



USANS Board of Directors Meeting Minutes November 19, 2021

Meeting began at 3:04 p.m. Mountain Time

Board members present: Kevin Arquit, Rex Bell, Tom Bickner, Billy Demong, Curt Dowd, Sarah Hendrickson, Liz Holbrook, Jim Holland, Alan Johnson (non-voting), Adam Loomis, Dan Macuga, David Noteware, Robin Outwater, Matt Petri, Tom Petro, Chuck Pieper

Board members absent: Alyse Forcellina, Jeff Hastings (non-voting), Alissa Johnson, Walter McCormack (non-voting)

Guests/staff: Mike Dufner, Neil Fortier, Jed Hinkley, Casey Mills, Ellie Brown, Karin Bauer, Riley Elliott

Prior Meeting Minutes

Matt Petri confirmed a quorum. Robin Outwater moved to approve the July 30, 2021 meeting minutes. David Noteware seconded. Minutes were approved unanimously.

Operating Report

Tom Bickner commented that a copy of the Operating Report was attached to the Google Meet for this meeting. It is a foundation to build on moving forward.

Executive Director Report

Billy Demong commented that it has been a challenging year, but with some good progress. The organization is taking it to the next level with Strategic Planning, Operating Plan and new Board members.

There were good results at the Summer Grand Prix after the last Board meeting, good wind tunnel training and ice tracks. In addition, the Lake Placid jumping facility reopened in the fall. USOPC will be providing High Performance support via 50 beds at the Olympic Training Center for the first time ever. The teams visited Paul Smith's College and NYU Langone Health for some performance testing. Mr. Demong played video highlights regarding the Paul Smith's College center.

Mr. Demong thanked Alyse Forcellina for stepping up to make the NYC fundraiser happen. Chuck Pieper provided a significant donation to kick off the next 6 weeks of fundraising, including the Story Project.

Mr. Demong introduced Riley Elliott, Communications Manager. Mr. Elliott reviewed his experience and his goals for USANS, plus social media highlights, including 94,000 Instagram post impressions since September 20th. He also touched on Facebook, LinkedIn, Twitter and MailChimp statistics since that same date.



Finance Report

Tom Petro provided some highlights. When we passed the fiscal 2022 budget we had three goals: 1) finish the fiscal year in the black, 2) catch up on payables, and 3) be cash positive. When we passed that budget at the beginning of the year, we included ambitious stretch goals with the biggest being the sponsorship “Go Find”. The Board challenged management to be sure to gate spending to not outstrip our cash since cash flow timing would be an issue. We were able to push the projected cash crunch into the future, but the New York fundraiser needed to be a success. Ultimately, the event achieved ~15% of its goal.

To address this situation, the Finance Committee and Executive Committee (EC) met. The EC will engage in the expense approval process to fulfill our fiduciary obligation to maintain the organization's solvency. David Noteware asked what controls are being put in place. The EC has given Rex Bell the authority to play the role of a controller and meter spending for the athletic teams. This will include, including formal trip approvals and expense reports.

Mike Dufner commented that we have \$1.5M in revenue YTD and \$1.2M in expenses YTD, which is ahead of budget. However, between now and the end of the year we have a projected shortfall. Assuming we address that, and sponsorships dollars come in during the months of January and February, the shortfall is projected to return in March. The Finance Committee and management continue to be focused on ending the year in the black.

Mr. Pieper questioned whether we have a solvency issue between now and year end, and emphasized that we need to take action now to address the shortfall. Accounts payable are 91% current. Payroll is not an issue. Mr. Demong agreed that the controller position will be an important addition to the organization given the complex nature of our business and looks forward to working with Mr. Bell and Jed Hinkley in the interim. Mr. Demong discussed a new partnership that he is finalizing with Salesforce and the outreach he has done to potential donors to address the shortfall, and will provide weekly updates. He will focus all his energies on revenue raising activities through the year-end and early 2022.

Partnership Report

Neil Fortier highlighted some wins. His is at 69% of his annual goal. We have secured a partnership with Northland, and have a verbal commitment from Hotel Saranac and Saranac Lake for the Continental Cup in March. We expect that to be a long-term partnership and are finalizing the contract. USANA signed their extension through 2024. Our relationship with the Olympic Regional Development Authority in Lake Placid allows us to work together on sponsorships, which we have achieved initially with a 3-year deal with AB Labatt. We have two other pending ORDA partnerships.

Sport Committee Report

Rex Bell reported some of the highlights regarding the subcommittees.



Calendar and Events: We are making good progress on a 5-year calendar of international events which has been provided to FIS, and we have met with U.S. event organizers.

Coaches: Mr. Hinkley meets bi-weekly with regional and national team coaches to share knowledge. We now have an online folder for regional coaches that houses best jump videos of national team members.

Officials: There was an international officials seminar in Boston this past week. A number of U.S. officials attended who will need to meet new FIS certification requirements for next season.

Sport development and membership: We have 134 members (74 last year) of which 90 are paid athletes. We track to hit goals we have set with many members signing up as the US Cup Series begins. Karin Bauer will be sending out a communication to the community regarding our Strategic Plan.

Venues: The subcommittee is working closely with venues that have Olympic size hills to make sure that they have FIS certifications so that they can host international events. They continue to provide hill design best practices.

Capital Campaign

Tom Petro shared that the need for a capital campaign became apparent during the Strategic Planning process to strengthen our balance sheet based on our cash flow challenges, letter of credit position and net assets at the end of last fiscal year. We have engaged a capital plan consultant based in Salt Lake City - Pathways Associates. They are conducting a feasibility study, interviews with potential donors and will help us execute the campaign. We expect results back in February/March with kick-off being late spring/early summer. 1867 Capital Partners is funding this activity. In response to a question from Mr. Pieper, Mr. Petro confirmed that the campaign would start with a quiet period.

SafeSport

Mr. Bickner reminded Board members that, given its importance, we intentionally have SafeSport on the agenda for all Board meetings whether there are any items to address or not. While it doesn't fall under SafeSport, Mr. Bickner mentioned that today we were informed by the USOPC and US Ski & Snowboard that there will be an investigation into an allegation of discrimination that has been made by an athlete. We have not been provided any details.

NGB Initiative

Matt Petri provided an update regarding our ongoing conversations with the USOPC, US Ski & Snowboard and FIS regarding the NGB status for ski jumping and Nordic combined in the U.S. Dan Macuga raised the topic of engaging the new leadership at US Ski & Snowboard to see if there might be an appetite for a new way forward. In addition, Mr. Petri has reached to nearly all of the U.S. NGBs to learn about their organization, their perspective on the USOPC related to NGB's and to gather data to benchmark our organization with theirs.

Old business: None

New business: None



Executive session: An executive session was initiated at 4:37 p.m. to discuss the cash flow situation. The Board stepped up to donate more than \$145,000 toward addressing the expected year-end shortfall. David Noteware described his idea of selling premium group access to the ski jumps during training via Park City hotel concierges, a few of which have confirmed potential demand at meaningful price points.

Next Board Meeting: Scheduled for February 18, 2022 at 3:00 p.m. MT.

Meeting adjourned at 5:10 p.m. MT

Signed: *Matthew D. Petri*
Matthew D. Petri, Secretary

Date: February 18, 2022