

UNITED STATES LUGE ASSOCIATION

USLA Board Meeting
Park City, Utah
May 15 & 16, 2015

Friday, May 15, 2015

The Board met on Friday evening to discuss several agenda items. All USLA Board members, with the excused exception of Mr. Chris Mazdzer, were in attendance. Mr. Gerry Tate, President of United States Luge Foundation was present. In addition, USLA staff members Gordy Sheer, Mark Grimmette and Jon Owen were present.

Mr. Dwight Bell called the meeting to order at 6:15PM.

Approval of the March 19, 2015 Minutes:

Motion to Approve by Mr. Brian Martin, 2nd by Ms. Erin Warren
All in Favor, None Opposed, Motion Passes

USLFF Update:

Mr. Tate gave an update on the USLFF recent ratification of new USLFF Bylaw changes. The major change was increasing the number of USLFF trustees from the current number of eight to a maximum number of fourteen. Two new trustees were recently added and approved by the USLFF Trustees; Ms. Arleen Graime, of the Lincoln Center in NYC, and Ms. Janine Musholt, of the Woodruff Art Center in Atlanta.

Via the bylaws of the USLFF, the USLA Board needs to approve both measures.

Motion to accept the new bylaw changes previously approved by the USLFF Trustees and the approval of the newly appointed USLFF Trustees, Ms. Graime and Ms. Musholt.

Motion to Approve by Mr. Terrence Burns, 2nd by Mr. Paul Baribault
All in Favor, None Opposed, Motion Passes

Committee Updates:

The USLA Board was presented, in writing, updates from two committees. Mr. Frank Masley gave a report via the National Team Committee and Mr. John Mowry gave a report on the Race Committee. Mr. Bell thanked both committee's on their outstanding work over the past year and furthermore, thanked both committee chairperson's for keeping the board updated.

FIL Meeting Update:

Following up discussions that took place during the March 19 Board meeting, Mr. Bell and Mr. Jim Leahy discussed the most recent meeting with the FIL Presidium in late April. They shared with the Board the most recent FIL Race scheduled that showed the US hosting two World Cups in the 2015-2016 SNT season. Both explained that this is a historic achievement for USA Luge and is the culmination of the various meetings with FIL management over the last several months. The opportunity for additional TV exposure and hospitality initiatives will only benefit

USA Luge in the long run.

Meeting adjourned at 7:30PM and to be continued on Saturday, May 16.

Saturday, May 16, 2015

Members Present: Full Board attendance including Chris Mazdzer via Skype/phone. Also in attendance - Mr. Tate, Mr. Sheer, Mr. Grimmette and Mr. Owen. Minutes for the meeting taken by Ms. Marcie Gorsch.

Mr. Bell called the Meeting to Order at 9:12 am

Financial Report – Ms. Erin Warren, Mr. Leahy

YTD Financial Report

Mr. Leahy reported that the organization did a great job to stay on track via the revised budget presented to the board in December. He thanked the staff for understanding our limitations and finding alternatives to keep us on target. The association fell slightly short on its sponsorship revenue projections but covered the short fall via private donations. On the expense side the USLA had to make cuts on the Junior National Team winter trip and asked the parents of the JNT athletes to bear more of the financial burden initially budgeted to be paid by the USLA.

A lengthy board discussion took place to discuss the need for a strong development program and providing better notice to the parent's financial contribution to their athletes overall expenses. Mr. Leahy agreed that the initial budget for 2014-2015 was too aggressive and that a more programmatic approach will be used for the 2015-2016 budget. He also reported the recent formation of PAC (Parent's Advisory Committee) will give USLA an opportunity to provide better communication to our development parents.

Cash Flow Position

Mr. Leahy reported that based on cash flow projections the USLA will finish up with approximately \$73k in the black. There is an \$85k line of credit still outstanding from over two years ago. He suggested that the USLA not payoff the note at this time so that our cash flow position remain solvent. After a Board discussion, all were in unanimous agreement.

2015-16 Budget Update

Mr. Leahy addressed a number of unknown scenarios that exist today that hinder putting together an effective budget by July 1 for the 2015-2016 competitive season. He also stressed the number of changes to last year's budget process that created a great deal of angst for both staff and parents. He recommended to the Board that a change of the current fiscal year – July 1 to June 30 be changed to a fiscal calendar year of September 1 to August 31. He stressed that a number of funding initiatives are unknown until mid-summer and that by changing the fiscal period to September 1 will give the USLA the opportunity to create a more realistic budget. After discussion by the Board, Mr. Bell put the motion on the floor to change the USLA Fiscal Calendar to September 1 to August 31.

Motion: To change fiscal year to September 1st through August 31st. (After checking with

the accounting firm for any tax implications.)

Motion to Approve by Ms. Julia Clukey, 2nd by Mr. Terrence Burns
All in Favor, None Opposed, Motion Passes

The plan is to have a conference call in July to go over proposed budget and then go over the budget at the August Board Meeting.

I. CEO Report - J. Leahy

Season Recap/Strategic Planning for 2015-16 Season

i. Lake Placid OTC/US Luge Master Plan

- The current rate at the OTC is \$50 per night. The rate will increase to \$100 per night beginning January 1, 2016. This will hurt all our development programs.
- The USLA is actively looking at outside venues to reduce costs
- The USLA has presented a list to ORDA & USOC/OTC for improvements to our current headquarters, the concept of a new start facility and more athlete housing. The USOC/ORDA current master plan does not cover USLA needs.
- Needs in Park City include:
 - Start house
 - Athlete housing
 - Medical/Sports Med type facility

ii. Head Office Location Review

- Questions to be answered concerning Head Office location:
 - What is the best strategic location for the Head Office?
 - Does the Head Office need to be at a track?
 - What is the value of having the Head Office at a track?
 - What is lost if the Head Office is not at a track?
 - Does hosting an NGB away from a track make sense?

After a lengthy Board discussion on Mr. Leahy's presentation, a Motion was introduced to establish an RFP process to determine the best strategic location for the Head Office.

Furthermore, a special task force committee made up of the following Board members, Mr. Paul Baribault, Mr. Adam Berlew, Mr. Terrence Burns, Mr. Pete Gillwald, Mr. Brian Martin and Mr. Jeff Stratton are tasked with working with Mr. Leahy to design the RFP and report on their progress at the August Board Meeting.

Motion to Approve by Mr. Terrence Burns, 2nd by Ms. MaryAnn Deignan
All in Favor, None Opposed, Motion Passes

Program/Team/Performance Update - M. Grimmette

-High Performance Plan was due May 1st and the presentation was May 4th to the USOC

- It was noted that there was a lack of medals which was due to 9 weeks of athletes living out of a suitcase causing mental fatigue. This goes to having World Cups in the US.
- Part of this HPP is to explain how our athletes will win medals. Having World Cups in the US will assist with this.
- There has been a focus on improving start rank

- 9.9 start rank in 2014-15 up from 13.3 start rank
 - How to improve start rank?
 - Retiring athletes
 - Not starting slower starters
 - Athlete improvement
 - Keep athletes healthier
 - Employ more consistent weight training
- 2014-15 there were 34 finishes in the 4-10 place rank
- Junior athlete parent cost
 - D Team is self funded cost is ~ \$4,000
 - Traveling C Team is 75% self funded & 25% funded
 - Non-traveling C Team is self funded cost is ~ \$8,500
 - B Team covers \$2,000 and then the remainder is 100% funded
 - How as an organization are we building and funding athletes?
- As far as funding should we look at parents finances?
- How can funds be spread out more evenly?
- Need to address how dollars should be spent.
- Building the team
 - Nearly 1,000 participants in the Slider Searches
 - Over 100 athletes invited to on-ice screening camps
 - 73 athletes 2014-15
 - 95 athletes for 2015-16
 - Team break down
 - D Team 12-14 athletes
 - C Team 15-17 athletes
 - Jr Team 18-20 athletes
 - Sr Team is focused down to athletes that can/will perform. This is based off of the athletes Jr rankings
- Staffing changes for 2015-16
 - Would like to hire an ATC for the Senior Team
 - Would like to hire an Assistant Coach for the Junior Team
 - Clem would move from the Junior Team to working with the D Team with their equipment
 - Mark will follow up with Julia and Chris about coaching staff concerns at the Junior level
- Goals
 - 2016 Konigssee - 2 medals
 - 2018 Pyeongchang - 2 medals
- Concerns
 - OTC costs are doubling
 - Changing from \$50 per night to \$100 per night effective January 1, 2016
 - In response to the raise in cost to stay at the OTC, the C Team will not be housed at the OTC in 2015-2016.

- It is estimated the OTC will lose \$72,000 in revenue from the C Team not be housed in there.
- Track time is tied to a teams housing at the OTC.
 - May need to buy sliding passes (\$100-\$350)
- Instead the C Team will stay in townhouses instead and use ORDA's workout facility. As well as have meals catered.
 - Estimating cost to be \$65 per night per athlete
- USOC Request for funding
 - 2014-15 requested \$805,000 received \$650,000 as well as \$162,000 in direct athlete support for the Senior team with health insurance and educational support.
 - Current 2015-16 request - \$840,000

Technical Update – Mr. Jon Owen

- Partnered with Scale Composites
 - Studying material drag through use of wind tunnels
- Partnered with Dow
 - Employing the study of science in engineering design changes
 - Working on a new front suspension
 - Faster and consistent
 - Better results
 - Using a control group
 - Pod Development
 - Dividing the materials into various layers
 - Applying science via computer modeling
 - Able to use the computer modeling and see how design effects how the sled works
 - XYZ sensors
 - Installed on the sled to “read” a track
 - Works via bluetooth
 - With this technology one is able to know the dynamics of the track, which in turn aids in sled set
 - up and construction for athletes
- Beginning to set-up sleds for the athletes biological build
- Partnered with Norton for 3D printing
 - Norton has a lot going on with testing various materials for 3D printing
 - Will be able to start using statistical data to tweak sleds for World Cups
 - Working with Norton's IT department for more user friendly programs
- Senior Team equipment is fitted
- Starting testing for Doubles equipment
- Junior Team is beginning to receive the new equipment
 - New bridges and adjustable bridges

- Some new pods and kuffins
- Due to a bridge failure in an odd spot this season, older bridges should be scanned to look for possible signs of wear
 - Working with Norton's scanners
 - The bridges may need to be sent to a 3rd party to get checked

Marketing /Branding Update – Mr. Gordy Sheer

- \$13,000 is the budget line amount for technical development, but the the technical support of new sponsors it is closer to \$400,000 over the last couple of years.
- Scale Composites partnership came about through a fantasy camp participant
- This season had some great results which can be turned into great stories for marketing
- Backyard luge track competition was a success through the use of social media
- New revenue from new sponsors and current sponsors adding to their current amount
- Presentation will be sent out

Branding Update – Mr. Terrence Burns

- Shared 2 bid videos for Almaty 2022
- Created a presentation for USLA. Asked the Board for participation on answering the brand questionnaire. As well as, feedback and input on the open issues concerning brand: story, mission, values.
- Strongly suggested that the Board are all brand ambassadors

Board Self-Assessment/Survey – Ms. MaryAnn Deignan

- Had 100% participation
- The raw data will be distributed
- Key take aways
 - Good governance
 - Board Composition
 - Right size and skill set
 - Need to have more of a focus on fundraising
 - Financials
 - Adequate information
 - Need more focus on fundraising
 - Expectations
 - Feelings that member participation at different levels
 - 25% of members are dissatisfied with their current participation.
 - being a board member is more of a time commitment than expected
 - Improve Effectiveness
 - Employ better time management
 - Use email more
 - Limit topics for meetings to the agenda items

i. Level of Giving

- 100% participation in giving

- 50% unhappy with the level at which they gave
- 100% commitment to giving next year
- Establish levels of giving for the future
- It is very difficult to raise money from outside sources if the board is not fully committed.

Mr. Bell thanked Ms. Deignan and her committee for her extensive report. Reiterated that this type of self reflection by each Board member will make us all serve better.

Athlete Report - C. Mazder, J. Clukey, B. Martin

- Seniors have started summer training
- Have been receiving feedback from Juniors and will speak with Mr. Grimmette concerning their findings.
- There is a need for improvement at the Junior level

Report on Club/Membership Enhancement Initiatives – Mr. Jeff Stratton and Mr. Pete Gillwald

- Wasatch Luge Club update from Mr. Gillwald
 - The WLC recently held elections
 - Financially in good shape
 - Youth program going well
 - Getting ready for the 20th Anniversary celebration
 - Had a logo designed to celebrate the 20th anniversary of the club
 - Had 500 pins made up with the logo to hand out at races, send to the FIL and former club members
 - Having T-shirts done for the 4th of July
 - Planning to reach out to prior members, around 500 members over the last 20 years
 - With there being a World Cup in Park City this season, maybe try to tie in a Master Race to engage prior athletes
 - Local media outlets to promote the 20th anniversary
- Eastern Clubs update / Mr. Stratton
 - There is a lack of communication from the USLA to the Clubs
 - The policies regarding the Clubs are old and do not make sense
 - Not sure how the Clubs fit into the over all structure
 - There should be active links from the USLA website to the Clubs
 - Should look at the Blue Mtn/Muskegon models
 - Target geographical areas
 - Develop a “Club in a Box” model
 - Maintenance is an issue as well as a coaching staff at the club level
 - Fred Zimny is the Club Liaison
 - USOC mandates that all clubs associated with a NGB must participate in “Safe Sport”

- Clubs should operate fiscally independent of USLA
- Club members should also be members of USLA

Action Item:

Have Mr. Fred Zimny work with Mr. Stratton and Mr. Gillwald on behalf of the clubs on policy, liability insurance and Safe Sport.

Motion: All Club policies are under review and will be updated by the Annual Meeting. A sub-committee with Board Members and USLA management staff will be responsible for this.

Motion to Approve by Mr. Pete Gillwald, 2nd by Mr. Adam Berlew

All in Favor, None Opposed, Motion Passes

CEO Contract Terms/Compensation Update – Mr. Bell, Ms. Warren, Mr. Mazder

- Currently at terms with Mr. Leahy
- Will take the existing contract and bring it up to new terms
- The updated contract with new terms will be sent out via email for the board to review.

Next Meeting/Annual Meeting- August 29th, 2015 - tentatively