

**Minutes
USOPF Annual Meeting
Colorado Springs, Colorado
September 18, 2019**

A meeting of the Board of Directors (the "Board") and the Trustees (the "Trustees") of the United States Olympic and Paralympic Foundation ("USOPF") occurred on September 18, 2019 commencing at 1:47 p.m. local time, following notice duly given pursuant to the USOPF Bylaws. Pursuant to the attached list, the following members of the Board of Directors were present in person or by telephone for the meeting. The attached present and telephonic members **did** constitute a quorum of the Board under the USOC Bylaws Section 3.10(a).

Pursuant to the attached list, the following Trustees were present for the meeting, either in person or via telephone conference.

Present for the meeting from the USOC were: Christine Walshe, Katie Bynum, Morane Kerek, Rick Adams, Kevin Penn, Julie Dussliere, Paul Florence, Finbarr Kirwan, Chad Sunderland, Wendy Guthrie, Michelle Hurtado, Charlie Huebner, Jayme Brown, Eric Pond, Alexandra Triumph and Megan Berg.

Additional staff and guest present for presentations were: Scott Riewald, Kacie Wallace, Aron McGuire, Kikkan Randall, Billy Lister and Emily Azevedo.

The minutes were recorded by Megan Berg, Secretary.

1. Call to Order and Welcome

Gordon Crawford, USOPF Board Chair, called the meeting to order at 1:47 p.m. and welcomed the Board of Directors and Trustees. He thanked the attendees for making the effort to travel to Colorado Springs for two days and welcomed new Trustees. He acknowledged that Sarah Hirshland has been in her role as CEO of the USOPC for one year and Susanne Lyons has been the USOPC Board Chair for nine months.

2. USOC Update

Sarah Hirshland updated the attendees on the following matters:

- a. Sarah reported that she has spent a large part of her first year speaking with athletes and meeting donors;
- b. Sarah has seen enthusiasm increasing within the USOPC and with partners particularly at the recent Assembly attended by athletes, the AAC, NGBC and USOPA;
- c. Sarah reviewed the structure of her executive team and each member's functional oversight role. The team will have eight members, of which four are new roles. She has hired a Chief of Marketing and Communications who will start at month's end. Sarah is actively recruiting a Chief of Athlete Services who will oversee off-field services.
- d. The executive team and other constituents are actively engaged in a strategic planning process for the next quad that will prioritize the right activities to support Team USA athletes and hopefuls and will allocate human and financial resources in accordance with the plan.

Susanne Lyons thanked the attendees for their involvement and support and stated that philanthropy is and will continue to be a critical component of athlete services and support. She updated the attendees on the following matters:

- a. Reforms: As shared by Susanne and Sarah during their recent Assembly addresses, the USOPC is currently synthesizing many actionable reform suggestions from all related constituencies. They

are leading the efforts to facilitate culture changes in the organization and throughout affiliated organizations. The Board will include more athlete voices and they are looking to identify additional opportunities to include additional constituents at the Board level.

- b. International: With new leadership at the USOPC we have lost some voting power at the IOC level. There is a renewed focus to increase U.S. representation at the sport level through IFs, IOC Committees and ANOC. There is a new leader of WADA and USADA is working towards continued influence on anti-doping matters.
- c. The World Beach Games will be hosted by ANOC in Doha, Qatar.
- d. Winter Bid: The IOC has new process for host city selection. There will be a permanent committee to review bids with established minimum criteria. The committee will also solicit bids from cities. The full IOC will vote on future Games cities, but the committee will vet and recommend a host city with a goal of creating a more economical system.

There was a discussion regarding a future Salt Lake City Winter Games bid in relation to the preparations for LA2028.

3. USOPF Executive Committee Report

Gordy Crawford first introduced Katie Bynum, USOPC Chief of Staff, and shared that the Executive Committee met September 17, 2019 to discuss a strategy to proceed in the coming years with the USOPC, USOPP and LA2028. The committee reviewed and discussed three options for further vetting including: (1) separate fundraising strategies and operations; (2) coordinated fundraising strategies and operations; and (3) fully integrated fundraising strategies and options. Christine, Paul Florence, Sarah and Katie will work together to optimize conversations with LA28. Once the USOPF's relationship to LA28 is defined, the USOPF will undertake a formal strategic planning process.

4. Olympic and Paralympic Sport Performance Update

- a. Rick Adams, Chief of Sport reported on the following items in NGB and Athlete Services:
 - i. Rick reiterated that the organization's commitment to sustained competitive excellence, as was outlined in the prior mission statement is unwavering with a continued focus on athlete services to maximize performance.
 - ii. Rick shared that the Tokyo Chef de Mission meetings were recently held in Tokyo.
 - iii. Outreach and engagement as a component of Athlete Services are working with the AAC to enhance existing services and identify additional services to support athletes.
 - iv. Sport Medicine is putting a focus on mental health and have created a task force to engage subject matter experts beyond sport psychologists.
- b. Julie Dussliere, Chief of Paralympic Sport, updated the attendees on the following:
 - i. 2019 ParaPan Games in Lima, Peru: The Games began in 1999 and were paired with the PanAm Games in 2007. Team USA competed in 16 of 17 sports. The focus of the Team was on gaining experience for young athletes and qualifying for Tokyo. During the Games, Team USA set 6 World records and 76% of participating athletes medaled.
 - ii. Tokyo 2020: Julie shared that Team USA will consist of approximately 275 athletes and will contest 22 sports. Performance markers are on track. The USOPC is partnering with the Department of Defense to use military bases for training sites.
 - iii. Paralympic Performance Services: The USOPC has been building a network of resources since 2013 and currently focuses on nutrition, strength and conditioning.

- iv. **Paralympic Awareness:** Julie discussed the Paralympians Made Here campaign in partnership with the NCAA and individual colleges and universities. There are currently 17 schools participating that represent 190 athletes.

Sarah Hirshland added that there is also the Olympians Made Here campaign. NCAA rules and legislative reforms benefit Team USA athletes and 80% of Team USA and 85% of medalists are products of the collegiate system.

- v. **International Relations:** Julie shared that the USOPC will be hosting the IPC Athlete Forum in November and expect over 100 athletes to be in attendance. It will be an opportunity to showcase Team USA staff and facilities.

c. **Finbarr Kirwan, Vice-President of Summer Sports, updated the attendees on the following:**

- i. **PanAm Games:** Finn shared that the goal of the Team USA participation at the PanAm Games was primarily securing qualifications for Tokyo.
- ii. **Tokyo Preparation:** The Sport staff is cautiously optimistic about Tokyo results based on analytics data. The projected heat and humidity will be a challenge and the USOPC is working with the Nike Sports Research Lab to implement athlete and team protocols to address the environmental challenges. Paralympic sport has been integrated into the protocols.
 - A. **Athlete 360 Project:** The project funded by USOPF Board member Mark Stevens, is a data collection project to address health and wellness of athletes during training and competition. Athletes are able to capture information about their sleep, travel and training load with daily monitoring in an effort to preempt injuries and illness.
 - B. **Okura Sports Park High Performance Training Center:** The USOPC has contracted with the Okura Sports Park, located approximately 40 minutes from the Athlete Village site to replicate training conditions at the USOPTC. The USOPC is working with the facility to collaborate on renovations for the benefit of Team USA athletes and a legacy.
 - C. **Test Events:** The Tokyo venues are on track. However, travel between the venues may be difficult.
- iii. **2022 Beijing Winter Olympic Games:** The Games will be held February 4 – 20, 2022 and the USOPC plans 4-6 years in advance of the Games. There will be 7 new events and 2 athlete villages with a planned high-speed train between the primary venues. Beijing will not hold medal ceremonies in the mountain venue.
- iv. **2024 Paris Games:** The USOPC finalizing contracts for its high-performance training center and planning the footprint for the facility.

5. Strategic Planning – Breakout Sessions Follow Up

Kevin Penn, Chief of Business Operations, thanked the attendees for participating in the earlier strategic planning sessions. He shared that specific themes had been identified, including: (1) Storytelling with athlete content; (2) Community Building through widening the access to the movement; (3) Partnerships through leveraging existing relationships, including medical and collegiate relationships; and (4) Athlete journeys.

Kevin also reviewed information identified specific actionable ideas that were identified in the sub-group sessions as follows:

- a. **Athletes First:**
 - i. Define metrics to measure success;
 - ii. Sustainable support opportunities;

- iii. Board member and Trustee mentoring of athletes;
 - iv. Personal athlete branding to raise athletes' profile;
 - v. Coaching education for long-term impact;
 - vi. High performance innovation and corporate partnerships; and
 - vii. Storytelling opportunities to highlight successes.
- b. Inspire Achievement and Unity:
- i. Storytelling: "The way I feel when I watch the Olympics is why I am involved, and I want to extend that feeling beyond the 17 days of the Games;"
 - ii. Competition and field of play results are only part of the full story;
 - iii. Personal engagement can be compelling; and
 - iv. Celebrating and telling the story of the full athlete experience and journey can be a humanizing experience.

6. SafeSport

Wendy Guthrie, Vice-President of Athlete Safety, was introduced and shared her background including the last 15 months with the USOPC, 20 years in college athletics and 6 years with the FBI. Wendy also shared that the area of Athlete Safety is evolving quickly, but she is working to humanize the process instead of just implementing processes and administrative oversight. The athlete voice is critical in healing. Wendy engages with multiple organizations including the U.S. Center for Safe Sport (USCSS) established in 2018. She discussed the governing policies including the Safe Sport Code and the Minor Athlete Abuse Prevention Policy (MAAP). The USSCS has exclusive jurisdiction over allegations of sexual misconduct.

Prohibited conduct under the policies include: (1) criminal charges or disposition; (2) child abuse; (3) sexual misconduct; (4) emotional or physical misconduct; (5) aiding and abetting; and (6) misconduct or abuse of the process.

Wendy also clarified the reporting requirements to either the USSCS or law enforcement for sexual allegations, emotional and physical allegations. She also clarified that the veracity of the claims is not the responsibility of the reporting party.

There was a discussion regarding the following: (1) clarification of the reporting structure with the overriding goal not to revictimize; (2) the definition of emotional abuse; (3) the guidelines for interacting with athletes with a primary focus on minor athletes and the power imbalances that may exist; (4) the role and ability of USOPF Board and Trustees acting in a mentoring capacity; (5) the impact of social media; (6) how the policies are being implemented at the NGB level; and (6) the potential for false reporting to gain a competitive advantage.

7. USOPF Report

Christine Walshe, USOPF President and USOPC Chief Development Officer, thanked the attendees and discussed the current staffing structure. Christine introduced Paul Florence, Senior Vice President of Strategy and Operations, who is overseeing the operations staff located at the Colorado Springs headquarters. Christine reminded the attendees that the new activity goal for 2019 is \$33.5 million dollars, with approximately \$12 million dollars to raise until the end of the year. Additional budget allocated to Team USA Fund for acquisition, approved by the Board, were put on hold and not spent.

Morane Kerek, USOPF Treasurer and USOPC Chief Financial Officer, presented the financial report. She reminded that attendees that revenue is now recognized upon receipt of gift installments. She reviewed the types of revenue received and discussed the USOPC grant for USOPF operating expenses.

Morane reviewed how the USOPC allocates spending including the following: (1) high performance programs that expend funds for “field of play” expenses; (2) Athlete and NGB foundational expenses for “off the field of play” expenses; (3) Athlete training facilities for the expenses associated with the Colorado Springs Training Center, Utah training site, Chula Vista training site and Lake Placid Training Center; (4) Team USA media and promotions; (5) Olympic and Paralympic competitions; and (6) Support services which include marketing, fundraising, human resources and legal services.

Christine reviewed fundraising results compared over quads. The USOPF is currently 68% to the current quad goal with \$40 million to raise before the end of 2020. Christine shared that there will be approximately 20 trustees and board members in gift renewal discussions in 2020. The cost to raise a dollar is tracking on pace to \$0.30, primarily as a result of holding the additional investments in the annual fund. Christine reminded the attendees that approximately 93% of Team USA Fund dollars are raised through traditional direct mail appeals.

There was a discussion regarding keeping the primary focus on Athletes First as additional investments in the Team USA Fund are contemplated.

Christine discussed how the Board and Trustees can help including: (1) developing an elevator pitch; and (2) familiarizing themselves with the giving levels specifically the mid-major level.

Christine reviewed the existing working groups that include (1) Technology and Innovation with a required gift level to join; (2) ACE which is not currently active pending the USOPC hiring of a Chief of Athlete Services; (3) Team USA Fund which is currently not active; (4) Hospitality which is chaired by Rob Cohen and expecting to recalibrate to invite on-program Hospitality Hosts during the Games; and (5) Giving Circle which is just forming with a focus on regional opportunities.

Kevin Compton, Board member and Technology and Innovation Working Group Co-Chair updated the attendees on the Tech and Innovation Working Groups and the projects including: (1) hamstring injury research; (2) motion technology; (3) the Athlete 360 Project to address total health integration into competitive analytics and (4) ongoing discussions about the commercialization of the working group’s ideas and investments.

Steven Raymond, Trustee and Paralympic Working Group lead, updated the attendees on the following working group initiatives: (1) high performance directors; (2) Paralympic team needs; (3) goal to raise \$3.7 million to the Paralympic Fund; (4) the 25th Anniversary of Adaptive Spirit which has raised close to \$20 million dollars in support of alpine, Nordic and snowboard adaptive sport since its inception. Steve also shared that the Adaptive Spirit meeting will be held in April 2020, the Paralympic Super Trails will be held in June 2020 and there are opportunities for host cultivation.

Paul Florence, Senior Vice President of Strategy and Operations, updated the attendees on hospitality including: (1) the history of the USOPF/USOPC hospitality programs over the last 5 Games; (2) the demand for Tokyo programs and assets and a review of the available hospitality packages; (3) projections of upcoming Games hospitality interest and needs; and (4) expansion of non-Games experiences.

There was a discussion about access and ownership of hospitality assets after Tokyo and the USOPF’s deposit and cancellation policy.

8. Other Business

Gordy Crawford reminded the attendees that this is a special time to be involved with the USOPC and USOPF and the USOPF's primary goal is philanthropy. Sarah Hirshland thanked Gordy for his leadership and commitment to the mission.

There being no further business, the meeting was adjourned at 4:11 p.m. local time.

This document constitutes a true and correct copy of the minutes of the annual meeting of the Board of Directors and Trustees of the United States Olympic and Paralympic Foundation and Annual Meeting.



Megan S. Berg
Secretary

18 Sept 2019

Date

Approved 2019 December 11

**USOPF Annual Meeting
September 18, 2019
Colorado Springs, Colorado**

Board Members	
Carter	Michael
Clifford	Kevin
Cohen	Rob
Cohen	Molly
Compton	Kevin
Compton	Gayla
Crawford	Gordy
Deevy	Brian
Dickinson	Dan
Freidheim	Scott
Garland	William
Hall	Joanie
Hirshland	Sarah
Kendrick	Kathy
Lyons	Susanne
Macfarlane	John
Marren	Lynda
Merrilees	Rob
Miñana de Lovelace	Alicia
Mistele	Joy
Mistele	Tom
Nevinny	Corinne
Penn	Kevin
Penn	Erica
Plummer	Ed
Poms	David
Powell	Tracey
Ray	Michael
Robertson	Johnathan
Schnabel	Susan
Stevens	Mark
Yang	Geoff

Trustees	
Abraham	Thomas
Allen	Dan
Babcock	John
Benford	Tracey
Canfield	Phil
Cue	Eddy
Doyle	Andie
Erdman	Jacqueline
Goldfield	Carol
Gouw	Ken
Gouw	Julia
Graves	Helen
Hughes	Laurie
Huh	Jihee
Huh	Peter
Killian	Julie
Killian	Gary
King	Greg
Moore	Danielle
Nakachi	Mari
Philippon	Marc
Probst	Larry
Queen	Marie
Raymond	Steve
Satter	Muneer
Seldes	Richard
Shields	Eileen
Shields	Kevin
Simkowitz	Danielle
Sykes	Gene
Waldman	Matt
Walker	Sheila
You	Harry