



USOPC Membership Application

Lakeshore Foundation Membership Application - Boccia

PREPARER:	REVIEWER:	DUE DATE:	
Jen Allred	Laurel Travis	2021-08-09	
SUBMITTED BY:	SUBMITTED DATE:	CERTIFIED BY:	CERTIFIED DATE:
Laurel Travis	2021-08-10	Laurel Travis	2021-08-10

Introduction & Instructions

Welcome to the USOPC Member Organization online application. This application is intended for sport organizations seeking to become National Governing Bodies (NGBs) and Para Sport Organizations (PSOs).

Please see the attached document outlining all required documents and questions to be answered within this system. Additionally, the overview of the recognition process, including NGB requirements and support is attached.

Thank you in advance for taking the time and effort to complete the application process. We look forward to working with you throughout this process.

If needed, please find helpful instruction videos at the link below for your reference.

SECTION 1: REQUIRED ATTACHMENTS

Please provide the following attachments. If your organization does not have one of the listed required documents, please upload an explanation as to why your organization does not have the document, why it may not be relevant and/or the steps to which your organization is taking in order to obtain the document.

1. Bylaws

1 file(s) attached:

N_A.png

2. Articles of Incorporation

1 file(s) attached:

N_A.png

3. Code(s) of Conduct

1 file(s) attached:

N_A.png

4. Grievance Procedures, if separate from Bylaws

1 file(s) attached:

N_A.png

5. Most recent IRS Form 990

1 file(s) attached:

N_A.png

6. Most recent audited financial statements with management letter

1 file(s) attached:

N_A.png

7. Board of Directors roster with names, term dates, and designated positions (e.g., Board Chair, Athlete Representative, Independent Director).

1 file(s) attached:

N_A.png

8. List of Committees with description of each Committee's function

1 file(s) attached:

N_A.png

9. List of designated Committee members with names, term dates, and positions

1 file(s) attached:

N_A.png

10. Example of Board and Committee meeting agendas (including minutes) from the past year

1 file(s) attached:

N_A.png

11. Staff organizational chart

1 file(s) attached:

N_A.png

12. Organizational chart of local members, clubs, state organizations, regional organizations, etc.

1 file(s) attached:

N_A.png

13. Criminal Background Check Policy

1 file(s) attached:

N_A.png

14. Athlete Safety Policy

1 file(s) attached:

N_A.png

15. Strategic Plan, or anticipated Strategic Plan

1 file(s) attached:

N_A.png

16. Financial policies and procedures

1 file(s) attached:

N_A.png

SECTION 2: GENERAL QUESTIONS

17.

Explain why your organization desires to become a member of the USOPC and indicate the benefits that your organization can bring to the USOPC as a member.

Response:

N/A

18.

What is the mission statement of your organization?

Response:

N/A

19.

How many members does your organization have?

Response:

N/A

20. Have you reviewed, and will your organization comply with, applicable anti-doping rules, policies and procedures?

Response:

Yes

21.

How will your organization comply with applicable US Center for SafeSport requirements and USOPC Athlete Safety policies?

Response:

N/A

22.

Do you know of any other national sports organizations in the sport for which your organization is seeking membership? If so, please include details about the sport organization's involvement, along with the contact information.

Response:

N/A

23.

Please provide information on your office facilities. Indicate whether your organization is based in a home office, shares an office with another organization, or has an office dedicated solely to your organization.

Response:

N/A

24.

Please detail what you believe are the key challenges your organization faces in becoming an NGB and your plans to address these challenges.

Response:

N/A

SECTION 3: SPORT PERFORMANCE COMPONENTS

25.

Please describe your sport performance program.

Response:

Specific to the question of sport performance are a few elements that when combined distinguish Lakeshore. The first is the physical plant. Lakeshore Foundation owns the 45-acre campus on which we are located. It includes a 129,000 main facility specifically designed with adapted physical activity and sport in mind. A 14,000 square foot addition to the facility in 2019 brings to life a nutrition lab with four workspaces and integrated technology to promote nutrition and help athletes and members understand the importance of food as fuel and give them the hands-on opportunity to learn to infuse what they've learned into their daily lives. A mindfulness suite is a part of our deep understanding that mental health must be a part of any real sport performance program. The USOPC has put together amazing resources for athletes. Those resources are complimented by the space on our campus and our ability to connect with local practitioners to ensure athlete physical and mental health is addressed.

Two housing options give us tremendous capacity for numerous Paralympic athletes and hopefuls to train and stay on campus. Lakeshore is also working with a nonprofit organization to conduct a feasibility study to create a third unique living space. Just like our other two options, it would be fully accessible and accommodate PCA support but, should this project come to fruition it could be an incredible opportunity to have a unique residential program for Boccia athletes that could not be replicated anywhere else.

Next is our relationship with The University of Alabama at Birmingham one of the nation's top healthcare and research institutions. Through the UAB/Lakeshore Research Collaborative we conduct testing both on and off the court looking through a scientific lens at an athletes' hydration, body composition, speed, agility and much more. Tests are tailored to the needs of specific athletes and sports. UAB is also the home to Dr. Irf Asif, a notable name in healthcare working with individuals with disability. Asif now serves at the team physician for USA Wheelchair Rugby and is committed to ensuring that Paralympic athletes have access to world class healthcare.

Finally, our most valuable asset in sport performance, our staff. Lakeshore's staff have more than 150 years of combined experience working in the field. In 2022, Lakeshore plans to bring on a full-time strength and conditioning specialist to compliment the talented fitness staff and allow us to design and implement ongoing S&C programs for athletes.

Over the last 40 years more than 50 Paralympic athletes have come from Lakeshore's grassroots programs and countless others have trained or competed on this campus. Our commitment to the U.S. Olympic and Paralympic movement is one of the most important facets of our work.

26. Do you have a sport performance plan?

Response:

No

27.

If you hold a national championship for your sport, please explain the structure and the number of participants. If not, do you have plans to do so?

Response:

USA Boccia does conduct a national championship currently scheduled for October 7-10, 2021 in Gardner, Kansas.

28. Do you have a national team?

Response:

No

Comment:

N/A

29.

Please describe your current method for selecting athletes to compete in international competitions.

Response:

USA Boccia has selection procedures, they are attached to this application.

30.

What activities and programs do you support to help grow and promote your sport at the grassroots level?

Response:

This question is at the heart of why Lakeshore is the best choice to become the home of Boccia in the United States. It is also at the heart of why we wanted to pursue this in the first place. Lakeshore Foundation is long known as one of the international leaders in adapted sports. Across the years of our competitive athletic program, we have consistently worked to offer the best overall environment for athletes and hopefuls and coupled that environment with a smart and passionate group of professionals dedicated to ensuring optimal performance on and off the court. Of course, over the years Paralympic sport has changed significantly. As advancements in performance and technology equip our athletes in better ways than ever before, it is also true that there are some constants. Those constants begin with a lack of opportunity at the grassroots level.

Lakeshore's daily programs annually serve thousands of children and adults. When we sought to enhance our own recreational Boccia program several years ago we reached out to USA Boccia. We conducted a first clinic but, due to changes within their organization we were unable to conduct any additional clinics. If a program with the strength of Lakeshore is unable to find sustainable resources to get a solid grassroots Boccia program in place, that leads us to believe there is opportunity to enhance access to Boccia in the United States. We have seen first-hand a number of children and young adults in our own program who are searching for a way to be a part of a competitive athletic team but don't find success with wheelchair basketball, tennis, rugby, etc. We believe enhancing Boccia could fill that void for many individuals and want to be a part of making that happen in our country. We are also the proud home of the National Center on Health, Physical Activity and Disability, a CDC funded initiative that brings resources to millions of Americans who have lived experience with disability. Countless trainings, videos and collaterals are developed each year that promote adapted physical activity and competitive sport in ways that no single organization could achieve. Given those two facets of Lakeshore, we feel like we could be a strong partner to help expose potential participants to Boccia and truly build a grassroots pipeline for the sport.

There are five strategic steps we must take in the first year to get Boccia truly going in the U.S. With LA28 in mind we will:

1. Meet with the current leadership and volunteers at the helm of USA Boccia, who have given tirelessly to see the sport grow. While it will be important to touch on the challenges they have faced, the focus of the conversation should be listening to what opportunities they see to expand the sport. Lakeshore's CPO will plan to attend the USA Boccia National Championship in Gardner, Kansas October 7-10 to get these conversations underway. Their allyship in this effort to make Boccia a strong Paralympic sport in the United States is crucial. At the beginning of the PSO process Lakeshore President Jeff Underwood and CPO Jen Allred met with the then current USA Boccia leadership to offer our support in the growth of the sport. Those initial conversations last year were quite positive, and the hope is that they will see Lakeshore's core strengths as additive.
2. Survey past and present U.S. Boccia athletes to understand how they got exposed to the sport, what resources they had, what resources they didn't have and what they think could propel the sport forward in the United States. 2000 Paralympic athlete in the sport of Boccia, Elizabeth Ray, is a long-time Lakeshore member and we will ask Elizabeth to help us make this connection to her peers. Through our work with tennis, we also have connected over the years with Nick Taylor. Nick will be another important connection to the athlete community we will need to foster.
3. Survey current U.S. club program providers. USA Boccia currently cites 17 club programs in the United States. In addition to these clubs, we will survey some of the leading adapted sport programs in the country (Turnstone, Ability 360, TIRR Memorial Herman, Courage Center, Angel City Sports) to gauge their current Boccia programming, their capacity/interest in having more sustained programs and what it would take for them to implement a program. NCHPAD also has a strong relationship with the National Parks and Recreation Association (NRPA). They too could be a wonderful partner in the success of Boccia at the community level. We will work with them to identify opportunities for Boccia in park and rec settings nationwide.
4. In concert with the USOPC high performance staff, we will conduct a strategic planning retreat for the sport of Boccia. This two day "Boccia Summit" will yield the specific roadmap for the next seven years and what it will take to get there.
5. Based on the outcomes of action items 1-4, Lakeshore's core management team will align our administrative assets to meet the needs of the team. This includes a focus on Communications, Fund Development and Finance.

In addition to all these steps, Jen Allred, Lakeshore's CPO plans to meet with Julie Dussliere and David Hadfield (Head of World Boccia) in Tokyo to learn more.

31.

Please explain any future plans for your sport performance program.

Response:

Sport performance is ever changing and so too is the understanding that every sport requires a different performance plan to empower athletes to execute a podium finish. While we feel confident that we understand the needs of a high impact sport like wheelchair basketball and wheelchair rugby, the needs of Boccia athletes are likely very different. Working with our Research Collaborative team, we will identify the strategic performance factors needed and identify the appropriate testing needed to set baseline goals. Our team will also reach out to international colleagues and the IF to enhance our knowledge base and find opportunities to collaborate to advance research and sport science specific to Boccia. Lakeshore has regularly participated in the VISTA Conference and the 2021 event should prove to be another valuable opportunity to make connections and develop strategic partnerships that can support sport performance.

32. Please attach any supporting documents that provide context for your sport performance program.

8 file(s) attached:

Lakeshore Foundation Board Report 2016 v2 (2).pdf
Lakeshore Q2 Strategic Plan Implementation Plan Update.xlsx
Board Engagement Slides.pptx
Lakeshore-Strategic-Plan-Summary_2021-26.pdf
USAWR-Revised-Complaint-Procedures-3220.pdf
USA-Boccia-selection-criteria-for-Athletes.pdf
Employee Grievance Policy.doc
Whistleblower Policy 10.17.doc

SECTION 4: MANAGERIAL AND GOVERNANCE COMPONENTS

33.

Please provide a performance overview of your organization's Board and Designated Committees, using the SWOT model (Strengths, Weaknesses, Opportunities, and Threats).

Response:

Lakeshore Foundation's Board has undergone several exercises to not only look at their own performance but, benchmark that against similar organizations. A copy of one such evaluation conducted by BoardSource is attached. See uploaded file on #32

34.

Describe your organization's Board and Designated Committees' engagement levels.

Response:

Board engagement has specifically been reviewed in the last two months as part of our strategic plan. A copy of a presentation that reflects self-report data from the Board is attached. See uploaded file on #32

35.

Detail your organization's strategic objectives over the last four years and their achievement status.

Response:

A summary of Lakeshore's strategic plan is attached as well as a dashboard that highlights our progress. As mentioned, it will be critical to set forth a strategic plan for Boccia. It is important to note that USA Boccia has a published a strategic plan that addresses many baseline goals we likely would set for ourselves. When reviewing that, it appears that a great deal of focus was placed on the need to enhance their core organizational strengths (governance, communications, finance, fundraising). In review of this document, we find another key reason why Lakeshore should be strongly considered as the NGB for Boccia. See uploaded files on #32

36.

Describe management's authority and strategies for meeting the operating needs of the organization.

Response:

For more than 40 years, Lakeshore Foundation has had a solid performance as one of the nation's leading non-profit organizations. Much of this has been because of a strong Board of Directors and a clear understanding of the difference between managerial decisions and governance. This strong sustained collaborative effort is part of what makes Lakeshore work so well as a business. Clear policies and procedures were audited as a part of Lakeshore's application to become the PSO for Wheelchair Rugby. We feel confident that process yielded a favorable look at the operational aspects of Lakeshore and our ability to exceed the management and governance requirements of Boccia.

37.

Detail how management, Board members, and athlete representatives voice concerns and the resolution process.

Response:

N/A

38.

Describe your organization's engagement with current and former athletes. For example, does your organization participate in internal Athlete Advisory Council (AAC) meetings, hold town halls, or provide other opportunities for athletes to engage with the organization?

Response:

N/A

39.

How does your organization plan to evaluate the status of 10-year athletes when considering athlete representation requirements?

Response:

N/A

40.

Do you anticipate asking for any exceptions to the Compliance Standards or to the Athlete Representation Rule?

Response:

N/A

41.

How many full-time staff members does your organization currently employ?

Response:

N/A

42.

How much staff turnover has your organization experienced in the last two years?

Response:

N/A

43.

How many staff does your organization have to execute and comply with all USOPC, USADA, U.S. Center for SafeSport, and other applicable agency requirements?

Response:

Lakeshore Foundation employs approximately 140 full and part time staff. As our relationship with the US Center for SafeSport and the USOPC has grown over the past few years we are fully committed to the execute and comply with applicable agency requirements by the appropriate staff and leadership.

44.

Describe your organization's funding model and primary revenue sources.

Response:

Lakeshore Foundation has four primary sources of revenue: Rental income: Lakeshore Foundation owns several properties on campus including the Encompass Health Lakeshore Hospital, Children's at Lakeshore, UAB/Lakeshore Research Facility, and the Tennis Center. Return on investments: Lakeshore has an investment policy that allocates dollars annually to support the operating budget. Membership and Program Fees: Fees charged for community memberships and revenues associated with registrations that support sports events. Fund Development: While Lakeshore has had a sound development program for many years, we have recently invested in additional professionals to elevate our fund development program even more.

45.

How do you ensure consistent communication between the organization and athletes?

Response:

As the home of USA Wheelchair Rugby, we have worked to ensure that our athletes are informed, feel like they regularly get timely and effective communication and have a voice in decisions. The last year challenged us to prioritize this and we succeeded. Athletes are at the table when decisions are made about camps and competitions and are a tremendous resource to us as we think through the best ways to share the constant flow of information that is part of this unique Games' year. We also foster direct communication between leadership and athletes so that all feel like they can and should ask questions and get involved in direct dialog. Sometimes those are challenging conversations but, they are necessary and important.

46.

How many pending lawsuits or complaints related to discrimination, retaliation, workplace harassment, corporate misconduct, or right to complete have been made in the last year against the organization?

Response:

N/A

47.

Describe common complaint or reporting themes and how they have been addressed.

Response:

We have not had enough complaints or reports to share a common theme. Lakeshore's Response and Resolution and Whistleblower policies are attached and can be amended as needed to meet the needs of Boccia. We have also attached the grievance policy for USAWR which will be instructive in the design of policies for Boccia. See uploaded #32

48.

Do you have a mechanism to provide for anonymous or confidential reporting?

Response:

yes

SECTION 6: PARALYMPIC COMPONENTS

49. Is your sport currently included on the program for the Parapan American or Paralympic Games?

Response:

Yes

50.

What is the name of the organization that is the international federation (IF) of the Paralympic sport?

Response:

World Boccia

51. If the International Paralympic Committee (IPC) is not the IF, is the IF recognized by the IPC for your sport?

Response:

Yes

52. Does that IF recognize your organization as the national federation in the U.S. for your Paralympic sport? If not, please indicate what organization is recognized, if any.

Response:

No

Comment:

USA Boccia is currently recognized

53. Is your sport organization seeking recognition from the USOPC to manage and/or govern the Paralympic Sport?

Response:

Yes

SECTION 7: DIVERSITY, EQUITY, AND INCLUSION COMPONENTS

54.

Share your current diversity, equity, and inclusion strategy and/or action plan. If you don't have one, are you willing to commit to creating and sharing a diversity, equity, and inclusion plan and metrics with the USOPC within 3 months of membership?

Response:

N/A

55.

Have you performed a diversity, equity, and inclusion audit in the past 2 years? If so, what were the results and how have you addressed any findings? If not, when was the last time your organization conducted a diversity, equity, and inclusion audit? If never, what is your structure for accountability and ensuring a diverse, equitable, and inclusive environment?

Response:

N/A

56.

Are you currently publicly sharing your organization's staff, Board, coaching, and team demographic information (i.e. people of color, women, veterans and people with disabilities) on your website? If not, are you willing to commit to sharing this information publicly?

Response:

We share the list of Board members and staff but do not share specific demographic information. We would be willing to do so.

SECTION 8: REVIEW AND CERTIFICATION OF RESPONSES

57.

I certify that these answers accurately represent the current, or anticipated, state of the organization.

Name

Response:

Jen Allred

Reviewers

Laurel Travis

Laurel Travis on 2021-08-10 08:59 am ✓