

# ORR OUTDOOR RECREATION ROUNDTABLE

- Outdoor recreation is a major economic force in our nation, and the USDA is a key foundation for its success. National forests offer some premier examples of partnerships between public and private interests – for-profit and non-profit alike.
- The lands and waters managed by the U.S. Department of Agriculture are of vital importance to the outdoor recreation industry, which, in turn, provides significant economic benefits to communities – including rural communities – across the country. In fact, spending on outdoor recreation by visitors to national forests is the largest contributor to the nation’s economy by our forests.
- In fact, the Department of Commerce’s recently released Outdoor Recreation Satellite Account shows that outdoor recreation accounts for 2.2% of GDP, nearly 4.6 million jobs, and an estimated \$734 billion annually in gross output.
- ORR members appreciate the many positive actions underway at Agriculture to help the outdoor recreation industry contribute to the nation’s economy and quality of life. We are excited by opportunities for cooperation between USDA and our industry that can strengthen and expand our sustainable partnership benefitting the nation.

## ORR MEMBERS



## **OPPORTUNITY ZONES FOR PROGRESS VIA PARTNERSHIPS**

- **Secretarial visits to key sites demonstrating USDA partnerships**, ideally with industry and governors: spotlighting key partners like the Nantahala Outdoor Center and announcing new pilot projects that will demonstrate partnership efforts to modernize, manage and market campgrounds in national forests with redesigned campsites, WiFi, “rent-my-tent” options, food service – in some cases utilizing food trucks, camp stores and availability of utility hook-ups for RVs.
- **Secretarial showing of support for key Forest Service recreation efforts**, including:
  - 1) recognition of the appointment of the new Director of Recreation;
  - 2) recognition of exciting, on-the-ground innovation in places like the Wayne National Forest (a new major mountain bike system) and the Lake Tahoe region (alliance with regional health interests), and
  - 3) attention to the significant challenges to the agency’s recreation staff capacity caused by a decade’s focus on wildfires.
- A Spring 2019 **special event showcasing the roll-out for [www.recreation.gov](http://www.recreation.gov) 2.0**, with support from the national recreation and tourism industry. This is a tremendous opportunity to better connect Americans to their public lands and waters, with improved integration of site reservations, services from permittees and concessioners, event information provided by state and local partners (including state and gateway tourism organizations). There is White House interest in a public event (a “hackathon”) for APP developers to highlight the new “open,” API-compliant nature of this important database.
- **Action to eliminate the large (8,000+) backlog in recreation-related special permits** for national forests using contemporary on-line technology and categorical exclusions, and overcoming the current dysfunction of district-level permit processing.
- A charge to the **Under Secretary for NRE, or another senior department official, to help USDA staff boost recreation-related innovation** by cutting red-tape, launching pilot projects, and developing a contemporary recreation agenda based on partnerships and shared data on recreation demand, especially from state comprehensive outdoor recreation plans (SCORPs).
- **New direction to the Forest Service Technology and Development Centers in San Dimas and Missoula to work collaboratively with state agencies and the private sector in developing management protocols for new activities** – and in some cases seeking recreation equipment design standards (as with ebikes) to facilitate management. Outdoor product innovation continues to drive new participation in America’s outdoor recreational activities. Over the past 50 years, we have seen advances in fabrics that keep outdoor enthusiasts warmer, drier, and more agile. Snow sport products have been designed with advanced materials to make winter sports more accessible for a broad consumer base. Fishing equipment and archery instruments are lighter and stronger. Maps and charts are now digital. GPS units and “fish finders” have become commonplace. Outdoor technical

products continue to advance, including drones, night-vision devices and quieter, cleaner vehicles. Improved strategies to deter the spread of invasive species can be developed. This work should explore use of existing models of registrations, licenses and excise taxes to support needed public sector activities – as well as innovative new strategies including crowd-funding using remote but connected kiosks.

- **Eliminating the deferred maintenance backlog. Much of the recreation infrastructure in national forests – trails, campgrounds, boat ramps and more – suffer from neglected maintenance and are below agency standards.** A plan to eliminate the backlog and fund ongoing maintenance should be developed and made public. This plan can and should utilize solutions for **reducing maintenance costs, including expanded use of conservation corps, volunteers and partnerships with non-federal organizations.**
- **Partners in Outreach to young Americans who will otherwise not gain introduction to the outdoors lifestyle.** The Forest Service is a partner with recreation entities in efforts ranging from “60 in 60” – to spur participation in fishing – to National Get Outdoors Day, a pillar of Great Outdoors Month (June). 2019 should be a year of record-breaking partnerships in this area, including consideration of establishing one or more First Catch Centers in urban forest locations.
- **Implementing key provisions of the new Farm Bill.** ORR members applaud the passage of the 2018 Farm Bill and look forward to building on past successful programs, including recreational access and benefits under the conservation reserve program, as well as implementing new provisions calling on the Secretary to **“identify and support opportunities for outdoor recreation-related investments that result in rural economic growth,** including outdoor recreation businesses, facilities, infrastructure, planning, and marketing.”
- **And finally, learning from the Shutdown.** The current federal shutdown has consequences for federal recreation area visitors, but **national forests offer important lessons for other federal agencies arising from strong and in-place partnership agreements.** Ski area and concessioner campground operations, hunting and fishing and more continue with few adverse consequences to the public. And lessons learned from this shutdown can and should be identified and incorporated into future contingency plans – perhaps access to local FLREA funding for emergency contracts to continue law enforcement, trash collection, restroom maintenance and fee collection.

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**1200 G Street, NW Suite 650**  
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**202-682-9530**

1/4/2019

# Meeting Participants

U.S. Department of Agriculture  
January 8, 2019

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**TIM BUCHE** – is President and CEO of the Motorcycle Industry Council, the Motorcycle Safety Foundation, and CEO of the Recreational Off-Highway Vehicle Association and the Specialty Vehicle Institute of America — the principal not-for-profit trade associations representing the interests of manufacturers, distributors and retailers of powersports wheeled vehicles and allied trades. Mr. Buche assumed the presidency in 1996. Prior to joining the associations, Mr. Buche held various regional and national positions at American Suzuki. While at Suzuki, he served on the MIC board of directors and the MSF board of trustees and was chairman of MIC’s marketing and public policy committee. He holds a BA degree in Business and Management and an MBA degree in Global

Business. Mr. Buche is a frequent speaker throughout the U.S. and internationally, promoting the powersports industry

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**DERRICK CRANDALL** – is CEO of the Outdoor Recreation Roundtable. He also serves as: Counselor to the National Park Hospitality Association; a member of the U.S. Department of the Interior's "Made in America" Outdoor Recreation Advisory Committee and chairs its Subcommittee on Advancing Recreation Through Interior's Reorganization; Executive Director of the Great Outdoors Month® Council; and Co-Chair of the Coalition for Recreational Trails. In addition, he serves on the Board of Directors of The Corps Network. He became President of the American Recreation Coalition in 1981. Mr. Crandall served on the Steering Group for the National Park Service's Centennial Advisory Committee. Among the dozens of public-policy

programs in which he has played a central role are the National Scenic Byways Program, Recreation Fee Demonstration Program, Recreational Trails Program, Wallop-Breaux Program, and the National Recreation Lakes Study Commission. These efforts have been recognized in many ways, including induction into the RV Hall of Fame and receipt of the Annual Award of the National Association of State Boating Law Administrators. **USA Today** has described him as “the outdoor guru.” Mr. Crandall served as a member of the President's Commission on Americans Outdoors from 1985 to 1987 and was appointed to the President's Commission on Environmental Quality in 1991. He received the Chevron Conservation Award that same year. He was Chairman of the Take Pride in America Advisory Board, appointed by the Secretary of the Interior, and a Founding Director of the National Forest Foundation, appointed by the Secretary of Agriculture. He has served on several national judging panels, including co-chairing the U.S. Department of the Interior's Take Pride in America award program. He received the Spirit of Take Pride Award in October 2004 and was recognized with a Centennial Award by the U.S. Forest Service. In 2017, he received The Corps Network's Champion Award. Mr. Crandall served on the Board of the American Society of Association Executives (ASAE) for seven years, including two terms as Vice Chairman. He received ASAE's Professional Performance Award in 1980, his Certified Association Executive recognition in 1990 and was named an ASAE Fellow in 1992. He has served in leadership roles on numerous community and philanthropic organizations, including the executive committee of WOW-Wonderful Outdoor

World. He is an honors graduate of Dartmouth College, where he played a leadership role in the Dartmouth Outing Club.

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**THOMAS DAMMRICH** – became President of the National Marine Manufacturers Association (NMMA) 19 years ago. One of the first things he tackled was focusing on market expansion efforts that were also measurable. Mr. Dammrich’s leadership has helped unify the industry to do just that with the Discover Boating campaign, now entering its fourteenth year.

NMMA is also the largest producer of boat and sport shows in the world. Mr. Dammrich and his team regard boat shows as living entities, always giving consumers innovative experiences to encourage buying and enhance manufacturers’ and dealers’ selling opportunities. He has rallied NMMA members to improve product safety – and customer satisfaction.

Mr. Dammrich has worked to unite the industry on advocacy issues to protect and grow the industry. He wants to insure the boating public has unfettered use of our nation’s waterways. He speaks for the industry on Capitol Hill and directs NMMA’s staff to protect the industry’s interests in Washington D.C. Mr. Dammrich works to be sure boating is represented at every table where decisions impacting recreational boating and fishing are addressed. He personally serves on the boards of the International Council of Marine Industry Associations, the American Sportfishing Association, Center for Sportfishing Policy, Outdoor Recreational Roundtable, as well as other as well as fishing and yachting councils.

His 40 years of association experience and background in accounting and economics keeps him mindful of stability while seeking new areas of growth.

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**DAN FORSTER** – is the Vice President and Chief Conservation Officer for the Archery Trade Association. Mr. Forster brings nearly 30 years of wildlife agency experience to ATA’s office of government relations and policy development where he works with state wildlife agency leadership and other partners to implement policies, strengthen relationships and R3 programming, and develop plans to expand archery and bowhunting in the United States. Mr. Forster is a certified wildlife biologist and served as Director of Georgia Department of Natural Resources’ (GaDNR) Wildlife Resources Division for 12 years prior to retiring from GaDNR in October of 2016. He currently sits on the Hunting and Shooting Sports

Conservation Council, is past president of the Association of Fish and Wildlife Agencies and board member of the Council to Advance Hunting and Shooting Sports. Mr. Forster is a native of Georgia and received both his. B.S. F.R. (1986) and M.S. (1988) degrees in wildlife biology from the University of Georgia.

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**MICHAEL HAPPE** – was appointed to the position of President and Chief Executive Officer of Winnebago Industries on January 18, 2016. Mr. Happe also sits on the Company’s Board of Directors. He is responsible for the overall vision and strategic direction of the Winnebago enterprise, and especially accountable for nurturing and strengthening a culture that cares deeply for its employees and customers. Mr. Happe served most recently as an Executive Officer and Group Vice President at The Toro Company. During his 19 years at Toro, he held a series of

senior leadership positions across a variety of TTC’s domestic and international divisions. He resides in the Twin Cities with his wife Shannon and their family. He holds a Bachelor of Science degree in Journalism from the William Allen White School at the University of Kansas. Mr. Happe also received a Master of Business Administration degree from the Carlson School at the University of Minnesota, Twin Cities. He is active in several community, academic, and industry initiatives and boards.

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**FRANK HUGELMEYER** – is President of the RV Industry Association and Co-Chairman of Go RVing. He has more than 30 years of experience in the sporting goods, fitness equipment and outdoor industry private sectors and an extensive background in retail, manufacturing, brand development, public policy and association management.

Prior to RV Industry Association, Mr. Hugelmeyer was the longtime president and CEO of Outdoor Industry Association where he delivered sweeping improvements to member value in the fields of consumer trends, business innovation, B2B education and advocacy. While at OIA, he inspired and led the renowned campaign that defined the economic importance of the \$734 billion outdoor recreation industry for the first time in our nation’s history. He also collaborated closely with Utah Governor Gary Herbert to establish the first state Office of Outdoor Recreation in the country.

Mr. Hugelmeyer is the vice chairman and a co-founding board member of the Outdoor Recreation Roundtable, a coalition of America’s leading outdoor recreation trade associations working to promote the policy and legislative reforms needed to grow the outdoor recreation economy. He also serves on the board of directors for the Theodore Roosevelt Conservation Partnership. Previously, he was a co-founding board director for the Sustainable Apparel Coalition and Outdoor Foundation and has served on advisory boards for The National Forum on Children and Nature, Western Governors’ Association and President Obama’s America’s Great Outdoors. In 2012, Mr. Hugelmeyer was recognized by The White House as a Champion of Change.

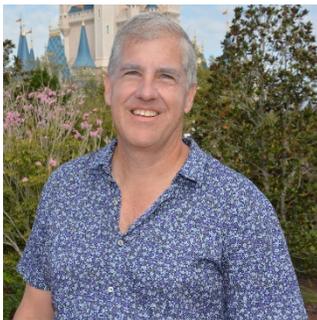
He lives in northern Virginia near Washington D.C. and maintains a home in Colorado. His leisure time is spent in the outdoors usually fly fishing along a scenic far-away river.

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**WILLIAM IRVING** – is the current President of the Nantahala Outdoor Center (NOC). Mr. Irving assumed the President role of the NOC in August of 2015 and sits on the company's Board of Directors. An avid outdoorsman, Mr. Irving joined the NOC staff in 2012 and previously served as the VP of Leadership Development and then COO, before taking the reins of the NOC. Under his leadership, the company has experienced record breaking revenue and profit growth over the course of the last 5 years. Prior to working for the NOC, Mr. Irving worked for the US Olympic Movement serving in various leadership roles and traveling across the globe for over 11 years. Starting his career at the US Olympic Training Center he was focused on human performance and Olympic competition. Mr. Irving has held various senior roles for 7 Summer/Winter Olympic Games to date, helping to support Team USA to many record breaking medal tallies and world records. He continues his work as a volunteer, serving on various boards and high performance committees within the National Governing Body for Canoe/Kayak. Currently Mr. Irving is also a mentor in the Big Brothers Big Sisters of America program and a board member of the Asheville Parks and Recreation. Mr. Irving is originally from the upstate of SC and a graduate of Clemson University and holding a professional certification in Olympic Sport Leadership, a 2 year program from Kellogg University. He is also a graduate of the International Olympic Academy from Olympia, Greece. When not at the NOC, Mr. Irving supports his wife, Niki Irving to run a sustainable flower farm and agri-tourism business in Asheville, North Carolina called Flourish Flower Farm.

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**WARREN MEYER** – has been owner and president of Recreation Resource Management (RRM) – a private concession operator and renovator of public recreation lands – since 2003. Prior to RRM, Warren held a series of senior marketing and planning roles at AlliedSignal, Honeywell, and Emerson Electric. Earlier, he was a senior engagement manager for McKinsey & Company and a project engineer for Exxon. He has an MBA from the Harvard Business School and a mechanical engineering degree from Princeton University. Mr. Meyer started and still runs the only national conference on public-private partnerships in parks and recreation in addition to a blog on the same topic. He is a president of the National Forest Recreation Association and a board member of the California State Parks Hospitality Association.

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**COLLIN O'MARA** – serves as President and CEO of the National Wildlife Federation, America's largest wildlife conservation organization with 51 state and territorial affiliates and nearly six million hunters, anglers, birders, gardeners, hikers, paddlers, and wildlife enthusiasts. Under Mr. O'Mara's leadership, the National Wildlife Federation is focused on recovering America's wildlife, improving management of and access to public lands, restoring America's water bodies, advancing environmental, and connecting every American child with the great outdoors.

Mr. O'Mara serves on the Wildlife Hunting and Heritage Conservation Council, the Sport Fishing and Boating Partnership Council, and the Blue Ribbon Panel for Sustaining America's Diverse Fish and Wildlife Resources. He also represents the National Wildlife Federation as a member

of the American Wildlife Conservation Partners, the Theodore Roosevelt Conservation Partnership Policy Council, and the BlueGreen Alliance. In 2015, O'Mara was named Bass Pro Shop's Conservation Partner of the Year. He is regularly called before Congress to testify about wildlife, water, and sportsmen issues.

Prior to the National Wildlife Federation, Mr. O'Mara led the Delaware Department of Natural Resources and Environmental Control as Cabinet Secretary from 2009 through 2014, where he served as the state's top natural resource official, and led the state's efforts to conserve and restore wildlife and fishery habitat, improve air quality and public health, ensure access to clean water, expand outdoor recreation and environmental education opportunities, and enhance the state's resilience to extreme weather and other climate impacts. When he was appointed in 2009, he was the youngest state cabinet official in the nation.

A native of Syracuse, New York, Mr. O'Mara was a Marshall Scholar at the University of Oxford, a University Fellow at the Maxwell School of Citizenship and Public Affairs, and a Presidential Scholar at Dartmouth College. He is a Catto Fellow at the Aspen Institute, a U.S. Green Building Council LEED (Leadership in Energy and Environmental Design) accredited professional, and completed Stanford Business School's Executive Management Program in Environmental Sustainability.



**MARY ELLEN SPRENKEL** – is President & CEO of The Corps Network. Ms. Sprenkel came to The Corps Network in March of 2008 as Director of Government Relations. She was promoted to Vice President of External Affairs in 2011 and then appointed Interim CEO in May of 2012, prior to being selected as the CEO in October of 2012. During her tenure, Service and Conservation Corps have become better known programs to lawmakers and policymakers throughout the federal government. Legislation that would expand and bolster youth programs including Service and Conservation Corps has been routinely introduced in both the U.S. House of Representatives and the U.S. Senate. Under her leadership, in 2010 more than \$63 million of American Recovery and Reinvestment Act projects were granted to Service and Conservation Corps throughout the country by 15 federal agencies. These projects provided youth with jobs and service opportunities while connecting them to public lands including national parks and forests. More recently, Ms. Sprenkel has served as a member of the Federal Advisory Committee tasked with providing recommendations to federal land management agencies on how to implement a 21st Century Conservation Service Corps.

In addition to her productive time at The Corps Network, she has ten years of Capitol Hill experience, including two years on the House Committee on Education and Labor handling postsecondary education, training, and life-long learning programs. She also worked for Representatives Matthew G. Martinez (D-CA) and Nydia Velazquez (D-NY). Before joining The Corps Network, Ms. Sprenkel was Vice President of Government Relations at the Education Finance Council, the national trade association for nonprofit and state based student loan providers. Prior to that, she spent two years as the Assistant to the President of the University of Montana.

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**PAUL VITRANO** – is Senior Assistant General Counsel for Polaris Industries’ Motorcycles, Aftermarket/Parts, Garments & Accessories, Global Adjacent Markets and International divisions, a position he has held since June 2018. In this role, Mr. Vitrano is a member of those business units’ leadership teams and is the senior lawyer responsible for those businesses. He also oversees the company’s Global Trade Compliance function. Mr. Vitrano serves as the Chair of the Board of Directors of the Motorcycle Industry Council and sits on the governing Boards of other industry organizations in the U.S. and internationally.

Prior to his current role, Mr. Vitrano was Vice President, Global Government Relations for Polaris Industries, where he represented the company’s interests before the United States federal and state governments as well as in capitals around the world and oversaw the company’s Regulatory Affairs and Product Compliance functions. In addition, Mr. Vitrano was Vice President & General Manager of the company’s new business unit, Polaris Experience, LLC from January 2016 to July 2018, and the founding executive of the Polaris Adventures network of Adventure Outfitters.

Prior to joining Polaris, he served as Executive Vice President and General Counsel of the Specialty Vehicle Institute of America and the Recreational Off-Highway Vehicle Association and General Counsel of the Motorcycle Industry Council and the Motorcycle Safety Foundation. Before that, he was a partner in a national U.S. law firm.

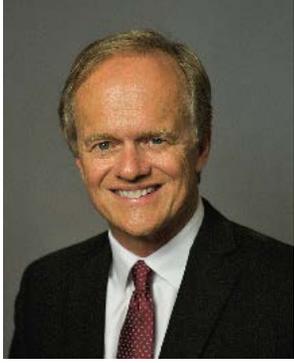
He received his bachelor’s degree, *magna cum laude*, from Villanova University and his law degree, with honors, from George Washington University.

He is an avid motorcyclist and has ridden his motorcycle across the United States. He also enjoys riding off-road vehicles with his wife and two children.



**JESSICA WAHL** – is the new Executive Director of the Outdoor Recreation Roundtable (ORR), America’s leading coalition of outdoor recreation trade associations and organizations. Ms. Wahl has a decade of experience navigating the halls of The White House, Department of Interior (DOI), Capitol Hill, state recreation offices and outdoor lifestyle businesses. Prior to ORR, Ms. Wahl directed Outdoor Industry Association’s (OIA) outdoor recreation portfolio in Washington D.C. where she successfully gained landmark government recognition of outdoor recreation’s contribution to the national Gross Domestic Product. In 2018, the Bureau of Economic Analysis reported that outdoor recreation makes up 2.2% of the nation’s GDP and is one of America’s leading industry sectors.

Ms. Wahl is also the co-founder and past-chair of the Coalition for Outdoor Access working to reform outfitter and guide permitting systems within federal land agencies, an effort designed to help more Americans gain access to the outdoors. Before OIA, she worked at DOI in the Office of the Interior Secretary. She has received a Master of Arts in American Government from Georgetown University. She is an avid outdoorswoman who loves kayaking, climbing, hiking and running.



**BILL YEARGIN** – is President and CEO of Correct Craft, a ninety year old marine industry holding company with global operations. Correct Craft’s subsidiaries include seven boat brands, three engine brands, two watersports parks and an entity devoted solely to innovation. The company has manufacturing facilities across the U.S. and in 70 countries.

Under Mr. Yeargin’s leadership, Correct Craft has won all of their industry’s major awards including Manufacturer of the Year, Boat of the Year, Most Innovative Product, and many others. Additionally, in a State with over 18,000 manufacturers, the company was recently recognized as Florida’s Manufacturer of the Year. One industry publication described Correct Craft under his leadership as being “on an aggressive improvement path the likes of which the marine industry has never seen.”

A passionate lifelong learner, Mr. Yeargin has earned a bachelor’s degree in Accounting, an MBA and is a Certified Public Accountant. He has completed post-graduate studies at both Harvard Business School and the Massachusetts Institute of Technology (MIT), completed Lean Six Sigma programs through Villanova University and is certified in both Myers Briggs Type Indicator (MBTI) and DISC.

He has served on numerous for-profit and non-profit boards. Currently he serves on the Board of Directors of the National Marine Manufacturers Association (NMMA), the Recreational Boating Leadership Council, and is Board Chair of American Sport Works.

Mr. Yeargin has served both the Obama and Trump administrations on cabinet-level advisory councils and was appointed by Florida’s Governor to serve on the board of the University of Central Florida (the nation’s second largest university). He is also a member of the Florida Council of 100.

He has been recognized with many of the marine industry’s top awards including Boating Industry magazine’s “Mover and Shaker of the Year.” He was named one of “Florida’s Most Influential Business Leaders” by Florida Trend Magazine and is an Orlando Business Journal “CEO of the Year.” Mr. Yeargin was also presented the “Governor’s Business Ambassador Medal” by the Governor of Florida.

A prolific writer, Mr. Yeargin has been published hundreds of times and has authored two books. He has traveled to over 110 countries and is a sought-after conference speaker.

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# Participating Organizations

U.S. Department of Agriculture  
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**ARCHERY TRADE ASSOCIATION** – is the organization for manufacturers, retailers, distributors, sales representatives and others working in the archery and bowhunting industry. The ATA has served its members since 1953 and is dedicated to making the industry profitable by decreasing business overhead, reducing taxes and government regulation, and increasing participation in archery and bowhunting. The organization also owns and operates the ATA Trade Show, the archery and bowhunting industry's largest and longest-running trade show worldwide.

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**THE CORPS NETWORK** – leads and supports over 130 of America's Service and Conservation Corps. Corps are comprehensive youth development programs that engage participants in service projects, job training and academic programming. Modern Corps are a direct descendant of the Depression-era Civilian Conservation Corps, which mobilized about three million young men to dramatically improve the nation's public lands in exchange for food, shelter, education, and a precious \$30-a-month stipend. The Corps Network supports Corps by advocating on their behalf, providing access to funding and project opportunities, and by offering expertise in Corps operations and programming. Every year, The Corp Network's efforts enable over 24,000 diverse young people, ages 16–25, to strengthen communities, improve the environment and transform their lives through service in Corps programs.

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**CORRECT CRAFT, INC.** – has operated as the world's leader in tournament inboard, freshwater fish and utility and recreational boats; as well as marine propulsion and watersports parks since 1925. Correct Craft's subsidiaries include seven boat brands, three engine brands, two watersports parks and an entity devoted solely to innovation. The company has manufacturing facilities across the U.S. and distributes into 70 countries. Under the leadership of CEO Bill Yeargin, Correct Craft has developed a unique culture of "Making Life Better." The company has won all their industry's major awards and was recognized as Florida's "Manufacturer of the Year."

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**MOTORCYCLE INDUSTRY COUNCIL** – is a nonprofit trade association supporting motorcyclists in the U.S. by representing manufacturers, distributors, dealers and retailers of motorcycles, scooters, ATVs, ROVs, and related parts, accessories, goods and services as well as members of allied trades such as insurance, finance and others with a commercial interest in the industry. The association, known as MIC since 1970, was founded in 1914.

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**NANTAHALA OUTDOOR CENTER** – is the nation's largest outdoor recreation company. Over a million guests visit NOC annually to embark on a diverse collection of more than 120 different river and land-based itineraries, learn to kayak at NOC's world-renowned Paddling School, travel abroad with NOC's Adventure Travel program, test the latest outdoor gear and shop at its LEED-certified flagship retail stores or enjoy NOC's resort amenities such as its three restaurants and multi-tiered lodging. A privately-held company, NOC is one of the largest employers in Western North Carolina and 22 Olympians, including two Olympic Gold Medalists, have called NOC home. NOC has been recently recognized by The New York Times as the

“Nation's Premiere Paddling School,” “The Best Place to Learn” by Outside, and as “One of the Best Outfitters on Earth” by National Geographic Adventure. NOC is also the nation's most active paddlesports event venue, hosting the 2013 International Canoe Federation Canoe Freestyle World Championships, the 2015 International Canoe Federation Junior & U23 Wildwater Canoeing World Championships, the 2015 USA Canoe & Kayak Slalom Nationals and a variety of other races and events for top-level athletes, competitive hopefuls, developing young stars and weekend warriors.

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**NATIONAL MARINE MANUFACTURERS ASSOCIATION** – is the nation’s leading trade association representing boat, marine engine and accessory manufacturers. Collectively, NMMA members manufacture an estimated 80 percent of marine products used in North America. NMMA is a unifying force and powerful voice for the recreational boating industry, working to grow boating and protect the interests of its member companies. NMMA assists the industry to improve customer satisfaction through the NMMA Certified program. For members NMMA also produces the International BoatBuilders’ Exhibition and Conference (IBEX) and the Export Business Development program to generate business opportunities for marine companies. NMMA is the industry’s primary source of recreational boating research, statistics and technical data.

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**NATIONAL WILDLIFE FEDERATION** – is America's oldest and largest conservation organization, working across the country to unite Americans from all walks of life in giving wildlife a voice. NWF has been on the front lines for wildlife since 1936, fighting for the conservation values that are woven into the fabric of our nation's collective heritage. They believe America’s experience with cherished landscapes and wildlife has helped define and shape the nation’s character and identity for generations. Protecting these natural resources is a cause that has long united Americans from all walks of life and political stripes. To hunters, anglers, hikers, birders, wildlife watchers, boaters, climbers, campers, cyclists, gardeners, farmers, forest stewards, and other outdoor enthusiasts, this conservation ethic represents a sacred duty and obligation to protect and build upon America’s conservation heritage for the sake of wildlife, ourselves, our neighbors, and – most of all – for future generations.

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**OUTDOOR RECREATION ROUNDTABLE** – is America’s leading coalition of outdoor recreation trade associations and organizations working to promote the policy and legislative reforms needed to enhance the outdoor recreation economy. ORR members represent the thousands of businesses that produce vehicles, equipment, gear, apparel and services for the 144 million Americans who enjoy our national parks, waterways, byways, trails and outdoor spaces. The various outdoor recreation business sectors produce a combined \$734 billion output for the U.S. economy and support 4.5 million direct jobs. ORR works to enhance the experience of America’s outdoor recreation enthusiasts by advocating for solutions that will responsibly improve America’s public lands, waters and infrastructure while conserving them for future generations.

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**POLARIS** – has become synonymous with adventure and passion, in both work and play. For more than 60 years, Polaris been making high-quality, breakthrough products -- whether it’s launching the snowmobile industry, reinventing ATV categories year after year, developing the first purpose-built military vehicles or introducing a radical 3-wheel moto-roadster. From their

entrepreneurial roots as a mechanical shop, Polaris has grown into one of the world's largest powersports companies. And in recent years, they have expanded beyond powersports into adjacent markets, like commercial and military vehicles, where they can add value. Today, Polaris offers a diverse portfolio of best-in-class brands.

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**RECREATION RESOURCE MANAGEMENT** – is a private company that operates campgrounds and other recreational facilities in National Forests and state parks under long term concession agreements. RRM maintains and operates over 150 locations in 11 different states.

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**RV INDUSTRY ASSOCIATION** – is the national trade association representing recreation vehicle (RV) manufacturers and their component parts suppliers that together build more than 98 percent of all RVs produced in the U.S. An RV is a vehicle designed as temporary living quarters for recreational, camping, travel or seasonal use. RVIA is a unifying force for safety and professionalism within the RV industry and works with both federal and state government agencies to protect and promote the interests of its members.

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**WINNEBAGO INDUSTRIES, INC.** – is a leading U.S. manufacturer of outdoor lifestyle products under the Winnebago, Grand Design and Chris-Craft brands, which are used primarily in leisure travel and outdoor recreation activities. The Company builds quality motorhomes, travel trailers, fifth wheel products and boats. Winnebago Industries has multiple facilities in Iowa, Indiana, Oregon, Minnesota and Florida.

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## Meeting Participants

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Washington, D.C.  
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**JOE HOFFMASTER** - is President of Hoffmaster's Marina, Inc. and Chairman of the Marine Retailers Association of the Americas. Hoffmaster's Marina is a sixty year old company that carries 5 reputable boat brands and stores 150 boats with a full service boatyard. Mr. Hoffmaster has been President and General Manager since 1997. The purpose of the MRAA - which he is a firm advocate for - is to render educational, developmental, legislative, regulatory, and promotional services for the benefit of its members. He has served on the MRAA Board for 6 years and is just beginning to serve his 2 year term as Chairman.

A native Washingtonian, Mr. Hoffmaster received his Bachelor's Degree in International Relations at the University of Virginia. In addition to running his own business and completing his advisory function in the MRAA, he serves on the Leadership Team at Sydenstricker United Methodist Church in Springfield, VA and participates in the Youth Ministries there.

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**HOFFMASTER'S MARINA, INC.** – is a second generation, family-run boat dealership on the Occoquan River approximately 20 miles south of Washington, DC. Founded in 1954, Hoffmaster's Marina continues to focus on delivering a high quality recreational & consumer experience through its sales of sterndrive, jet and outboard runabouts, pontoon boats, and fiberglass fishing boats. The dealership has received Boating Industry magazine's "Top 100 Dealers in North America" each year since 2006. The dealership serves the Potomac River and tributaries, as well as Lake Anna.