



27 January 2020

To whom it may concern,

I have had the pleasure of working with Mr. Josh Bullock for over two years at the U.S. Ski and Snowboard Association (USSA) in Park City, UT. The USSA is the national governing body for United States Skiing and Snowboard as recognized by the United States Olympic Committee and the International Ski Federation (FIS). Josh has been a game changer within the Association. He has singlehandedly set the standard for the High-Performance Department's work with national team skiers. His particular team assignment has been with the National Moguls Team. He has brilliantly provided strength and conditioning, strategic plans, many innovative projects and technologies, and he has earned the complete trust and confidence of the athletes and coaches.

Josh's *Sports Demands Analysis* (SDA) document established his position at the peak of elite athlete preparation and performance along with serving as the prime example of how to provide the best high-performance programs for elite skiers. I believe that his is the definitive document on Mogul skiing in the world, covering everything from strength and conditioning to electromyography of a mogul run to a ground breaking indication of the costs of preparation and performance down to the cost of a single practice run. His skill set is broad enough to defy characterization.

His knowledge of strength and conditioning is unmatched. His athletes have made continuous progress using his innovative conditioning programs. He has also set new standards for the sport-specific testing and analysis of skiers. He developed a specific moguls dryland test by using a local facility's steps. He integrated electromyography, timing gates, blood lactates, and heart rates to determine the correspondence between the test method and actual mogul skiing. Moreover, he has implemented the use of oxygen saturation measurement during all aspects of training and most recently in competition. He has modified and adapted force platform testing to adhere to sport-specificity and thereby provide a sound and applicable means of measuring skier strength and power.

Please, consider this brief letter as a most enthusiastic recommendation for Mr. Josh Bullock. His judgments and presentations have demonstrated that he is a professional of the highest caliber. He has preserved his dedication to learning and his wisdom is far beyond his years. As always, if you have any questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink that reads 'William A. Sands'.

William A Sands, PhD
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