

Minutes Executive Board Meeting February 4-5, 2018 Saratoga Springs, New York

Attendees:

Scott Sugar, President

Denise Kiernan, President-Elect Brett Banker, Vice President Mike Giruzzi, Treasurer Dennis Fries, NIAAA Liaison Murphee Hayes, Past President

Alan Mallanda, Executive Director

Jim Wright, Associate Executive Director

Pete Shambo, Dir. of Prof. Dev. & Membership Services

Chris Rozek, Recording Secretary

Absent:

Liam Frawley, Co-President-Elect

Guests: Bob Woodcock, AXA/Equitable

Robert Zayas, NYSPHSAA

Meeting was called to order by President Scott Sugar at 1:30 p.m.

Motion was made to accept minutes from fall meetings.

Roger Brown, Secretary

1st – Denise Kiernan

2nd – Murphee Hayes

Passed

Membership Report & Conference Report - Alan Mallanda & Chris Rozek

- Alan reviewed the membership report. This was sent out prior to all chapter representatives to review it and try to get more members to join.
- > Chris indicated at this time there were 194 registered for the conference. They are still coming in and we should be near the amount we had last year.

Treasurer's Report - Mike Giruzzi

- > Treasurer's Report (attached) was reviewed.
- Association is in good shape. Current balance is \$195,356.64.

Motion was made to accept the treasurer's report.

1st – Denise Kiernan

2nd – Brent Banker

Passed

Mike asked for approval to move more money over to the investment account. The Board agreed to move forward with making an additional investment at this time. Alan and Mike will decide how much would be good to move at this time.

President's Report - Scott Sugar

- > Scott reviewed the conference program highlights.
- > Local vendors are getting away from being sponsors for the gift for the entire state.
- Much discussion on how to secure conference gifts took place.
- > There is a possibility of running an NCAA pool and awarding prizes.

Nomination Committee - Murphee Hayes

Notice was sent out by Alan looking for nominations for vice president and secretary.

<u>Certified AD Resolution/Proposal/Report - Scott Sugar</u>

- > Jim Wright's presentation was fantastic at the NYSPHSAA meeting on Friday, Feb. 2nd.
- > Plan is a strategy to get the superintendents on board and then get the support from the chapters and the chapter reps.
- > Get the word out during the conference during the chapter rep meetings.
- > Discussion of training the chapter reps.
- ➤ Define the roles of each committee & set goals. Need to get everyone on the same page and NYSAAA should help them. Give them incentives and initiatives to get it done.
- > Redefine the chapter meetings and organizational structure to help the chapters.

NIAAA Report - Denny Fries

- Please see attached report.
- > Denny shared the new direction of the NEN.
- > There is an athlete certificate for any athlete that is a 3-season athlete are on the NIAAA website.
- > The 2018 Section I meeting will be held in New York on April 10 at the Embassy Suites in Saratoga.
- ➤ The 15th Section I Summer Institute will be held June 24-27. New York has been the biggest membership attending.
- ➤ Congratulations to the following 2018 award recipients:

Steve Young - NIAAA State Award of Merit

Eileen Kilcullen - Otis Sennett Award of Excellence

Greg Warren - Dr. Jack Foley Award

National Award recipient is:

Steve Young - DSA

Executive Director's Report - Alan Mallanda

- Please see attached report.
- > NED Round table discussion of what people are doing in other states on certification.
- ➤ NEDC Summer Meeting will be held on July 22-25 in Queensbury.
- ➤ HOF 2018 have 6 inductees.
- ➤ Vision was to have a HOF for athletic administrators. Alan suggested talking about this and getting everyone's thought on this.

A motion was made to change the Hall of Honor to Wall of Honor.

1st - Denny Fries

2ND - Mike Giruzzi

Passed

- May be looking into having a new online registration with Final Forms.
- ➤ Corporate Sponsorship attached. We are in a year to start thinking about renegotiating a contract with the Saratoga Hilton.
- ➤ Pete Shambo made a recommendation to look into making another extension to stay at the Saratoga Hilton for the conference.
- ➤ Denny extended a thank you to Alan Mallanda for all his leadership in obtaining all the corporate sponsorships.

At this time the meeting was adjourned at 4:55 p.m.

Meeting was resumed and called to order on Monday, February 5th at 8:02 a.m.

Executive Director's Report (con't) - Alan Mallanda

- ➤ Conference format changed and opening on Tuesday. Changed LTI to Tuesday afternoon and Thursday & Friday. Exhibit hall will close Wednesday afternoon. Thursday is now open for dinner.
- > To help drive membership possibly offering discounts to members to take the LTI courses. New AD's rate is \$95.00 and \$110 for members. Might try it starting in 2019.
- > Jim, Scott, Alan and Murphee are discussing the next steps for certification. SED wants to hear back from superintendents. They are working on getting someone to be a superintendent's rep on the executive board and then try to get a network of superintendents.
- Alan gave credit to Greg Warren. He is doing a great job. Greg got the CTLE credits and got it at no cost.
- Looking at a dues increase and conference fee increase due to increased costs at conference.
- Chapter positions need to get filled. All of the chapter positions are posted on the website.
- New this year is a one-time offer for a lifetime membership for retired AD at \$150.00.

Motion was made to apply for membership for NYSCEA for \$250.00. 1^{st} - Denny Fries 2^{nd} - Mike Giruzzi passed

Associate Executive Director Report - Jim Wright

Aspiring AD workshop – provide local in-chapter mentoring. Have the professional development chair take this on. This could be discussed at the chapter rep meeting at the conference.

At this time Bob Woodcock from AXA/Equitable joined the meeting to review the investment fund.

- ➤ Bob said we are in a good position at this point. Do we want to stay comfortable or be aggressive?
- > The Board agreed that staying with the 4 rating is a good decision.

<u>Director of Professional Development & Membership Services Report - Pete Shambo</u>

- > Should we start at a state level being the core course capital? We should be at a place to go to take the courses. Would like to have a lead instructor and assistant. Denise Kiernan offered to help.
- > Need to get the word out to get people to go online and register their membership.
- Alan is looking for an awards co-chair. If anyone knows of anyone in their chapter that would be willing to take on this position, please notify Alan.
- Scott would like to see assistance in changing the format of the chapter rep meeting. Possibly get a co-chair for the chapter rep meeting.

At this time Robert Zayas joined the meeting.

- ➤ Alan thanked Robert for giving us a spot at NYSPHSAA last meeting.
- What can we do to help Robert & the association to do what they do?
- We are all on the same page on what the initiative is for certification.
- ➤ Do you want to move forward with SED and gain support from NYSPHSAA? I believe we want to move in a different direction than with SED.
- > Robert is speaking to superintendent's coalition soon. Need to get them on board.

Modified Sports:

- > Mirror the time of the high school rules.
- Consider to have more games.
- > Change name of modified to middle school athletics.
- > Rebrand the program, reforming of the online rules.
- More emphasis on rules during AD meetings.

Continuing Business:

> Past President, Vice President, President-Elect will need to come up with an agenda for membership for the Chapter Rep meeting in March.

With no further business, the meeting was adjourned at 11:37 a.m.

Respectfully submitted by:

Chris Rozek Chris Rozek

Recording Secretary

	A	В	U	٥	Ш	ц	ŋ	Ξ	_	_
Н	I	Members 10/26/17	Members 1/25/18	# AD's	% Diff.	Rank by %)
7	Chapter 1	46	58	84	%69	9 .				
က	Chapter 2	13	24	81	30%	11				
4	Chapter 3	69	87	109	80.00%	3				
5	Chapter 4	13	38	71	54%	∞				
9	Chapter 5	62	73	126	28%	7				
7	Chapter 6	12	57	78	73%	2				
∞	Chapter 7	4	∞	79	31%	10				
6	Chapter 8	39	52	57	91%	Н				
10	10 Chapter 9	31	35	45	78%	4				
11	11 Chapter 10	9	12	24	20%	6				
12	12 Chapter 11	34	57	64	%68	2				
13	13 CHSAA	7	8	30	27%	12				
14										
15	15 Sub-Total	336	509	795	64%					
16										
17	17 Veteran AD,s	27	33	Unknown						
18										
19	19 Students & Assoc.	1	1	Unknown						
20										
21	Total	364	543	823						
22										
23	23 NIAAA/NYSAAA			2016-17	2015-16	2014-15	2013-14	2012-13	2011-12	2010-11
24	24 Previous Years Membership	bership		534	619	644	299	674	647	683



New York State Athletic Administrators Association, Inc.

www.nysaaa.org

\$106,937.00

Michael Giruzzi, Treasurer

February 2, 2018

Treasurer's Report for: February 2, 2018

Checking/Savings:	\$ 86,303.21	\$90,502.04	\$82,696.46
Investments Acct:			\$11,320.99
AXA Investments:	\$100,358.55	\$91,084.34	\$80,000.00
Current Cking/Savings Bal:	\$ 8,694.88	\$ 7,215.02	\$ 5,515.42
Total Assets:	\$195,356.64	\$188,801.40	\$179,532.87
	February 2018 B	alance	\$195,356.64
	January 2017 Ba		\$188,801.40
	June 2016 Bala	nce	\$ 85,546.63
	January 2016 Ba	alance	\$179,532.87
	June 2015 Bal	ance	\$160,291.46
	Dec 31, 2014 Bal	ance	\$146,677.25
	June 2014 Bala	ance:	\$135,601.17
	Dec.31, 2013 Bala	ance:	\$162,411.95
	Dec.31, 2012 Bala	nce:	\$126,975.75

June 2012 Balance:

Respectfully submitted,

Mike

NYSAAA Liaison Report: Dennis Fries, CMAA

February 4-5, 2018 Meeting Executive Committee

NIAAA:

National Conference information

December 15-18, 2018 - San Antonio, TX - Marriott Hotels Henry B. Gonzalez Convention Center

December 14-17, 2019 - National Harbor, MD - Gaylord National Hotel

December 12-15, 2020 - Tampa, FL - Marriott/Embassy/Conference Center

NIAAA 2018 Delegate Assembly Delegates:

Mike Giruzzi, Scott Sugar, Denise Kiernan, President Elect, Dennis Fries (JW & AM - Alt.) If you cannot attend please let me know ASAP

Emergency Network: NY Contact People: Alan Mallanda, Dennis Fries, Pat Pizzarelli The NEN's new initiative - (On the back)

NIAAA Committee members: PS (Chair.) - Certification; SY - Accreditation; DF - QPA; MH - Awards

NIAAA: Web Site (New NIAAA athlete certificates: 3 Season Athlete and Scholar Athlete Recognition) Conference Reservations

Sponsorship of a golf hole at the NIAAA Conference - \$250.00

NIAAA: Mike Blackburn - Executive Director; Phil Rison - Assoc. Executive Director

NYSAAA Notes:

Continued thanks to Alan and Chris for the organization's fiscal health.

Section 1 Meeting:

2018 - New York

2019 - New Hampshire

2020 - Vermont

2021 - Maine

15th Section 1 Summer Institute (June 24 - June 27, 2018) Under the leadership of: Pete Shambo and Steve Young.

Student-Athlete Winners:

Section 1 winners moving on to NIAAA consideration:

2007 - John Mackintosh, Chapter - 7 Cathy Phillips, AD

2008 - none

2009 - Caroline Frances Tolli, Chapter - 6 - Patrick Burke - AD

2010 - Kelsey Johnson, Chapter - 10 - Eileen Kilcullen - AD

2011 - Taylor Malmsheimer, Chapter – 3 - J. Michael Byrnes – AD

2012 - none

2013 - none

2014 - Nicholas Steven Stiansen, Saratoga Springs HS, Chtr 2 (Peter Sheehan - AD) - Scott Stuart - Chptr Rep.

2015 - none; 2016 - none; 2017 - none.

2018 NYSAAA Student Athlete Scholar/ Essay winners are:

Benjamin Dwyer, Baldwinsville CSD - Chptr 3 - (Chris Campolieta - AD) - Chris Ells - Chptr Rep. Kerry Gettler, Pearl River HS - Chaptr 1 - (Todd Santabarbara - AD) - Sue Dullea - Chptr Rep.

NIAAA Membership accommodation for maintaining 70% of NYSAAA total potential members in the NIAAA: 1991, 1995, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016 and 2017.

2018 Awards:

(2017 Winners)

State Award of Merit - Steve Young - Presenter - Mike Giruzzi

Otis Sennett Award - Eileen Kilcullen - Presenter - Nina VanErk

Dr. Jack Foley Award - Greg Warren - Presenter - Patrick Pizzarelli

(Foley award recipient will be forwarded as our Frank Kovaleski Award Nomination to Section 1)

2017 - National Award winner: DSA - Steve Young

df - February 2018



EXECUTIVE DIRECTOR'S REPORT

Executive Board Meeting February 4-5, 2018 – Saratoga Springs, NY

NYSAAA Office Items/Activities -

NEDC Conference Meeting – Phoenix, AZ, December 2017 NEDC Summer Meeting – Queensbury, NY, July 22-25, 2018 NIAAA Section I Meeting – Saratoga Springs, NY, April 10, 2018 Winter Pre-Conference Newsletter/Ezine, Webpage 2018 Conference Preparations

Communications/Correspondence

Website Newsletter

Ongoing Projects

Certification
Nominating Committee for 2018-19
Hall of Fame 2018 & 2019
Online Registration & Membership
Other & New Discussion Items

Meeting Schedules (201**%**)

Conference Executive Board Meeting – <u>Tuesday, March 13, 10:00 am</u>
Conference Rep. Board Meeting – <u>Thursday, March 15, 2018, 3:30 pm</u>
Spring – Executive Board Re-organization Meeting by Conference Call – <u>June 19, 2017</u>
Fall Board Meetings – Saratoga Springs – <u>TBD</u> Jupe 16-17

Corporate Sponsorships

2018 Report/Update

2018 Conference Updates – Highlights – Review of Highlights/Changes

Tuesday Evening Festival Activities, Food & Refreshments Exhibit Hall Closes on Wednesday – Banquet on Wednesday President's Reception – High Rock – Wednesday 5:30 pm Thursday's Evening open for Dina Around Leadership Training Classes – Schedule Split to 3 days

Future Conferences

2019 – March 13-15, Saratoga Hilton 2020 – March 18-20, Saratoga Hilton 2021-? New Contract to be negotiated.

NYSAAA Corporate Sponsorship Report 2017-18

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1	CORPORATE SPONSOR	Cash	In -Kind	Total	Service/Product	Confirmed	Received	Spons. Window	Amt. Rec'd
7									
3	CONTRIBUTORS								
4	NIAAA	\$3,225	\$0	\$3,225	LTI Rebates	×	×		\$3,225
5	Championship Award Guys	\$0	\$600	\$600	HOF Crystal Awards	×	N/A		
9	Stuffing Fees	\$0	\$0	\$0		×			
7									
8									
6	CORPORATE SPONSOR								
10	Clell Wade Coaches Directories	\$2,500	\$500	\$3,000	LTI Sponsor & Mail List	×	×	10/17-12/18	\$2,500
11	Daktronics, Inc.	\$2,500	\$0	\$2,500	Scoreboards, Timing Sys., Video, Sounc	×	×	Jan. 1 Exp.	\$2,500
12	Saratoga Hilton	\$0	\$2,500	\$2,500	Conf. Hospitality	×	N/A	by Contract	\$2,500
13	AXA EquitaBLE	\$2,500	\$0	\$2,500	Financial Planning/Awards Reception	×			
14	Field Turf/Chenango Contracting	\$2,000	\$0	\$2,000	Turf Fields & Installations	×	\$1,000	Jan. 1 Exp.	
15	All American Publishing	\$1,500	\$12,000	\$13,500	Newsletter (Ezine)	×	×		1,500
16	\neg	\$1,500	\$0	\$1,500	Athletic Equip. & Reconditioning	×	×	Jan. 1 Exp.	\$1,500
17	Big Teams (Schedule Star)	\$0	\$2,500	\$2,500	Website Host, Scheduling Software	×	N/A		\$2,500
18	Astroturf	\$1,500	\$0	\$1,500	Turf Fields & Installations	×			
19		\$2,500	\$0	\$2,500	Chenille Letters & Awards	×	×	Sep't. exp.	\$2,500
20		\$2,500	\$0	\$2,500	Awards, Chenille Letters, Cloth	×	×	Jan. 1 Exp.	\$2,500
21	Aturf	\$1,500	\$0	\$1,500	Turf Fields & Installations	×	×	11/17-12/18	\$1,500
22	Baron Championship Rings	\$2,333	\$3,000	\$5,333	Chapionship Rings + % of Sales	×		Jan. 1 Exp.	
23	Family ID	\$0	\$3,500	\$3,500	Online Registration	×	N/A		\$3,500
24	SportsYou	\$5,000	\$0	\$5,000	Athletic Office Communications	×		Jan. 1 Exp.	
25	\neg	\$2,500	\$0	\$2,500	Sporting Goods Dealerships	×		Jan. 1 Exp.	
26	Final Forms (New)	\$2,500	\$0	\$2,500	Online Forms	×	×	9/17-9/18	\$2,500
27	Keystone Purchasing Network (New)	\$1,500	\$0	\$1,500	Cooperative Purchasing Group	×	×	11/17-11/18	\$1,500
28	rSchoolToday	\$2,500	\$0	\$2,500	Scheduling, Website, Regist. Software	×	×	Jan. 1 Exp.	\$2,500
29	\neg	\$2,500	\$2,500	\$5,000	Speaker Fee for Gen. Session	×	×	12/17-12/18	\$2,500
30	\neg	\$0	\$6,600	\$6,600	Conference Gift/Pullovers	×			
31	Platinum Royalties	\$1,500	%TBD	\$1,500	School/Team Fundraising	×	×	Jan. 1 Exp.	\$1,500
32									
33	Subtotals =	\$44,058	\$33,700						
34	Total Cash + In Kind				\$77,758				\$36,725
35									
36									
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Pete Shambo CMAA <u>PShambo@penfield.edu</u> Director of Professional Development And Membership Services NYSAAA

Professional Development and Membership Services update.

Our team made up of our Certification Chair Patrick Pizzarelli CAA, Educational Initiatives Chair Greg Warren CMAA, LTC/LTI Chair Steve Young CMAA and Pete Shambo CMAA Director of Professional Development, have been focused on providing improved services to our membership.

Our Educational Initiative committee chaired by Greg Warren CMAA gwarren@newpaltz.k12.ny.us has been working with State Ed to get the NYSAAA approved as providers for professional development hours (CTLE). This would allow our membership to use the State Conference toward their required CTLE hours. Greg has submitted the application to State Ed and we hope to have approval well in advance of our State Conference. This should be more incentive for Directors around the State to become members and attend the conference. It should also help with getting approval to attend the conference knowing that the CTLE's are possible. The Committee will also be looking for professional contributions and best practices to share in the Sparky Rector PD booth. If you have something you're doing in your district that would benefit other directors, please share them with the Committee, so they can make it available. Examples may be things like, Athlete handbooks, preseason meeting agendas, sportsmanship programs etc.

Our Certifications committee led by Patrick Pizzarelli CAA PPizzarelli@nasboces.org will be highlighting members who received their Certification (RAA, CAA or CMAA) over the last 12 months, as part of the Sparky Rector professional Development booth in the vendor area. In addition to recognizing the latest members to become certified, the committee will be handing out lapel pins at the booth to those members who have become certified CAA or CMAA, regardless of when they achieved that certification. (Stop by the booth and get your pin). Pat is also working with BOCES attempting to secure a CoSer for all LTI courses.

LTC/LTI Chair Steve Young CMAA syoung@nred.org has been working hard to organize the offering of 7 courses at the 2018 NYSAAA conference, including the new Legal course 510, social media, transgender participation, event management &security, pregnant & parenting student athletes and intellectual property are all covered in this course. Additionally we'll be offering legal course 508, Hazing, constitutional law, disabilities law, employment law and labor law. Both courses will be instructed by National LTI staff member Lee Green. We'll be offering course 503 (also a new course) titled Enhancing organizational management. Courses 715 titled; Professional boundaries, 633 titled; Administration of Interscholastic Athletic programs for students with Disabilities and 726 titled; Student leadership development, are all new and will be offed as well. To round out the offerings will be LTC 790 Leadership Training Instructional Methods and Techniques, for those directors with aspirations to teach the LTC courses. If you are interested in becoming and instructor, please contact Steve Young and we'll get you started as a co-instructor during this year's State Conference. CLICK THIS LINK FOR 2018 CONFERENCE LEADERSHIP TRAINING COURSE REGISTRATION - http://www.familyid.com/nysaaa-leadership-training



Early this winter, there was a LTI pilot program hosted in Chapter 5. The goal was to offer over a two day period all four core courses in order to qualify to sit for the CAA exam. Twenty-four Directors from four different Chapters participated in the course offering. Dr. Jim Wright CMAA covered the Legal courses, 504 and 506 on day one and Josh Lacy CAA and Pete Shambo CMAA, covered courses 501 and 502 on day two. Based on the feedback the pilot was a success and something we hope to repeat around the state in 2018. If your Chapter is interested in hosting LTI training, please let Pete Shambo PShambo@Penfield.edu know. Our PDA Leadership Team needs to inform you of a change in the requirements to attain Certification for the RAA, RMSAA and CAA as well as a change to attain the CMAA certification. Beginning on January 1, 2019, candidates for RAA, RMSAA and CAA designations will require Leadership Training Course LTC 503 to the requisite requirements of established criteria. In addition, Leadership Training Course LTC 510 will be required for CMAA designations. To be eligible for certification under the current criteria, all course requirements for any designation must be completed prior to January 1, 2019.

Michael Murray CMAA mmurray@ccsd.org is our State Membership Chair. Each Chapter does things differently around Membership, but the goal is the same everywhere. We're spreading the word about the value of membership and the benefits it offers to those that join. Our goal is to share the value membership brings to Directors and their Districts. The NYSAAA and the NIAAA are both organizations made up of Athletic Administrators for Athletic Administrators. Whether it is breakout sessions at the annual conference, Leadership Training Courses, Keynote speakers, time spent with Vendors, or just the opportunity to speak with other Directors from around the State and Nation, the cost of membership is cheap when compared to the benefits to all of us as professionals. If you're not a member please join us and if you've been a member, be sure to renew your membership each year.

CLICK THIS LINK FOR MEMBERSHIP REGISTRATION or RENEWAL OR CONFERENCE REGISTRATION: http://www.familyid.com/nysaaa

Membership reportd

Chapter 1 - Susan E. Dullea

Conference treasurers pay NYSAAA membership for the athletic administrator of each district. Susan sent out email trying to encourage getting their Chapter to 100% registered on Family ID as many have not done that part of it just yet.

Chapter 2 - David Sunkes

Working with Ed Dopp, Section 2 Executive Director on adding it to our Section II dues but we are not there yet.

Chapter 3 – Chris Ells

In Chapter 3 they include the Chapter and NYSAAA membership dues along with Section Dues. We should be at 100%. Although it appears we have 15 ish missing which means they have not gone in and registered to do it. Chris will follow up with those AD's in the near future to ensure everyone registers on Family ID.

Chapter 4 – Andy Buchsbaum

They have made a conscious effort in chapter 4 to increase membership. They have reached out to League leadership across the chapter. They have made a push at local meetings and have used a golf tournament as an incentive to join. This tournament is going into its 2nd year.

Golf Tournament Details - we secure numerous vendors that sponsor a team. We team up 1-2 vendors and 2-3 ADs to golf in a foursome. Expenses for foursome are covered by the vendor. This event started with just ADs and the profit went to our scholarship fund. Profit now still goes to scholarship fund, but ADs can play at vendor expense which drives up participation. we use this as our major recruiting day for chapter 4 registration also

Chapter 5

Partnered with Section V to help provide LTC courses and the attendance was outstanding. We have also partnered with Section V to form a new AD mentorship program in the hopes we can educate new AD's on many things including the value of membership. There has been a consistent push and reminders at workshops and through email about the benefits of membership and reminders to go into Family ID to register.

<u>Chapter 8 – Jennifer Keane</u>

Chapter 8 includes the NYSAAA membership fees in our Section VIII billing. Jennifer then sends out the directions and reminders to log into to Family ID and make sure they update their information to complete the registration process.

Chapter 9 – Mike Kroemer

Chapter 9 membership is included as a part of the Section dues.

Chapter 10 - Eileen Kilcullen

At our next meeting on January 18, Eileen will be handing out an instruction sheet to all Athletic Administrators' with information on how to register for membership in NYSAAA/NIAAA. A few months ago, she requested that Section X include the dues for NYSAAA/NIAAA in the BOCES fee that each school is assessed. That was not approved. I will request this again at our next meeting.

Chapter 11 - Tim Mullins

They are at 100%. Section XI pays for every school as part of their Section dues.

We're all looking forward to seeing you all in March for what promises to be a great conference run this year by Chapter 3 and our President Scott Sugar.