

Orienteering USA Board of Directors
 Minutes of the Board Meeting, Saturday, October 16, 2010
 Queensbury Hotel, Glens Falls, NY
 2:30 to 6:30 pm

<i>Present</i>	<i>Name</i>	<i>Position</i>	<i>Vote?</i>
x	Clare Durand	President	Y -Tie
x	Donna Fluegel	Secretary	Y
x	Greg Lennon	Vice President	Y
x	Peter Goodwin	Vice President	Y
x	Phil Martineau	Vice President	Y
x	Pete Dady	Director	Y
x	Scott Drumm	Director	Y
x	David Irving	Director	Y
x	Frank Kuhn	Director	Y
x	Pat Meehan	Director	Y
x	Louis Pataki	Director	Y
	Joanne Sankus	Director	
x	Glen Schorr	Executive Director	N
	Robin Shannonhouse	Director of Membership and Accounting	
Present: x = Yes / Vote: Y = Yes, N = No			

I. Call to order & Secretary takes roll: 2:40 pm

II. Minutes from June meetings were unanimously approved.

III. Financial Report – Glen

The financial reports issued on 10/13/2010 were discussed.

IV. Free discussion

V. No actions taken by Executive Committee since last meeting.

VI. Discussion of Board Responsibilities - Schorr, Durand

See attached list (proposed board assignments).

Task: Clare and Glen will attach names to each budget line item of who has authority to submit expenses against each item and who has the final approval authority of those requests.

Task: By November 1, all Board members will send Donna their committee information to update the website and ONA board responsibilities list.

Task: Written reports will be sent out by each board member one week prior to each board meeting. Glen will send the Board a format for these reports. The secretary will send a reminder to all board members about one month before the reports are due.

Task: Before the end of the year, the finance committee will issue rules for how funds will be approved.

VII. New Volunteers - Glen Schorr

- A. Kyle Bondo, QOC member, has volunteered to work on Mountain Bike O.
- B. Maiya Anderson has volunteered to work on any projects.

Glen would like to see both of these people working on the Starts goal.

Task: Glen will follow up with these new volunteers as to where they can help and then follow up with Pete Dady.

VIII. Approval of IOF Commission Nominations - Frank Kuhn

Approved the nomination of Frank Kuhn for TrailO and Mike Schuh for Technical Committee. (8 approved, 1 opposed, 1 abstain)

Task: Glen will send note to IOF who are nominees are.

IV. Competition bids - Peter Goodwin

Unanimously approved Night O Championships and Relay Championships by SLOC Oct 28-30, 2011.

Unanimously approved that any remaining championship bids and WREs that come in before the next meeting will be voted on by the Exec Comm. Prior to any votes by the Exec Comm, the information will be sent out to the rest of the board for discussion.

Task: No later than October 22, Clem will forward Peter the formal DVOA proposal for the North Americans and Peter will forward this to the Board for discussion. All discussion will be completed by November 5. Peter will also put a note out on Clubnet making sure there are no other bids.

In conjunction with the vote to pass future 2011 competition bids to the Executive Committee, we agreed that any bids would be sent to the full board for comments prior to any Exec Comm vote.

V. Discussion and Approval of the Budget for 2011

See attached revised budget and memo.

Approved the motion to accept the 2011 budget as modified for the Trail O team and any minor errata. (7 yes, 2 opposed, 1 abstain)

Approved motion to adjust fund policies prior to January 1, 2011 by Executive Committee vote.

Task: Glen will look into various revenue models, such as “non-traditional” ones presented on AttackPoint and having paid ads on the Orienteering USA website.

Task: When appropriate in 2011, Greg will write a “press release” for the Pictometry On Line for Clubnet and ONA.

Task: When appropriate in 2011, Greg will write a “press release” for US State Dept J Visa Program for Clubnet and ONA.

Task: ONA will research possible income generation and/or distribution models when planning the online versions at the end of 2011.

Task: Initial research on adjusting fund policies will be completed by December 1, 2010. Gary Kraght will take the lead on this, working with the rest of the Finance Committee.

Task: By or at the next Board meeting, the Board will discuss a level below which the organization's assets should not be allowed to drop, taking into account income and expense fluctuations in addition to annual budget projections.

VI. 2011 Meeting Dates

Jan 15-16	Georgia Navigator Cup (GAOC)
April 15-17	Interscholastic Championships at Pacheco Pass (BAOC)
First week of August	Orienteering USA Convention (ROC)

In January, we will set the date and location of the 4th meeting.

6:30 Adjournment

Attachments:

Proposed Board Assignments
2011 Budget Memo
Revised Budget spreadsheet

Orienteering USA Proposed Board Assignments 2010-2011

President (Durand)

- By Laws – Wilkinson
- Grievance – Cote
- International/ USOC – Schorr
- Background Checks – Goodwin
- *Nominating – Fluegel*
- *Administration – Open*
- *Legal Counsel – Open*

Secretary (Fluegel)

Vice President/ Finance (Martineau)

- Executive Compensation (Martineau)
- Insurance (Schorr)

Vice President/ Competition (Goodwin)

- Anti Doping (Yekenevicz)
- Coaching/Certification (Turbyfill)
- Course Consulting (Goodwin)
- Rankings (Fillebrown)
- Rules (S. Shannonhouse)
- Sanctioning (Hawkins)

Vice President/ Club Services (Lennon)

- Convention (Berman)
- Club Development and Support (Lennon)
- E Punch (Meyer)

Goal #1/ Starts (Meehan, Dady)

- Senior (Sleight)
- Military Development (Hendricks)
- Rogaine (Bryant)
- Ski (Berman)
- Trail (Kuhn)
- Boy Scouts (Scott)
- Girl Scouts (Durand)
- Little Troll (Hawes)
- *MTBO (Bondo)*
- *Education (formerly O in Schools)*

Goal #2/ Membership (Sankus)

- Membership growth (Schorr)

Goal #3/ Volunteerism (Kuhn)

- Volunteer Recognition and Awards (Nash)

Goal #4/ Non Starts Revenue (Irving)

- Annual Fund (Recchio)
- Sponsorship and Grants (Schorr)

Goal #5/ Maps (Lennon)

- Map Loans and Grants (L.Ferguson)
- Mapping Coordinator (Lennon)

Goal #6/ Brand (Schorr)

- Webmaster (Tryson)

- Publications (Minium)
- Marketing (Schorr)
- Website Innovations (Carr)

Goal #7/ Environment (Patacki)

- Environment and Land Access (Farrah)

Board members are expected to carefully look through their assigned section of the strategic plan to identify and additional committees or task groups that the plan recommends forming. They also are expected to concentrate on revenue generation metrics for the near future.

October 4, 2010

TO: Orienteering USA Board of Directors

FROM: Glen Schorr, Executive Director & Phil Martineau, VP Finance

RE: 2011 Proposed Budget

CC: Finance Committee: Steve Fluegel, Gary Kraght, Catherine Yekenevicz, and Dave Irving.

Others: Robin Shannonhouse, Linda Ferguson, Tom Carr, Linda Porter, Rick Worner, Glen Cafferty

To the Board,

This document presents the proposed 2011 budget, and should be considered an integral part of the attached numerical summary.

The Process and this Year's Budget

This year the fund administrators provided unprecedented input as to their budget plans for 2011. 100% of the fund administrators submitted information in a timely basis, and when all requests were totaled, it created an operating deficit for 2011 in excess of \$90,000. The Executive Director and Finance Committee reached a more realistic proposal after numerous discussions, which is included as the attached budget.

Acknowledging the goals of a single budget and strategic plan focus, we are recommending a budget that will generate a (\$41,800) shortfall for the year. While no one should be comfortable with another deficit spend year, the committee feels that this is an acceptable budget to present to the full board.

Changes vs. Past Years

When reviewing this budget you will note substantial changes in format and budget strategy from past years. This is due to a variety of factors:

- As a result of the recent audit and board request, we have changed from a multi-fund budget to a single-fund budget.
- Where practical and feasible we have made program changes to reflect the approved strategic plan.
- We have created large categories: Local Programs, National Programs, Membership Programs, Team USA Support/Development, and Administrative & Governance. Consistent with other leading NGB's this will also help us with required IRS 990 reporting.

How the New Budget is Structured

You will see that the attached spreadsheet is divided into three sections:

- Section 1 – Budget: Shows the proposed 2011 annual budget for income and expenses, as well as compares each line to 2010's budget and prior fund designations. Also links each line to the strategic plan.
- Section 2 – Out of Budget Requests: Shows proposals requested by various individuals that were not included by the finance committee. It is the committee's opinion that should Orienteering USA find itself in a more favorable financial position, then the organization should;
 - First, drop proceeds to the bottom line, creating a stronger balance sheet.
 - Second, consider investing in incremental programs. It will be up to the full board to determine which programs to fund and to what extent.
 - Not create a larger deficit than proposed. (Any proposal to include additional amounts should also specify which items now included should be reduced.)
- Section 3 – Other Considerations: These include usage of existing cash resources for map loans or for inventory items which will generate income over the next several years.

Of Particular Note

While the entire budget is important, there is one specific issue that must be addressed - funding Team USA. While the Finance Committee's goal was to focus on the numbers; the committee agreed on the following points:

- Consistent with the mission statement of the organization, our national team must be funded to the best of our ability.
- We must develop a fair and equitable way to fund the individual teams.
- There must be recognition by all parties (including the Fund Administrators) that "Funds Designated by the Board" in a budget are open to change by any current board. They do not represent cash held in trust for the individual teams for their use. Rather they are general Orienteering USA monies for use as deemed appropriate by the board. (These are different than "donor designated" funds, which are temporarily restricted until used for the activity specified by the donor.)
- As part of the move to a unified budget, the balances shown in the former individual "team funds" are being considered as "Designated Fund Balances-Teams", which is consistent with the auditor's recommendations and GAAP accounting.

Recognizing that 2011 is a transition year, the Finance Committee recommends the following:

- The Board designates the balances of former individual “team funds” as the first dollars to fund that team in 2011. These are as follows:

• Senior Team	• \$11,300
• Junior Team	• \$6,800
• Ski O Team	• \$9,300
• Trail O Team	• \$1,600

- The individual teams will take the responsibility to raise the balance of funds needed for the year’s budgeted expenses.
- The individual teams agree that their expenditures will not exceed the amount of the Board Designated funds on hand plus funds raised. If expenses exceed income, the Board is unable to provide additional income to the individual team.
- Should any of the individual teams raise monies in excess of their budget, or to cover incremental expenditures in 2011, those funds will be the first dollars budgeted for that team’s expenses in 2012.

Moving forward

- The Finance Committee welcomes questions and dialogue in the days prior to our board meeting. So that all may participate we request that the “official” channel of communication will be Boardnet.
- Acknowledging that other dialogues will take place on Clubnet and Attackpoint, it will be up to each board member to include those points on the Boardnet discussion as appropriate.
- If points need clarified, please contact Glen at 410.802.1125 or gjs@orienteeringusa.org. Please note that Glen will be traveling on business from October 5 – 8, 12, 14 – 15.

Thanks to all of you for your attention to this matter. We look forward to seeing you at the board meeting.

2011 Orienteering USA Budget

Oct. 4, 2010 Note: Attached memo an integral part of this budget.

**SECTION 1 - BUDGET
INCOME**

	<u>2011 Budget</u>	<u>2010 Budget</u>	<u>2010 Fund</u>	<u>Strategic Plan Goal(s)</u>
Group: Local Programs				
A meet Sanctioning Fees	\$33,000	\$33,000	Operating	Starts
Kentucky Orienteering Partnership	\$4,000	\$0	NA	Starts, Branding
Epunch Rental Fees	\$1,000	\$1,500	Epunch	Starts
Third Party Sanctioning Fees	\$1,000	\$0	NA	Starts
Group: National Programs				
No Income Planned				
Group: Membership Programs				
Membership Dues	\$31,000	\$31,000	Operating	Membership
Club Dues	\$38,000	\$27,000	Operating	Membership
Insurance Fees from Clubs	\$20,000	\$22,000	Insurance	Membership
Group: Team USA Support/ Development				
SENIOR TEAM				
Contributions	\$7,000	\$7,000	NA	Team USA
Fundraising	\$3,500	\$5,000	NA	Team USA
JUNIOR TEAM				
Contributions	\$3,800	\$3,500	Jr. Team	Team USA
Fundraising	\$3,800	\$3,000	Jr. Team	Team USA
WUOC TEAM				
Contributions	\$0	\$3,000	Operating	Team USA
Fundraising	\$0	\$1,600	Operating	Team USA
SKI O TEAM				
Contributions	\$1,000	\$500	Ski O	Team USA
Fundraising	\$1,000	\$1,700	Ski O	Team USA
TRAIL O TEAM				
Contributions	\$700	\$400	Trail O	Team USA
Fundraising	\$5,000	\$600	Trail O	Team USA
GROUP: Administrative & Governance				
Third Party Grants and Sponsorships	\$10,000	\$2,000	Sponsor & Mktg	Non-starts revenue
Capital Campaign Pledges - Year 3	\$28,200	\$55,000	Operating	Non-starts revenue
Major Gifts	\$1,000	\$0	NA	Non-starts revenue
Annual Fund	\$15,000	\$8,000	Operating	Non-starts revenue
General Contributions	\$5,000	\$0	Operating	Non-starts revenue
Income from Endowment Fund	\$4,000	\$400	Endowment	Non starts revenue
Contributions to Endowment Fund (Transfer in)	\$4,000	\$4,000	Endowment	Non starts revenue
Life Member Dues Received	\$1,500	\$1,500	Endowment	Non-starts revenue
TOTAL INCOME	\$222,500	\$211,700		

EXPENSES**Group: Local Programs**

Mapping/ Map Grants	\$4,000	\$6,000	Map Grants	Mapping
Mapping/ Pictometry On Line	\$2,000	\$0	NA	Mapping
Mapping/ US State Dept. J Visa Program	\$2,000	\$0	NA	Mapping
Kentucky Orienteering Partnership	\$4,000	\$0	NA	Starts, Branding
Epunch Maintenance	\$500	\$0	NA	Starts
NOD Club Promotional Packets	\$500	\$0	Operating	Starts, Membership, Branding

Group: National Programs

Education/ Student Travel Grants	\$1,000	\$0	NA	Starts
Education/ Display Fees	\$1,000	\$0	NA	Starts, Membership, Branding
Education/ Ebsco Insert	\$200	\$200	O' in Schools	Starts, Membership, Branding
Little Troll/ Program Development	\$100	\$0	NA	Starts, Membership, Branding
Competitive Awards/ Medals	\$4,000	\$3,500	Comp Awards	Starts
Marketing/ Conference Fees & Memberships	\$2,500	\$4,000	Operating	Non start revenue
Website Phases 2 & 3	\$7,500	\$0	NA	Membership, Volunteerism
Marketing Labor	\$8,000	\$11,000	Sponsor & Mkt	Starts, Branding
Marketing Publications and Printing	\$3,000	\$3,000	Operating	Starts, Membership, Branding
Online Advertising	\$1,200	\$0	NA	Memb, Vol, Non starts Rev, Brnd

Group: Membership Programs

Insurance Premiums	\$27,400	\$30,100	Insurance	Starts, Membership
ONA Magazine	\$18,000	\$24,000	Operating	Membership

Group: Team USA Support/ Development**SENIOR TEAM**

WOC Fees, Accomodations and Board	\$12,000	\$13,000	Team	Team USA
Athlete Travel Support	\$3,000	\$0	NA	Team USA
Team Sponsored Training Camps	\$1,000	\$6,000	Team	Team USA
Uniforms	\$300	\$0	NA	Team USA

JUNIOR TEAM

JWOC Expenses	\$11,000	\$10,000	Jr. Team	Team USA
JWOC Travel Grants	\$2,000	\$0	Jr. Team	Team USA
Training Camp	\$1,000	\$0	Jr. Team	Team USA
JWOC Uniforms	\$400	\$0	Jr. Team	Team USA

WUOC TEAM

WUOC Payments	\$0	\$6,400	Operating	Team USA
WUOC Team Payments	\$0	\$2,600	Operating	Team USA

SKI O TEAM

World Ski O Championships	\$4,000	\$0	Ski O	Team USA
Junior World Ski O Championships	\$4,000	\$0	Ski O	Team USA
Travel Grants	\$1,000	\$1,000	Ski O	Team USA

TRAIL O TEAM

WTOC Expenses	\$5,000	\$1,000	Trail O	Team USA
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Group: Administrative& Governance

B&C/ Board Meeting and Committee Expenses	\$2,000	\$900	Operating	Starts, Mbrs, Vol, Maps
B&C/ President's Fund	\$1,300	\$1,300	Operating	NA
ED/ Salary & Benefits	\$71,400	\$71,400	Operating	All
ED/ Travel & Office Expenses	\$15,800	\$15,800	Operating	All
ED/ Payroll Insurance, Service and Taxes	\$7,100	\$7,100	Operating	NA
M&A/ Office Support	\$18,000	\$18,000	Operating	Starts, Membership
M&A/ Office Expenses	\$2,500	\$2,500	Operating	Starts, Membership
Dues, Fees & Corporate Charters	\$4,800	\$3,000	Operating	NA
Fundraising Expenses	\$4,000	\$2,000	Operating	Non starts revenue
Background Checks	\$300	\$300	Operating	Volunteerism, Team USA
Transfer out to Endowment Fund	\$4,000	\$400		
Transfer out to Life Member Dues	\$1,500	\$1,500		
TOTAL EXPENSES	\$264,300	\$246,000		
NET INCOME (OPERATING DEFICIT)	(\$41,800)	(\$34,300)		

SECTION 2 - OUT OF BUDGET REQUESTS

Map Grants	\$2,000	\$6,000	Mapping	Mapping
Education/ Display Fees	\$1,000	\$0	NA	Starts, Membership, Branding
Program Development Grants	\$6,000	\$1,400	O' in Schools	Starts, Membership, Branding
Coaching Manual Reprint	\$4,200	\$0	O' in Schools	Starts, Membership, Branding
Student Travel Grants	\$1,000	\$0	NA	Starts
Wearables for Redistribution	\$1,000	\$1,000	Sponsor & Mkt	Branding
Vocus Public Relations Tool	\$11,000	\$0	NA	Starts, Branding
Membership Packets	\$3,000	\$0	NA	Membership, Brand
ED/ Bonus	\$7,500	\$0	NA	Non starts revenue
Lobbyist Retainer	\$3,600	\$0	NA	Starts, Membership, Brand
Internal Audit Retainer	\$1,000	\$4,500	Operating	NA
Litigation Retainer	\$1,000	\$0	NA	Brand, Environment
TOTAL OUT OF BUDGET ITEMS	\$42,300			

SECTION 3 - OTHER CONSIDERATIONS

2011 Map Loans (New during 2011)	(\$18,000)	\$10,000	Map Loan	Mapping
2011 Map Loan Repayments (From prior years)	\$6,000	\$2,550	Map Loan	Mapping
Education/ Map Games For Teachers (Inventory)	(\$3,900)	\$5,200	O' in Schools	Starts, Membership, Branding
Redistribution of Education/Map Games	\$1,700	\$0	O' In Schools	Starts, Branding