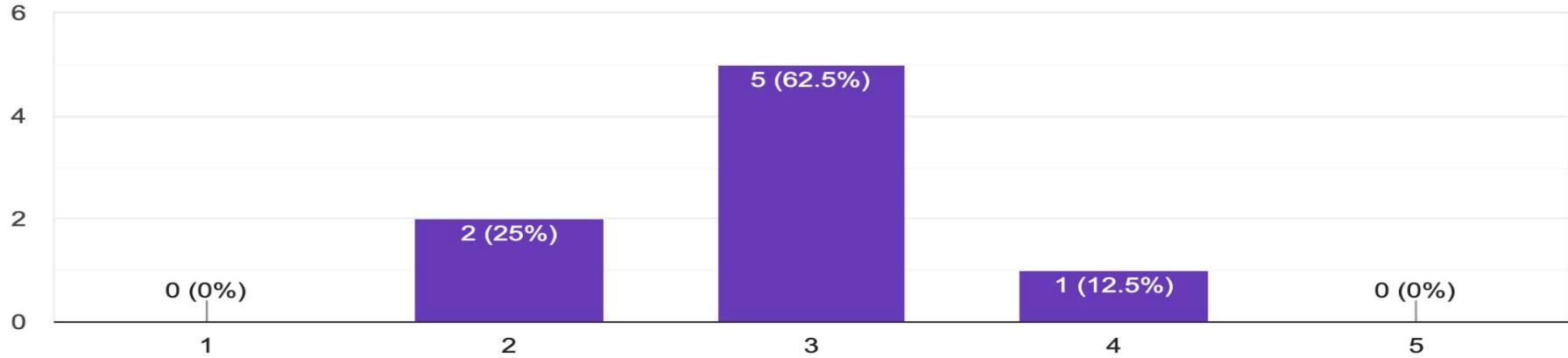
**AVERAGE RATING: 4.38**

As an ACA board member, I was responsible for developing the executive director evaluation process for the executive director. Regarding the two previous initiatives with the Board of Regents, I had to develop consensus within the faculty, with the students and staff, with System, with the university presidents, and with, of course, the Board of Regents.

35 years leading projects all over the world, and teaching leadership to people from 175 countries. I've run many conflict transformation and

**Financial Literacy - Experienced with understanding and interpreting financial statements, budgets, and forecasts. Rate yourself in the midrange if you...e; or you can assess financial risks/opportunities.**

8 responses



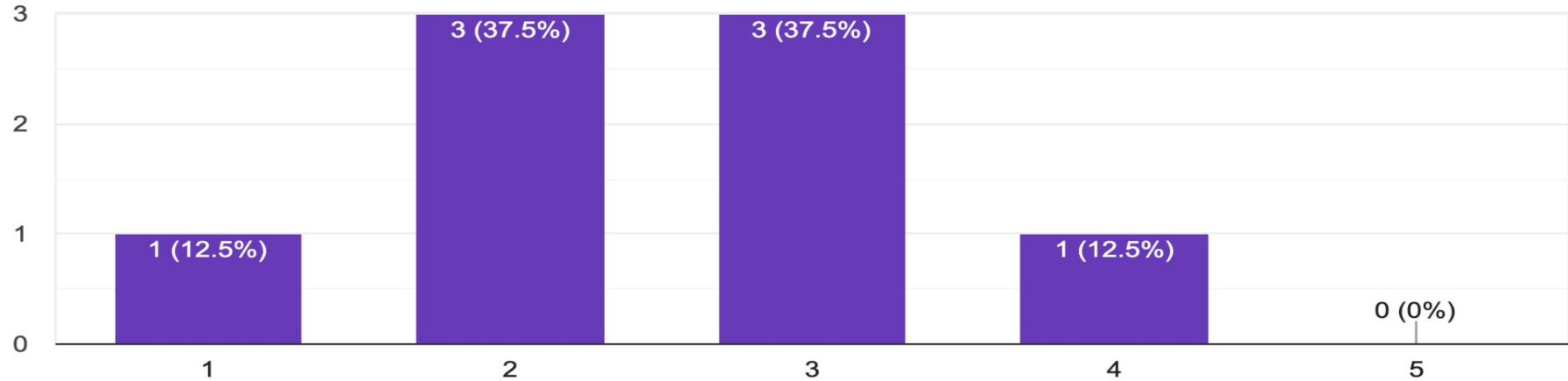
**AVERAGE RATING: 2.88**

I worked in a bank. I graduated with an undergraduate degree in business which included intermediate accounting. As part of teaching our organization and administration course, I taught basic accounting principles, income statements, balance sheets, and, of course, budgeting.

I've build and managed many project budgets up to 1.2 million.

Accounting / Audit - You have a basic understanding of accounting and accounting systems; you've had oversight of audit processes and financial systems; or you've been a board treasurer.

8 responses

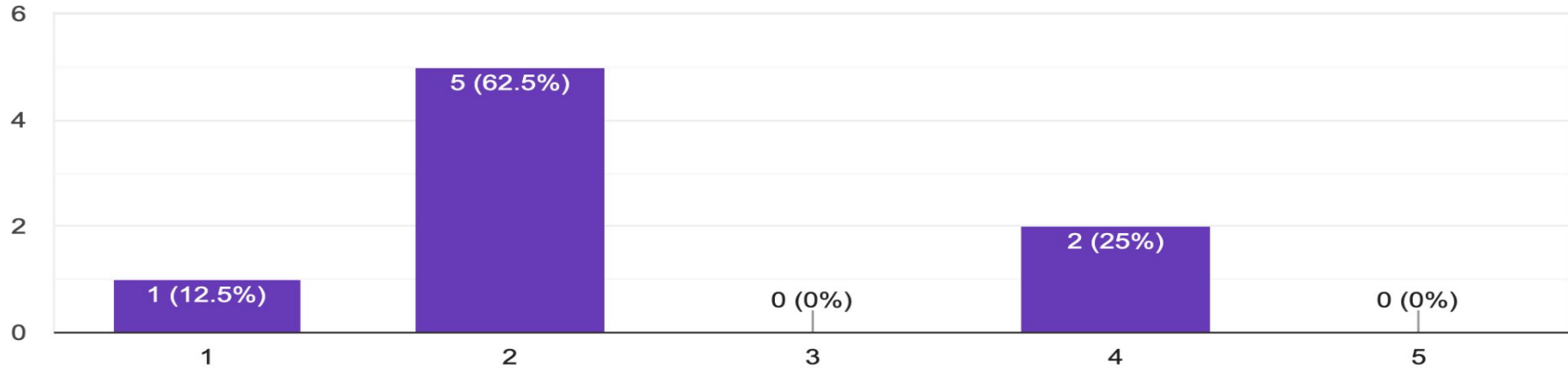


**AVERAGE RATING: 2.5**

As previously noted, I have a basic understanding of most everything mentioned. However, I don't have the mentioned professional certifications.

**Fundraising / Development - Experience with donor cultivation, sponsorships, grant writing, fundraising campaigns, or philanthropic networks. Ra...d grant writing, or are a professional fundraiser.**

8 responses



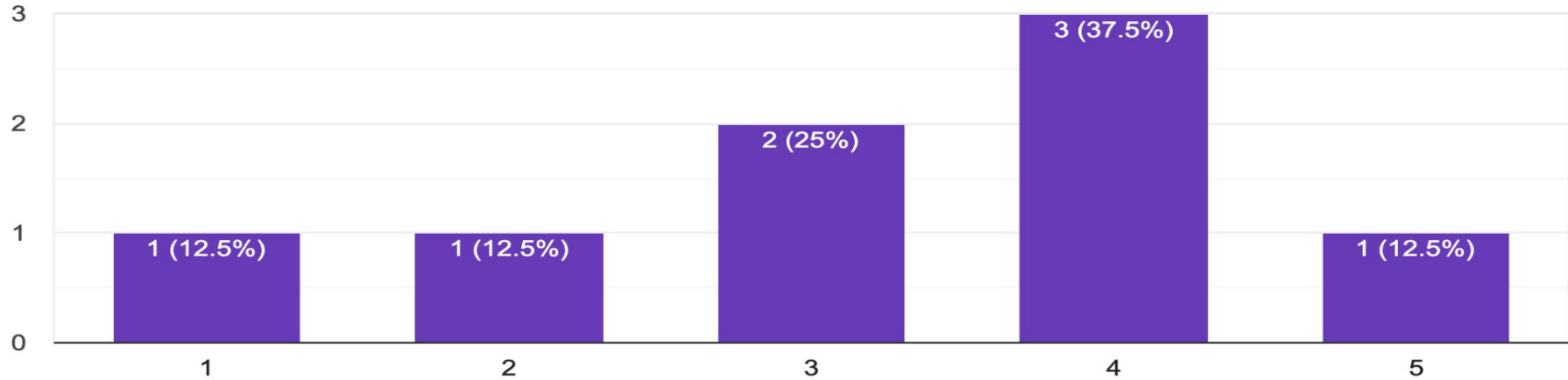
**AVERAGE RATING: 2.38**

I have fairly extensive grant writing experience. I have done professional workshops on it, taught it in class, and have written grants and implement them. My funding total is \$1,100,000. I have had less experience in the other items like a professional fundraiser.

some familiarity but not an area of strength

**Risk & Compliance - Understanding of legal, regulatory, and insurance risks relevant to nonprofits. Rate yourself as midrange if you are aware of safet... are a lawyer, or are a risk management specialist.**

8 responses



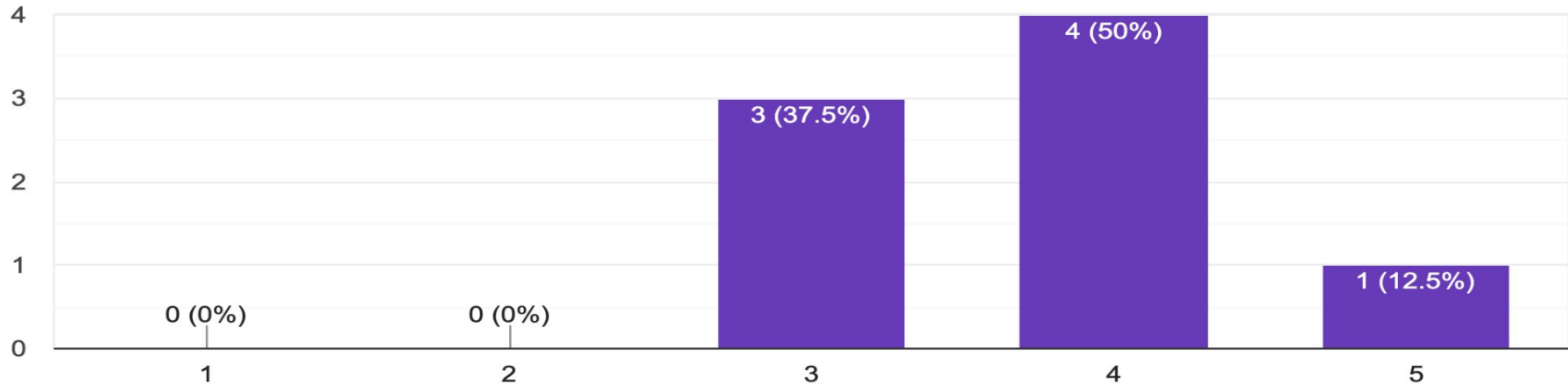
**AVERAGE RATING: 3.25**

I have taught risk management, published a text book on risk management, done workshops on risk management, and published papers on risk management. I am not a lawyer. However, I have served as an expert witness on numerous cases. My primary area of expertise is boating safety. I have less experience in insurance and regulatory matters.

Risk Management consulting and specialist. I review and assess risk management plans for schools, camps and outdoor education outfits.

## Program Development & Evaluation - Experience designing and evaluating programs or services to ensure mission impact. Rate yourself in the midr...ated program efficiency and recommended changes.

8 responses



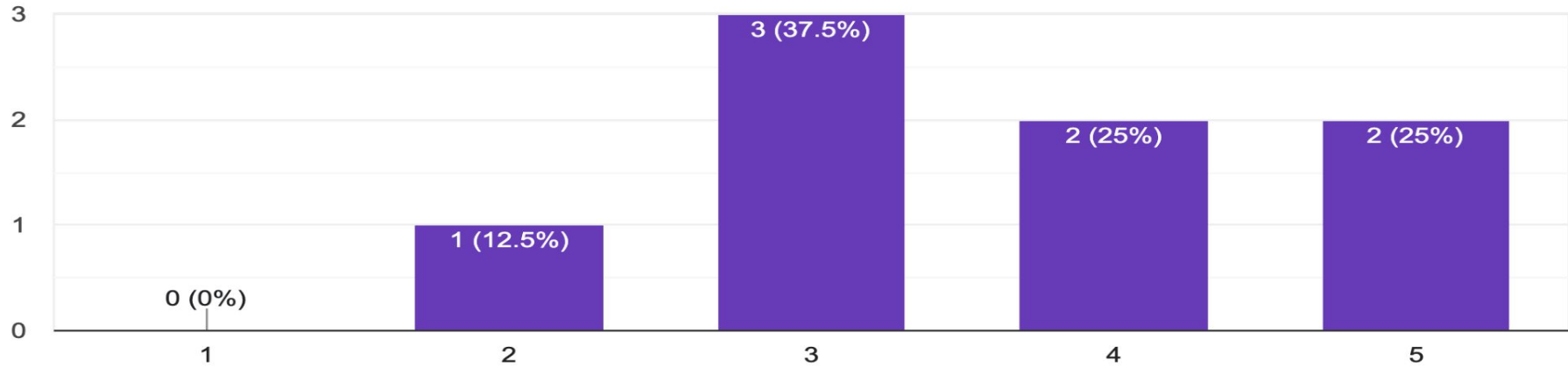
**AVERAGE RATING: 3.75**

I have extensive experience developing program. I developed a recreation and parks program at Frostburg State University which was designed to meet COPART accreditation. I redesigned it to meet the new standards in 2013 which emphasized evaluation. Also, I developed the president's evaluation on shared governance which was at the board level. In addition, I was a COPART visitor and leader of teams which evaluated academic programs in terms of COPART accreditation standards.

I've been running education and development programs for many decades

**Project Management - Experience in coordinating initiatives, timelines, resources, and cross-functional teams. Rate yourself higher if hold ... have previously contributed to this type of effort.**

8 responses



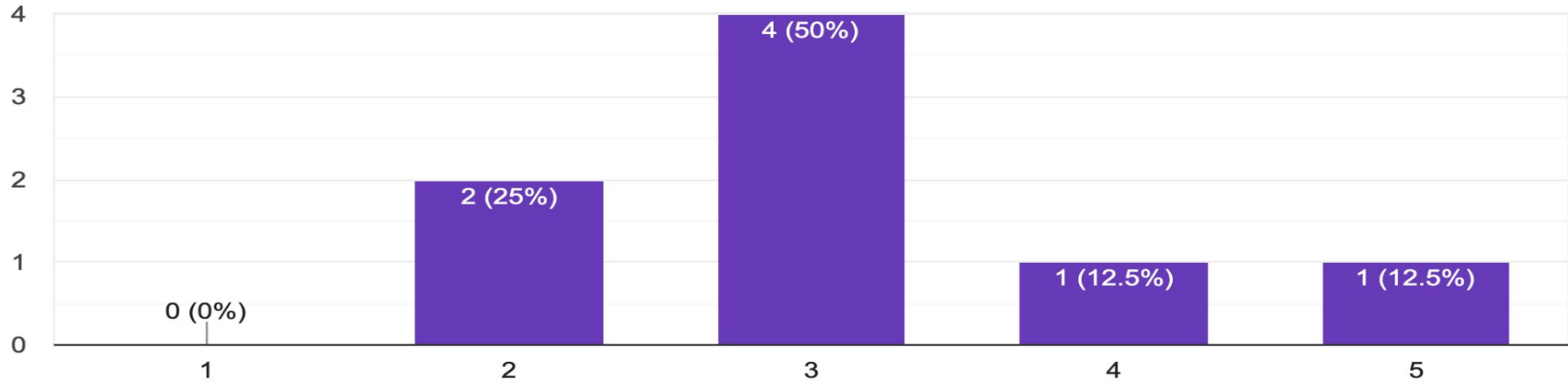
**AVERAGE RATING: 3.63**

In addition to the previously mention projects, I conducted a project where we studied and made recommendations to the Maryland DNR on the fatalities on the Potomac River. I wrote the response to the RFP, was project manager, hired a hydrology engineer and interpreter, managed the financial resources, and completed the project on time. In addition, I was the project manager on all the grants that we received. I don't have a PM certification.

Lots of experience with with and I taught Program Planning and Management at a Graduate Level

## Community Volunteer Engagement - Have experience with volunteer organizations at grassroots level, relationship building, and ambassadorial repr... in the midrange if you participated in these areas.

8 responses

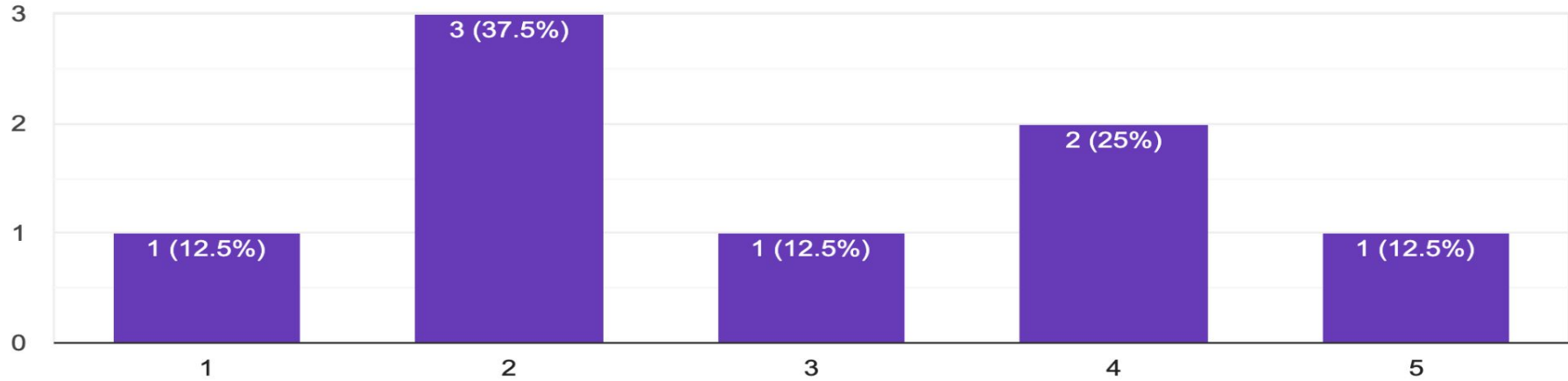


**AVERAGE RATING: 3.13**

I have done this but nothing spectacular.

**Public Policy / Advocacy - Experience working with government entities, regulatory bodies, or advocacy campaigns. Rate yourself as midrange if y...ce in public policy or government organizations.**

8 responses

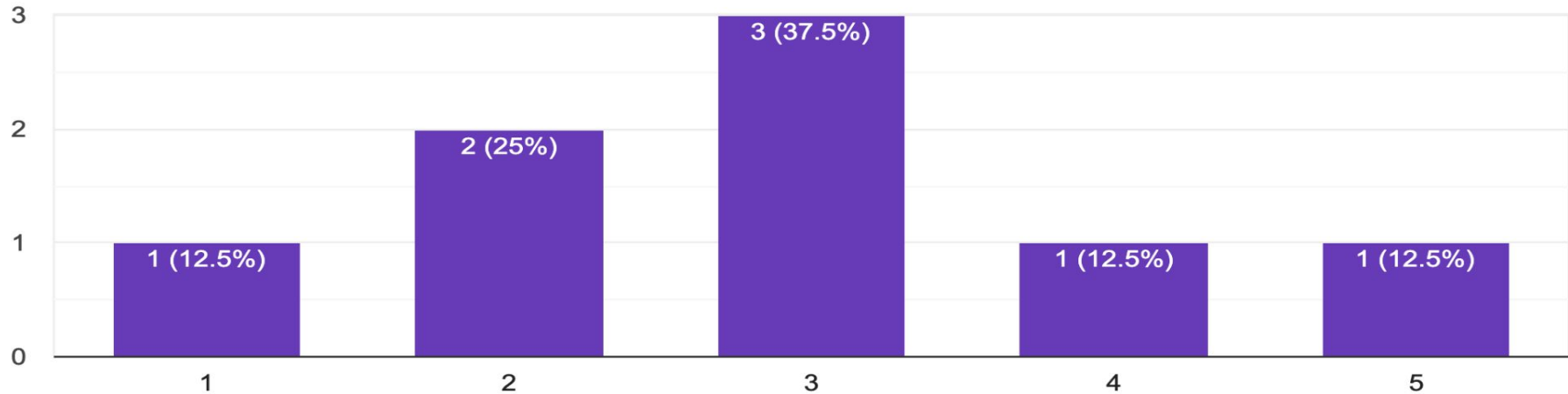


**AVERAGE RATING: 2.88**

I have done this on a limited basis at the local level. I initiated the River Park at Canal Place in Cumberland which is grinding along at a slow pace.

Marketing & Brand Strategy - Ability to help clarify brand identity, outreach strategies, and organizational voice. Rate yourself in the midrang...keting plans, or oversaw organizational messaging.

8 responses



**AVERAGE RATING: 2.88**

I participated in the development and review of the current ACA logo. I taught marketing principles as part of the O&A course at Frostburg.

# Appendix K

## **Grievance Committee Update**

The following is from an email from Hunter Brantetter dated 1/4/26.

The one pending grievance about which I have written before is set for a hearing later this month. The respondent has filed a motion to dismiss that is functionally an offer of a conditional judgment in an effort to resolve the issue. My understanding is that in advance of the hearing, the hearing panel intends to meet and rule on the motion.

I am also aware of at least two matters that could potentially become ACA grievances, but neither has been realized yet, so there's nothing to report on either one.

# Appendix L

Type	Committee	Members	Formed	Email	Cell Phone
Board Standing	Executive Committee		1/11/2026		
		Suzanne Britt Aaron Small Bev Cosslett Robert Kaufman Jonas Ecker		canoejudge@aol.com or canoe12judgesb@gmail.com sckcaaron@gmail.com bevcosslett4@gmail.com kauffman.rbk@gmail.com jwecker000@gmail.com	206-617-1217 206-388-6654 914-299-0919 240-727-8985 360-383-6659
Board Standing	Finance Committee		1/11/2026		
		Robert Kaufman  Suzanne Britt Risa Shimoda Jerry Dunne Riaz Shaikh Beth Spilman Emma Walther		kauffman.rbk@gmail.com canoejudge@aol.com or canoe12judgesb@gmail.com risa@theshimodagroup.com jerry.dunne645@gmail.com riaz.shaikh@gmail.com bspilman@americancanoe.org ewalther@americancanoe.org	240-727-8985 206-617-1217 301-502-6548 917-656-7753 917-913-3342 540-907-4460 [Redacted]
Board Standing	Audit Committee		2/1/2025		
		Robert Kaufman Suzanne Britt Risa Shimoda Jerry Dunne Riaz Shaikh Beth Spilman Emma Walther		kauffman.rbk@gmail.com canoejudge@aol.com or canoe risa@theshimodagroup.com jerry.dunne645@gmail.com riaz.shaikh@gmail.com bspilman@americancanoe.org ewalther@americancanoe.org	240-727-8985 206-617-1217 301-502-6548 917-656-7753 917-913-3342 540-907-4460 [Redacted]
NonBoard Standing	Property Management Subcommittee		1/11/2026		
		Jerry Dunne John Nowicky Bev Cosslett		jerry.dunne645@gmail.com jnowicky@gmail.com bevcosslett4@gmail.com	917-656-7753 551- 427-4798 914-299-0919
NonBoard Standing	Nominating and Governance Committee		1/11/2026		
		Bev Cosslett Bill Caruso Robin Pope Stef Stannard Risa Shimoda Gus Cook		bevcosslett4@gmail.com wjcaruso@gmail.com robinpope3@hotmail.com stef@kayakfoundation.org risa@theshimodagroup.com [Redacted]	914-299-0919 856-625-3096 828-506-2259 347-652-4481 301-502-6549
NonBoard Standing	Ethics Committee.				
					Chair Position Voted by BOD 1 other Position voted on by BOD Athlete Rep
NonBoard Standing	Grievance Committee		12/31/2026		
		Hunter Branstetter Jerry Dunne Stef Stannard		hunter.branstetter@gmail.com jerry.dunne645@gmail.com stef@kayakfoundation.org	615-364-7615 917-656-7753 347-652-4481
National Activity Councils	Safety Safety, Education and Instruction Council (SEIC)				
		Robert Kaufman		kauffman.rbk@gmail.com	240-727-8985

**ACA BOD**  
**ACTIVE Committees Associated with the Board of Directors**  
as of **1/22/2026 15:55**

Type	Committee	Members	Formed	Email	Cell Phone
National Activity Councils	Competition Council (CC)	Risa Shimoda	BOD President Appointment to CC	risa@theshimodagroup.com	301-502-6549
National Activity Councils	Regional Activity Council (RAC)	Bev Cosslett	BOD rep would be ex-offio	bevcosslett4@gmail.com	914-299-0919
National Activity Councils	Athlete Advisory Council		1/11/2026		
		Jonas Ecker	Team USA Athlete Commission Primary Rep (10 yr)		
		Casey	Team USA Athlete Commission Alternative Rep (10 yr)		
		Aaron Small	BOD at-Large Athlete Rep (10 yr)		
			BOD Paracanoe Athlete Rep (10 yr)		
		Zak Lokken	BOD Slalom Athlete Rep (10 yr)		
			?		
			?		
			?		
			?		
			?		
Board Ad Hoc	Governance (Internal Policy & Procedures)		2/4/2024		
		Hunter Branstetter	Cmttee Chair Athlete Rep	hunter.branstetter@gmail.com	615-364-7615
			?		
			??		
			??		
			??		
Board Ad Hoc	Governance (External/Stewardship Policy )		2/4/2024		
		Robin Pope	BOD appointment	robinpope3@hotmail.com	828-506-2259
		Brett Mayer	Staff	bmayer@americacanoes.org	
			??		
			??		
			??		
Board Ad Hoc	Strategic Planning		7/1/2026		
		Pam Dillon	Former BOD & ED,	pamsdillon@aol.com	703-895-9824
		Suzanne Britt	BOD President	canoejudge@aol.com or	
			??	canoe12judgesb@gmail.com	206-617-1217
			??		
			??		
Board Ad Hoc	Fundraising		1/11/2026		