

**MINUTES**  
**UNITED STATES CENTER FOR SAFESPORT**  
**JUNE 24-25, 2016**

**Opening of Meeting**

1. The meeting of the Board of Directors of the United States Center for SafeSport (USCSS) was opened on Friday, June 24, 2016, at 9:15 a.m. CDT. Notice of the meeting was duly given pursuant to the USSS Bylaws. The Meeting was held in Chicago, Illinois.

**Board Members Present (June 24, 2016)**

2. The following Board members were present on Friday, June 24, 2016: Regis Becker, Angelo Giardino, Jessica Herrera-Flanigan (via telephone conference), Reuben Jones, Frank Marshall, Julie Novak, Megan Ryther, Fran Sepler and Connie Smotek. Angelo Giardino was present for part of the meeting as indicated in the minutes.
3. Also in attendance for all of the meeting on June 24, 2016, were Malia Arrington, (USCSS Acting CEO – USOC Senior Director, Ethics and Safe Sport, Ethics and Safe Sport), Meredith Yeoman (USCSS Community Outreach/Communications Coordinator), Gary L. Johansen (USCSS Secretary and USOC Associate General Counsel, Legal), Steven Brewer (USCSS Treasurer and USOC Controller, Finance) and Rick Adams (USOC Chief of Paralympic Sport and NGB Organizational Development, U.S. Paralympics). Bob Wood (USOC Board member) was present for part of the meeting as indicated in the minutes.

**Quorum**

4. Attending Board members constituted a quorum of the Board under USSS Bylaws.

**Approval of Minutes**

5. A **motion** was made and seconded to approve the Board minutes for the March 18-19, 2016, meeting. The motion passed unanimously.

**Agenda and Summary of Meeting Materials**

6. Malia Arrington provided an overview of the agenda for the Board meeting. She also previewed the meeting materials that had been distributed to the Board prior to the meeting.

**USOC Funding Commitment**

7. Rick Adams briefly discussed the financial commitment of the USOC to the USSS.

### **Executive Search Firm**

8. Regis Becker discussed the selection of Korn Ferry as the executive search firm to assist USCSS in recruitment efforts.

### **Executive Session**

9. The Board went into Executive Session to discuss the Chief Executive Officer search. Liz Boardman and Divina Gamble from Korn Ferry participated by conference call. Rick Adams remained for the Executive Session meeting.

### **USOC Board Liaison**

10. Bob Wood joined the meeting as liaison from the USOC Board. USCSS Board members introduced themselves.

### **Working Groups**

11. The Board then separated into three working groups, which previously had been constituted. They are as follows:
  - (a) Communications and Marketing – Frank Marshall, Julie Novak, Fran Sepler and Connie Smotek.
  - (b) Executive Search – Regis Becker, Jessica Herrera-Flanigan, Reuben Jones, Megan Ryther and Fran Sepler.
  - (c) Fundraising – Regis Becker, Angelo Giardino and Jessica Herrera-Flanigan.

Individuals on more than one working group divided their time as they determined appropriate.

12. Each working group spent time discussing its topic and reported back to the full Board.
  - (a) The Communications and Marketing Group indicated that it had reviewed various draft documents associated with USCSS, discussed those documents and recommend staying with the mission and organization name.
  - (b) The Fundraising Group focused on ways for approaching Foundations. The Fundraising Group also discussed ways to enhance fundraising efforts, including inclusion of Olympians/Paralympians in fundraising opportunities.
  - (c) The Executive Search Group reported that the USOC provided information on traits that might be useful in USCSS staffing. The Group also reviewed the performance of Korn Ferry to date.

### **Standing Committees**

13. Malia Arrington outlined the three standing committees that are set forth in the USCSS Bylaws. They are: (i) the Nominating and Governance Committee, (ii) the Finance Committee and (iii) the Compensation Committee. Ms. Arrington also discussed the responsibility and composition of each Committee.
14. The Board generally discussed how to populate the Committees. Each member indicated that he/she would consider the Committee on which he/she had an interest and wished to serve. The Board determined to revisit Committee appointments later in the meeting.
15. Angelo Giardino left the meeting.

### **Launch Strategy**

16. Malia Arrington outlined the launch strategy for the Center. Identified priorities include: (i) building the Center's operational infrastructure, (ii) planning for financial stability, (iii) cultivating brand identity and (iv) raising issue awareness.

### **Organization Name**

17. The Board discussed various names for USCSS. In addition to USCSS those discussed were: (i) Center for Excellence in Sport Culture, (ii) Center for Excellence in Sport Safety and Respect and (iii) Center for Safety and Response in Sport.
18. A **motion** was made and seconded that the organization would continue to be known as the U.S. Center for Safe Sport. The motion passed unanimously.

### **Strategic Position**

19. Malia Arrington led a discussion on the strategic position of USCSS, which is to serve as the center of excellence for safe sport organizations and to address abuse, on and off the field of play. In order to position itself for long-term success, USCSS must develop a top notch abuse prevention and response program and achieve financial stability.

### **Operational Objectives**

20. Malia Arrington addressed the immediate operational needs of USCSS, including infrastructure and staffing.
21. Malia also discussed USCSS's role in enhancing and promoting safe sport. To be effective USCSS needs to: (i) serve as a clearinghouse for awareness and educational efforts and (ii) investigate and resolve allegations of abuse.

22. Malia explained that USCSS has a relationship with many sport organizations, including the USOC, 47 National Governing Bodies and a number of Multi-Sport Organizations.

### **Priorities**

23. Malia Arrington discussed the need to establish priorities. Four chief priorities were discussed: (i) operational infrastructure, (ii) financial stability, (iii) brand identity and (iv) issue awareness.
24. The first priority is to build an operational infrastructure necessary to launch and sustain USCSS in years one through three. Topics discussed included: (i) products and services, (ii) leadership and staffing, (iii) alliance management and (iv) administrative systems.
25. The second priority is to develop a comprehensive revenue model to develop immediate financial stability and to achieve long term financial sustainability. Topics discussed included: (i) start-up funding, (ii) post-launch revenue and (iii) risk management.
26. The third priority is to strategically position USCSS as a centralized prevention and education resource for sport organizations. Topics discussed were: (i) marketing, (ii) brand identity and (iii) brand promise.
27. The fourth priority is to capitalize on USCSS's unique reach and positioning to increase awareness of harassment and abuse in sport. Topics discussed were: (i) developing an awareness campaign, (ii) creating toolkits and (iii) working with key sport partners.
28. The Board discussed a timeline for achieving the four priorities.

### **Policies and Procedures**

29. Malia Arrington briefly discussed the following documents: (i) Safe Sport Code, (ii) Internal Grievance Procedures, (iii) AAA Evidentiary Rules, (iv) Reporting Policy, (v) Sanctioning Guidelines and (vi) Confidentiality Policy. Ms. Arrington reported that these documents were distributed to the NGBs for review and feedback.
30. Ms. Arrington led a discussion surrounding personal jurisdiction. Under the draft grievance procedures USCSS has jurisdiction over: (i) individuals who are within or who are seeking to be within the governance or disciplinary jurisdiction of an NGB, (ii) individuals an NGB or the USOC formally authorizes, approves or appoints to a position of authority over athletes or who have frequent contact with athletes and (iii) individuals an NGB identifies as being within USCSS's jurisdiction.
31. The Board discussed whether it would publish the names of individuals who had been found to have committed a safe sport violation. The alternative would be to make the

names of individuals publically available to individuals or organizations who requested them. No decision was made.

### **Staffing Plan**

32. Malia Arrington discussed a staffing plan for the next five years. The following staffing needs were discussed: (i) management and operations, (ii) legal and policy, (iii) financial planning and management, (iv) programs management, (v) development and business development, (vi) investigations, (vii) risk management, (viii) support resources, (ix) content development and (x) general administration.

### **Cash Flow**

33. Steven Brewer went over a projected cash flow through 2020. Steven discussed expected revenue versus assumed expenditure.
34. Rick Adams spoke about launch requirements and the ability to create a more definite budget after USCSS is up and running. Mr. Adams also indicated that after USCSS has a track record, it will be easier to make an appeal to other organizations for financial support.

### **Office Locations**

35. Malia Arrington provided information on three possible office locations in Denver. Malia indicated that square footage of the three locations runs between 3,000 and 4,000 square feet. Rent runs between \$57,000 and \$89,000 per year. Lease terms are from three to five years.
36. Reuben Jones indicated that ReMax may have available space at its corporate headquarters that it would donate or provide for minimal rent. The Board determined to look into this option.

### **Case Management Technology**

37. Malia Arrington provided information on case management technology. The Board discussed utilizing companies that provide hotline services. The Board also discussed companies that might have information technology that could be utilized by USCSS.
38. The Board adjourned its meeting at 4:15 p.m. CDT. The Board stated it would reconvene at 9:30 a.m. CDT Saturday, June 25, 2016.

### **Reconvening of Meeting**

39. The Board reconvened at 9:30 a.m. CDT on Saturday, June 25, 2016.

### **Board Members Present (June 25, 2016)**

40. The following Board members were present on Saturday, June 25, 2016: Regis Becker, Angelo Giardino, Jessica Herrera-Flanigan (via telephone conference), Reuben Jones, Frank Marshall, Julie Novak, Megan Ryther, Fran Sepler and Connie Smotek. Angelo Giardino and Jessica Herrera-Flanigan were present for part of the meeting as indicated in the minutes.
41. Also in attendance for all of the meeting on June 25, 2016, were Malia Arrington, Meredith Yeoman, Gary L. Johansen, Steven Brewer and Bob Wood. Bob Wood was present for part of the meeting as indicated in the minutes.

### **Approval of Minutes**

42. A **motion** was made and seconded to approve the Board minutes for June 1, 2016, which reported an action taken by the Board without a meeting. The motion passed unanimously.

### **Marketing**

43. Meredith Yeoman made a presentation on a proposed marketing plan. Ms. Yeoman discussed: (i) target audiences, (ii) objectives and (iii) key focus areas. The objectives of the plan would be to: (i) generate brand awareness, (ii) increase brand perception and (iii) increase brand value.
44. The Board discussed a marketing launch. The importance of telling a positive story was emphasized. The Board also discussed establishing a speakers' bureau. Further, the Board discussed the need for a website that would provide useful, significant and unique information to a target audience. The Board indicated that it needed to make USCSS the "place to go" for SafeSport information and programs.
45. Malia Arrington provided additional information on branding and increasing the awareness of USCSS's mission and message. The Board discussed not overpromising or overselling, so that the message is backed by results and actions. The Board indicated that safe sport information should be easily accessed and useful.
46. The Board viewed possible logos that had been prepared and distributed with the Board materials. The Board indicated its preference for using "SafeSport" as opposed to Safe Sport" as USCSS's logo.
47. Jessica Herrera-Flanigan joined the meeting.

### **Crisis Plan**

48. Malia Arrington outlined a crisis plan that the firm of Hill and Knowlton helped create. The plan provides procedures for coordinating communications both internally and externally in the event of a crisis situation. The plan also outlines roles, responsibilities and protocols to guide USCSS in sharing information with stakeholders and relevant audiences during an emergency.

### **Shared Services Agreement**

49. Malia Arrington indicated that the Shared Services Agreement with the USOC ends at the end of June. She suggested that the Shared Services Agreement be extended through December 31, 2016.
50. Ms. Arrington explained that the Shared Services Agreement is for in-kind services provided by the USOC. In addition to the extension, the Agreement provides that payments will be made by USCSS, with reimbursement from the USOC, rather than having the USOC make payments directly.
51. A **motion** was made and seconded to amend the Shared Services Agreement. The motion passed unanimously.

### **Business Model**

52. Malia Arrington outlined USCSS's business model, summarizing the following service areas: (i) intake and case management, (ii) outreach and education and (iii) training.
53. Ms. Arrington indicated that investigating and resolving allegations of abuse would be of prime importance for USCSS's success. Also, USCSS must develop the expertise and independence necessary for an effective case management system.
54. Ms. Arrington recommended that USCSS seek to offer prevention resources and training free of charge. She also suggested that USCSS should charge a fee for seminars and conferences and be reimbursed for expenses associated with speaking engagements.
55. The Board discussed the scope of the services to be provided and how they could be accomplished.

### **Funding and Revenue**

56. Malia Arrington led a discussion on funding and revenue sources.

57. Ms. Arrington reported on her discussions with the major professional leagues. She also discussed the challenges associated with obtaining significant financial assistance from professional leagues in the near future.
58. Ms. Arrington reported on her conversations with the NCAA.
59. Reuben Jones reported on his and Ms. Arrington's meeting with the Amateur Athletic Union. He indicated that the meeting was positive. The meeting included discussions regarding payment for services.
60. Ms. Arrington discussed her meetings with governmental agencies and the possibility of obtaining funding from those agencies.
61. Angelo Giardino joined the meeting.
62. The Board discussed various foundations that might be approached for financial assistance. The Board reviewed a list of foundations provided by the USOC Development Division that could be considered for possible contact.
63. The Board discussed asking for small donations from Olympic/Paralympic athletes. The Board felt that this would be a way for athletes to show support for SafeSport programs.
64. The Board discussed having each Board member make a contribution to USCSS and determined that this should be done.
65. The Board discussed USCSS registration requirements with each state for fundraising. Also, the Board discussed how online fundraising could be accomplished.
66. Dr. Giardino indicated that the Finance Working Group would meet with the USOC Development Division and then report back to the Board.

### **Public Awareness**

67. Malia Arrington discussed materials that could be distributed to increase the public's awareness of USCSS. These materials would serve as an anchoring document for communications with the public and potential donors.
68. Bob Wood left the meeting.

### **Leadership and Staffing**

69. USCSS Bylaws provide for four officer positions (i) Chair, (ii) Secretary, (iii) Treasurer and (iv) Chief Executive Officer. There was a general discussion regarding how to



proceed. The Board determined to fill the positions of Chair and Treasurer with Board members.

70. Frank Marshall had been serving as acting Chair. Mr. Marshall was nominated to serve as Chair. Frank indicated his willingness to serve. A **motion** was made and seconded to elect Frank Marshall as Chair. The motion passed unanimously.
71. Steven Brewer, who is a USOC employee, had served as Treasurer since USCSS's inception. The Board commended Mr. Brewer for his service.
72. Rueben Jones was nominated to serve as Treasurer. Mr. Jones indicated his willingness to serve. A **motion** was made and seconded to elect Rueben Jones as Treasurer. The motion passed unanimously.
73. The Board then turned its attention to filling Committee positions. USCSS's Bylaws provide for three standing committees. They are: (i) Nominating and Governance, (ii) Finance and (iii) Compensation.
74. The Nominating and Governance Committee consists of five members: (i) One nominated by the USOC Athletes Advisory Council, (ii) one nominated by the USOC National Governing Bodies Council, (iii) one appointed by the USOC and (iv) two elected by the USCSS Board (who must qualify as independent members).
75. Fran Sepler and Jessica Herrera-Flanigan indicated their willingness to serve as the two USCSS Board members on the Nominating and Governance Committee. A **motion** was made and seconded to elect Fran Sepler and Jessica Herrera-Flanigan as members of the Nominating and Governance Committee. The motion passed unanimously.
76. The Finance Committee consists of at least two board members. Rueben Jones, Connie Smotek and Julie Novak indicated their willingness to serve on the Finance Committee. A **motion** was made and seconded to elect Rueben Jones, Connie Smotek and Julie Novak as members of the Finance Committee. The motion passed unanimously.
77. The Compensation Committee consists of members as determined by the Board. Regis Becker, Megan Ryther and Fran Sepler indicated their willingness to serve on the Compensation Committee. A **motion** was made and seconded to elect Regis Becker, Megan Ryther and Fran Sepler to the Compensation Committee. The motion passed unanimously.
78. Rueben Jones and Jessica Herrera-Flanigan left the meeting.

### Meeting Dates

79. The Board discussed the date set for the next meeting scheduled in Denver, Colorado for September 16-17, 2016. The Board determined to change the meeting date to September 9-10, 2016.

### Action Items

80. Malia Arrington went over action items to focus on during the next three months. They are: (i) staffing needs and job descriptions, (ii) office space, (iii) arbitration needs and (iv) financial resources.

### Adjournment

81. A **motion** was made and seconded to adjourn the meeting. The motion passed unanimously.
82. The meeting was adjourned at 12:35 p.m. CDT.

These minutes constitute a true and correct recitation of the June 24-25, 2016, meeting of the Board of Directors of the United States Center for SafeSport.



Gary L. Johansen  
Secretary

Approved by the USCSS Board on September 9, 2016.