

Minutes
USA Triathlon Board of Directors
Olympic Training Center
Colorado Springs, CO
November 17, 2017

Siff called the meeting to order at 8:05am MST November 17, 2017.

Board Members Present:

Staci Brode
Ben Collins
Chuck Graziano
Susan Haag
Kevin Haas
Judge Jones
Dave Kuendig
Jacqueline McCook
Joel Rosinbum
Barry Siff
Erin Storie
Mike Wien

USAT Staff in Attendance:

Rocky Harris
Sandra Cook
Sharon Carns

Presidents Opening Remarks

Siff reviewed:

- Board responsibilities: 10 Basic Board Responsibilities from the USOC
- The strategic plan
- Depth of Minutes – Staci to follow up with Sharon, McCook and Jones about how to move forward.

Treasurers Report

Haas reviewed:

EBITDA Income

Adult annuals: +\$460 from budget, \$ flat vs 2016

*Bug in 2017 \$45 to \$50, but that was done in 2016

Sponsorship: - \$236 budget, -\$40K vs 2016

Entry Fees: - \$199 budget, +57K vs 2016

Total + 39K vs budget +\$140 vs 2016

EBITDA Expense

Headcount: - \$151 budget, \$45k vs 2016

Grants: - \$179k budget, -\$107 vs 2016

Airfare: - \$341k budget, -\$194k vs 2016

Bug: -\$222 miscellaneous expense

Total: - \$1,640k budget, - \$716 vs 2016

Action Item: Rocky will review Grants and what constitutes a grant.

2017 EBITDA Earnings

Minimal spending in interim w/o CEO
Significant drop in travel spend
Underestimate of membership revenue
Opportunity for strategic investments yet in 2017

EBITDA Summary

Budgeted -\$416 GAAP for 2017
Currently + \$1.949K GAAP vs budget through Sept

Review of Investment Account:

Heavy on US Equities, Light on fixed income per IPS
Oct. 31, Investment Committee Q3 Meeting:
 \$200K into the Artisan & Deutsche International Fund
 \$470K into short term corporate fixed income
Revised 2018 estimated returns: \$300k to \$500K
Commentary: US equities historically overvalued
Implement drawdown plan for US equities
 50 to 35% portfolio: convert to super short fixed income
 Stop loss & Stop gain triggers on S& P 500

Discussion about investment account and stop loss/stop gain triggers.

Cash Balance
EBITDA profit – Cash flow positive
+300K investment account

Action Item for Kevin Haas: Continue detailed budget review

CEO Report

Harris opened with a review of his first two months and what he has learned.

Based on the Strategic Plan

Our What: Turning Issues into Opportunities

- USAT Culture
- Collaboration
- Participation
- Brand messaging and positioning
- Digital Media
- Technology
- Event & Race Director Support
- Non-Endemic Corporate Partners
- Officials and Rules
- Youth Pipeline
- Women
- Diversity

Our How: USAT FY18 Roadmap for Strategic Plan

Long Term Investments

Social and Digital Media

2018 Budget: Expenses

2018 Budget: Revenue

2018 Budget: Cash Reserves

2018: Planning for Future, Example

2018: Priorities

Motion by Haas and seconded to approve strategic one time long term investment requested by Harris (see slide that says 2017 Investments: One Time Long Term Investments). Approved by unanimous voice vote.

Recess at 10:18am

Reconvene at 10:29am

Foundation Report/Discussion

McCook gave a Foundation update. McCook started with an overview of how the Foundation started. Reviewed what we have accomplished in 2015 – 2016: \$154,580 in grants; 2017: \$86,000 in grants.

In order to take the Foundation to the next level, McCook recommends we would need a full time executive director. Board discussed what this would mean from a legal and staffing perspective.

Motion by Rosinbum and seconded by Hass that the USATriathlon Board recognizes a need to support the USATriathlon Foundation in hiring an Executive Director and will establish a working group to quickly define the details of how to structure a multiyear position. Approved by unanimous voice vote.

Action Item: McCook, Jones, Haas and Harris – working group has 30 days to come back to the board with their recommendation on the details of the executive director.

Anti Doping and Officials Task Force

Siff named who is on the Anti Doping Working Group:

Graziano – Chair

Leslie Buchanan – ITU

Kate Mittlestadt, Ironman

Matthew Fedoruk – USADA

Jon Whiteman USA Cycling

Courtney Kulick, USAT

Chris Bowerbank, Age Group Athlete

Graziano discussed the Officials Task Force and included he would be adding Race Directors, Age group athletes and officials to the group.

Regions Update

Wien updated the board on the region change update.

Recess for lunch 12:10pm

Reconvene from lunch 1:00pm

Deby Williams joined the meeting at 1:00pm

Harris did a consolidated overview and budget financial update.

Deby Williams left the meeting 2:15pm
Chuck Menke joined the meeting at 2:15pm

Marketing & Communications

Chuck Menke gave a review of 2017 and plans for the 2018 year.

2017 Recap

- Defeat Same
- National triathlon week
- Advertising, retail & Affinity revenue growth
- Expanded digital strategy
- Integration of new partnership
- Account Services
- Partner Summit Reset
- Enhanced Daily Operations
- Challenges

2018 Goals

- Support & Initiate Collaborative Partnerships
- Expand Marketing Campaign & National Triathlon Week
- Incorporate Inspirational Marketing & Messaging
- Reset Membership Acquisition Strategy
- Non-Endemic Sales Approach / Resources
- Build on Ad, Retail and Affinity Revenue Streams
- Digital: Increase Social Media Metrics

2018 Priorities

- Marketing / Acquisition – Participation Growth
- Increase & Create New Revenue Streams
- Continue to Expand & Enhance Digital Media
- Account Services
- Event Marketing

2018 New Opportunities

- USAT Foundation: Help Drive Objectives
- Agency Support: Sponsor Sales (Non-Endemic)
- Video Content / “Younger” Social Media
- Media Coverage: Mainstream & Para
- Cleveland as AGNC Host City
- ITU World Cups & Planning “Road to LA 2028”
- Broadcast: OTT/Streaming & Linear/ TV

2018 Budget Review

Terri Walters joined the meeting at 1:56pm
Menke left the meeting at 1:56pm

Event Services Overview

Terri Walters gave a review of 2017 and plans for the 2018 year.

2017 Recap

- Race Director Certification
- Symposium

- Insurance Renewal
- Officials
- Expo in a box
- WIN
- Regions
- Risk Management

2018 Goals

- Virtual Race Director Certification
- Expo in a Box
- WIN
- Sanction review time

2018 Priorities

- New sanction system
- Sanction Standards Task Force
- Officials program
- Regions

2018 New Opportunities

- Race Director Summit
- Tri Yelp
- Post race Survey
- Risk Management

2:19pm Terri Walters left the meeting

2:19pm Christopher West and Sam Mehner joined the meeting

Information Technology

Christopher West gave a review of 2017 and plans for the 2018 year.

2017 Recap

- Cloud Migrations
- Expanded Athlete Contact
- Supported Marketing Campaign Efforts
- Active.com API integration
- Sanction 3.0
- Enhancements to On-Premises Systems and Internet Connections

2018 Goals

- Enhance Performance
- Enhance Stability
- Enhance and Strengthen Partner Relationships
- Become/Stay Current Technologically
- Attract and Keep Top Talent

2018 Priorities

- Complete Database Consolidation and Optimization
- Migration of Websites and Databases to Microsoft Azure Cloud Environment
- API Improvements

2018 New Opportunities

- Business Intelligence and Reporting Tools

Sanctioning 3.0

2:38pm Christopher West and Samantha Mehner left meeting

2:38pm Tim Yount joined the meeting

Sport Development

Tim Yount gave a review of 2017 and plans for the 2018 year.

2017 Recap

- Paratriathlon Coaching Certification
- Multi Sport Organization Relationship Builds
- Draft Legal Age Group Camps
- Annual Membership Survey
- 140 High School programs/32 states
- 27 Verbals – NCAA + 1 Conference Championship

2018 Goals

- Maximize relationships with MSOs and key stakeholders
- Seamless unveiling of Team USAT Ambassador program
- 35 NCAA verbal commitments
- 30 State High School Championships and new clubs
- Add 20 new collegiate clubs
- Unveil NCAA sizzle reel and Club Rankings
- Online coaching re-certification
- Maximize new coaching education opportunities
- Expanding current youth relationships and curriculum at all levels
- Value add for existing NCAA institutions and events + recruitment
- Growing the High School program – all facets

2018 New Opportunities

- Extending the coaching curriculum reach
- Add to existing relationships to grow youth
- Elevated focus on college club and varsity = athlete and team participation growth
- High school's impact on pipeline
- Team USA Ambassadorship and its ability to impact growth / interest

Recess at 3:10pm

Reconvene at 3:22pm

Andy Schmitz joined the meeting at 3:22pm via teleconference.

High Performance

Andy Schmitz gave a review of 2017 and plans for the 2018 year.

2017 Recap

- Olympic Program Success
- Paralympic Program Success
- Advance Focus on Tokyo Planning

2018 Goals

- Win Women's World Championship
- Win MTR World Championship
- Lead Women's WTS Medal Count
- Position Men Strongly in OLY Qualification

Lead Paratriathlon WC Gold Medal Count
Lead Paratriathlon WC Overall Medal Count

2018 Priorities

World Class Support of Medal Potential Athletes
Refinement and Improvement of Men's Program
Refinement of Event Qualification Criteria
Adaption to Paratriathlon Classification Announcement Expected from IPC 1Q
2018
Continued Focus on Tokyo 2020 Planning

2018 New Opportunities

Collegiate Men's Program at Arizona State
Revised Men's Talent Transfer CRP Process
Professionalization of Personal Coach Role
Paratriathlon Resident Program at COS OTC
Potential Expansion of Paralympic Medal Events
"Non-Annual" Championship Event
 FISU World University Games
 Youth Olympic Games

2018 Budget Review

2018 New Programs

3 US Based Daily Performance Environments
 ASU
 2 Elite Squads and affiliated COE
CRP Scholarships
Para Resident Program
Domestique and MTR Specialist Support

Andy Schmitz left the meeting 3:53pm
Brian D'Amico joined the meeting 3:53pm

National Events

Brian D'Amico gave a review of 2017 and plans for the 2018 year.

2017 Recap

Owned Events
Non-owned events
International Event
Event Survey Results
Splash n Dash Youth Aquathlon Series

2018 Goals

Ancillary activities culminating in greater festival atmosphere
Successful coordination and organization of two ITU world cups
Positive post race feedback
Site Selections
Grow Splash and Dash Youth Aquathlon Series

2018 Priorities

Splash n Dash Youth Aquathlon Series

New City builds/returning city enhancements
Draft legal racing and education
Collaborate with M&C to better promote National Events

2018 New Opportunities

Multisport Festival in Miami
First time event cities / venues
International events
Event Creativity

4:31 pm Brian D' Amico left the meeting
Kara Thompson joined the meeting

Membership

2017 Recap

USATri60
Diversity & Inclusion NGB Inclusion Choice Award & Finalist for TFC (Tri for Change)
Collegiate NC & Duathlon NC Award Ceremonies
Speed and accuracy of results uploads
Member Relations
Report generation

2018 Goals

Development of Loyalty Program (potential 2019 launch) – Business Technology/Innovation
Enhancement of TFC program – Youth
Diversity Data – Education
Age group club programming – constituent engagement
Increase Retention to 60%

2018 Priorities

Historical Data – Business Technology/Innovation
Ranking system – Business Technology/Innovation
Tri for Change – Youth
Member Relations – Education

2018 New Opportunities

Grassroots Programs – Education
Reporting – BTI
Diversity – Education
Member Engagement – Education

Nominating & Governance

Rosinbum reviewed that per the bylaws – NGC responsible for finding a slate of officers to present to the board at the January meeting.

Meeting adjourned at 5:10pm MST.

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Chuck Graziano
Susan Haag
Kevin Haas
Judge Jones
Dave Kuendig
Jacqueline McCook - joined via teleconference
Joel Rosinbum
Barry Siff
Erin Storie
Mike Wien

USAT Staff in Attendance:

Rocky Harris
Sandra Cook
Sharon Carns

Siff opened the meeting thanking Harris for his and his staff's preparation on the budget for this meeting.

Jones commented that it was helpful to get the department heads in front of the board and meet them.

Board discussed approval of the budget.

Action Item: Harris and Yount to come back to board with a proposal to add additional funds to support the NCAA initiative.

Motion by Siff and seconded to go into executive session. Approved by unanimous voice vote.

Returned from executive session at 9:09am

Recess at 9:09am

Reconvened at 9:17am

McCook was not able to join the meeting until 9:12am due to conference line issues at the OTC.

Nominating & Governance Committee

Rosinbum informed board that if you are interested in officer position let Jones or Rosinbum know so they can work on the slate for the next meeting.

Rosinbum discussed timeline needs to be changed and needs to go to membership vote based on where it is in the by laws. 15 days from nominations to election. Election company needs 9 days so

only leave NGC 7 days to review and recommend candidates.

Timeline Proposal:

Nominations open July 1st

Nominations close August 15th

Ballots go out September 15th

***timeline remains the same after this.

Board discussed lack of participation in the election – how do we address. Drive athletes to vote when logging in.

Rosinbum also discussed that how we solicit nominations is an issue because it is outdated and cumbersome. Recommend we need a software program to track nominations as well as interested volunteers for committees, regions, etc.

Action Item: Harris will look into this.

Rosinbum said that they were going to try to compress the time between knowing you are on the ballot and it being released.

Action Item: Election Process needs to be on the agenda for the 2018 January Board Meeting

Rosinbum recommended a Board Self Evaluation before the elections so that we could self identify what we are lacking and give guidance to the NGC.

SafeSport Audit

Siff said there has been a review of our SafeSport policy and there were some issues. Harris said the policy is fine, but how we have interpreted and implemented it. We need to clarify our criteria of who should fall under SafeSport. We also need to have a follow up mechanism for those that need to take the test.

Action Item: Harris will follow up on how the other NGB's report to the USOC and how we find out about their list.

Hall of Fame

Process from 2 years ago is being used for the next Hall of Fame. Referring to the classes by number instead of year. Hall of Fame banquet will be on Thursday night of National Age Group Championships. Policy matter as we have 2 policies/reports now down to 1.

Next Meeting Dates

Tempe January 24th – 25th

New Orleans April 15th – 16th

Cleveland Age Group Nationals – August 10th

Colorado Springs Budget Meeting – December 1 – 2

Motion by Haas and seconded to approve the budget not inclusive of the High Performance \$320K camp incremental. Approved by unanimous voice vote.

Motion by Jones and seconded to approve the board minutes from the October 30,2017 Teleconference Meeting. Approved by unanimous voice vote.

Motion by Siff to end the meeting. Approved by unanimous voice vote.