

Minutes

Board of Directors Meeting  
March 22-23, 2019  
Baltimore, MD

A meeting of the Board of Directors (the "Board") of USA Bobsled / Skeleton occurred on Friday, March 22, 2019. The Chair called the meeting to order at approximately 1:08 PM ET. The following members of the Board were present at the meeting's commencement: Bob Bergbauer, John Raftery, Ryan Bosch, Veronica Day, Don Schaaf and David Best. Lorenzo Smith and Mac Riley participated by conference call. Jennifer Donnelly joined the meeting at 1:30 PM. The above members constitute a quorum of the Board under Bylaws Section 6.17.

USABS CEO Darrin Steele, staff members Lisa Carlock and Michelle Knous, and Advisory directors Javier San Miguel, Sherry Cushman and Pete Piechoski also participated in the meeting.

Lisa Carlock recorded the minutes.

**1. Call to Order**

Mr. Bergbauer called the meeting to order at 1:08 PM ET. He informed the board of Karen Saunders' resignation due to additional demands of a new job.

**2. Management Report**

Mr. Steele began by reviewing World Championship results, noting that several skeleton athletes finished with their highest IBSF rankings ever, and also discussed injuries that occurred in Whistler.

He next discussed the inseparable relationship between culture and athletic performance and reviewed USABS' sport strategy, which includes culture, pipeline, technology and personnel. Discussion surrounded why performance declined after the Sochi Olympics and what USABS needs to do to inspire athletes, to build the best team possible, and to return to winning. Mr. Steele also reviewed the culture findings from the USOC within the coaching and management teams and their recommendations for improvement.

Mr. Steele addressed the need to correct messaging to the athletes – that while the athlete pipeline is receiving attention it is not USABS' sole focus. While directing resources to the pipeline, USABS will not allow this to detract from support for the national team. Mr. Steele informed the board that the coaches and staff would conduct After Action Reviews of all departments/areas of focus during post-National Championships meetings in Lake Placid to assess current progress and potential improvements for next season.

Mr. Steele also addressed the technology program, noting the need to be proactive in continuous improvement and strategic in considering alternatives. Post-season technology meetings will be held to determine short-term needs and long-term strategies.



Mrs. Carlock reviewed the financials thru Feb 28 with projections thru June 30. She highlighted positive and negative variances in restricted and unrestricted revenue and expenses. Mr. Bergbauer briefly discussed that next year's budget should be build from the bottom up and should include contingencies for cuts depending on revenue realization.

### **3. Board Nominees**

Mr. Bergbauer reminded the board that Mr. Piechoski and Mr. Schaaf would reach their term limits on June 30, 2019, leaving the board with 3 vacancies. He noted the preference for new directors to attend the June board meeting. The Nominating and Governance Committee is in need of board nominees for both full director and advisory director positions. Consideration should be given to ability to participate, skill sets and geography. The board requested talking points for a concise pitch on why someone should consider becoming a director and a benefits and expectations package. The board discussed an honorary board position that would provide notoriety, publicity and contacts.

A motion was duly made and seconded to shift Mrs. Cushman from an advisory director to a full director. It was approved with one abstention. The motion and vote were rescinded.

### **4. Bylaw Changes**

Mr. Bergbauer reminded the board that SafeSport training and background checks need to be completed by April 1. He informed the board of the USOC compliance review that USABS recently underwent, pointing out that several gaps were identified in the USABS bylaws compared to the USOC standard. Mr. Raftery reviewed the bylaws that need to be addressed to be in compliance with USOC requirements. This includes changing election procedures for athletes to directly elect USABS AAC rep to serve on the board. Additionally USABS should review the process for athlete election to the AAC giving consideration to an amendment that would guarantee representation by each gender in each discipline on the AAC.

### **5. Adjournment**

The meeting was adjourned at 5:13 PM ET.

This document constitutes a true and correct copy of the minutes of the Board of Directors meeting of USA Bobsled / Skeleton.

*Lisa Carlock*

Lisa Carlock  
Corporate Secretary

May 17, 2019  
Date



Minutes

Board of Directors Meeting  
March 23, 2019  
Baltimore, MD  
8:00 AM ET

A meeting of the Board of Directors (the "Board") of USA Bobsled / Skeleton occurred on Saturday, March 23, 2019. The Chair called the meeting to order at approximately 8:13 AM ET. The following members of the Board were present at the meeting's commencement: Bob Bergbauer, Ryan Bosch, Lorenzo Smith, Veronica Day, John Raftery, David Best, Jennifer Donnelly, Don Schaaf, Steve Langton, Mac Riley and Jay Eichelberger. Jean Prahm participated by conference call. The above members constitute a quorum of the Board under Bylaws Section 6.17.

USABS CEO Darrin Steele, staff members Lisa Carlock and Michelle Knous, and Advisory directors Pete Piechoski, Javier San Miguel and Sherry Cushman also participated in the meeting.

Lisa Carlock recorded the minutes.

**1. Call to Order**

Mr. Bergbauer called the meeting to order at 8:13 AM ET.

**2. Sponsorship Team Update**

Mrs. Knous, Director of Partner & Sponsor Development, gave a thorough presentation to the board on USABS' new sponsor solicitation and procurement processes. She discussed what USABS is looking for in sponsors, her strategy for pursuing, and what industries and companies she is currently investing time in.

Ms. Cushman and Mr. Schaaf presented tools they are creating to help Mrs. Knous and the board sell sponsorships and make donation requests. This includes videos and video books, booklets for corporate sponsors and private donations, and template emails for solicitation. They reviewed donation levels and presented the idea of a 90-day board fundraising challenge.

Mrs. Knous reviewed the short and long-term goals of the sponsorship and donation efforts and requested board assistance in providing business contacts. Mrs. Knous asked directors to schedule a short call with her to create individualized plans for approaching business contacts.

**3. Foundation Board**

Mr. Schaaf reviewed current Foundation membership and informed the board of the proposal to change the Foundation annual contribution to \$10,000 per director. He noted however that the Foundation would still maintain the goal of annual contributions of \$100,000 and therefore membership must increase. He suggested continuing to coordinate one meeting per year with the USABS board and also holding one or two meet-and-greets with the board's help to recruit new members. He additionally noted the Foundation's desire to help identify and attract corporate sponsors and donors,



and to mentor a few athletes who are interested in developing business acumen. The board then reviewed potential target Foundation members.

#### 4. AAC Update

Elana Taylor and USABS staff members Amanda Bird, Ashley Walden and Morgan Tracey joined the meeting by phone.

The AAC met after World Championships to discuss current top issues within USABS. This information was disseminated to the board via email in advance of the meeting and the following further discussed during the meeting:

- a. Sponsorship – Calls can be scheduled between the sponsorship team and the AAC to review progress and discuss how athletes can help (i.e. personal stories, video messages, etc).
- b. Bobsled safety – Mrs. Taylor informed the board that she will no longer compete in the BMW 2man sled as the cowling is too small to provide safety in the event of a crash. USABS is working on a prototype cowling and is projected to be ready for competition next season. As an alternative USABS will consider purchasing a BTC sled which has a larger cowling. Mr. Steele will work with the coaches and staff to create a technology plan with timelines and action items and will report progress to the AAC.
- c. Skeleton helmets – There is currently only one supplier for skeleton helmets making them difficult and expensive to obtain. Mr. Steele responded that USABS is working with a vendor to develop a prototype skeleton helmet and they should be ready at the start of next season.
- d. Bobsled helmets – Athletes are concerned over the loss of previous helmet sponsors and USABS’ policy on who approves the safety of a helmet after a crash. Mr. Steele explained the difficulty in obtaining and retaining a helmet sponsor based on helmets being competitive apparel and USABS’ inability to dictate what helmet an athlete wears. This prevents ROI for any potential helmet sponsor. USABS sees more potential in seeking out a corporate sponsor to provide funding to purchase helmets rather than a helmet company itself. It was also clarified that USABS coaches do not assess the safety of a helmet, as they are not qualified to do so. Arai provided helmet education during a prior season that athletes and coaches found to be beneficial. USABS is looking to have Arai do so again and will tape the session so the information can be easily accessible in the future.
- e. SafeSport – Athletes would like clarification on USABS’ policy for handling cases that are returned by the U.S. Center for SafeSport to the NGB. USABS needs to determine what types of updates are appropriate during an ongoing investigation and how to share information with the filing party. USABS should inquire with the USOC and SafeSport to see if there are any established guidelines.
- f. Team leadership – AAC is requesting more collaboration on selection criteria and for selection committee members to be better versed in the criteria language and how selection situations are to be handled.
- g. Fines – AAC would like more involvement in establishment of fine structure and more consideration given to alternatives to monetary penalties.





# USA Bobsled / Skeleton

National Governing Body for the sports of Bobsled and Skeleton

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The AAC will prepare in writing a report that highlights issues, resolutions reached and items remaining unresolved. Mr. Bergbauer asked the AAC reps to collect questions from athletes in advance of the annual meeting that they would like to see addressed during the meeting.

## 5. Executive Session

The board held an executive session from 12:50 pm – 3:00 pm.

## 6. Action Items

Mr. Bergbauer reviewed action items and assigned owners and due dates.

## 7. Board Meeting Schedule

Board meetings for 2019-2020 are tentatively set as follows:

- June 21-22 – board meeting and annual meeting in Lake Placid, NY
- September 5 – conference call at 3:00 pm ET
- December 12-15 – during Park City or Lake Placid World Cup event
- March 13 – Chicago, IL

## 8. Adjournment

The meeting was adjourned at 3:33 PM ET.

This document constitutes a true and correct copy of the minutes of the Board of Directors meeting of USA Bobsled / Skeleton.

*Lisa Carlock*

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Lisa Carlock  
Corporate Secretary

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May 17, 2019

Date



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