

Minutes  
USA Triathlon Board of Directors  
Teleconference  
October 30, 2017

Siff called the meeting to order at 7:02pm CST October 30, 2017.

**Board Members Present:**

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

**USAT Staff in Attendance:**

Rocky Harris

**Board Members Absent:**

Dave Kuendig

**Financial Update**

Haas updated board on topline financial items including:

- Our continuing trend in membership decline is about the same as the last 2 years with about a 5% annualized decline.
- Number of sanctioned races declining in similar. Seeing larger declines in long distance racing.
- Seeing increase in youth participation
- Income side coming in close to budget due to our Investment account performing extremely well this year.
- Expenses below budget - under utilization of resources. Staff was very conservative while we did not have a CEO.
- We are below on spend \$1.5mil versus budget; We should see a surplus for the year because spending is down while we had no CEO.

Next step is the next board meeting where we will review the 2018 budget and the Investment Committee meeting.

Jones asked about the % / \$ increase in year to date on increase of our investment account. Haas responded that as of the end of August year over year we were up

\$600,000. Haas will be speaking with Morgan Stanley people tomorrow to review end of Q3.

McCook: Revenue is being compared to budget. Therefore, the numbers suggest that membership revenue is up \$450,000, but really it is just higher than budget. Year-over-year is actually down. We should correct headers so that they accurately describe the performance.

Haas: Agreed.

Wien noted that sponsorship is down and asked why that might be.

Haas: We were pretty aggressive budgeting sponsorship. Budgeted higher than what we actually got.

Harris: We are equal to last year, looks down from budget, but is equal to last year.

McCook would also like see the numbers year-over-year so we can evaluate from a performance standpoint.

Haas agreed.

### **Minutes Approval**

**Motion** (by McCook and seconded) to approve the August 11, 2017 Board Minutes with McCook recommended fixes including full names of people who joined the meeting for clarification for people reading the minutes and a correction to her statement about RD task force. Approved by unanimous voice vote.

### **Siff Comments**

Rocky has already been impactful for us with less than 2 months on the job.

Reviewed our timeline: Strategic Plan was finished on April 6<sup>th</sup>. We decided we needed new leadership on May 6<sup>th</sup> and on August 6<sup>th</sup> we hit our 90 day goal and hired our new CEO on August 6<sup>th</sup>.

Harris has empowered staff to take leadership roles on regions, allowed them to take the lead on the call with the region chairs and they did a great job.

Harris wants to target a variety of different NCAA schools including two all black colleges.

Harris working on collaborating with TBI, Ironman and others.

Siff very enthusiastic about Harris and our strategic plan.

### **CEO Update**

Harris opened with an enthusiasm for the position and the sport. He gave the board an overview of the things he and the staff will be working on.

Harris said we needed to refocus on our mission – growing and inspiring the triathlon community. We have to go back to the strategic plan when we are making any

decisions. Harris said that he has connected staff to the strategic plan in the last month to develop a road map with the strategic plan. Focus is on the staff by giving them direction and ability to implement it.

We are going to build and centralize our database and use business intelligence – who our constituents are and how we engage with them.

We have to add value for RDs. We are developing new and innovative initiatives.

Improved sanctioning system – 3<sup>rd</sup> party to improve the system for RDs and our staff. Geo targeting, make our race calendar the # 1 source for finding races, consistent landing page for our races – seamlessly navigate through our websites. Creating a yelp like web platform so participants can critique races as well as upload videos and photos. 2019 send staff to poor races if they receive poor ratings and not sanction once the race director committee finalizes the criteria for sanctioning. Share best practices across race directors.

Sponsorship – we haven't delivered non-endemic partners at a high level. We have huge potential.

LA 2028 – bring a 2019 event – age group, world cup and build to WTS, Olympics – annual event; USOC and LA2028 excited about this idea

Ironman focus areas – bring participants and harmonize the rules

- Industry wide initiative to add 100-150K participants to the sport in 2018
- Bringing staffs together
- #1 initiative for 2018

Meeting with Lifetime to work on a way to collaborate – how we can help each other.

Work with everyone to reach our potential and we have a bright future. Need some major changes and a refocus of where we want to go.

Jones: how do you communicate with your staff? Harris: one on one communication, learning about them and trying to do what is right for them individually; keeping them updated about the business.

Harris left the call at 7:43pm

### **Regions Update**

Wien updated the board that staff is going to be engaged with the regions and they will work together to implement upcoming region changes.

- We have gone from 10 to 6 regions. Hiring 3 people to support the regions (each staff member will have 2 regions)
- Zero based budgeting – no more entitlements or percentages. If you have a good idea, we will fund it.

- Regions to think of themselves as ambassadors and catalysts for the sport
- Help key constituent groups leverage the power of USAT

Wien, Siff and Harris will be meeting with Region chairs to discuss the new look of the regions and how we will move forward as an organization.

Jones commented that maybe as a board we needed to rethink how we approach our customer base and how we define our sport whether it is what the sport is or who is in the sport. Looking at our business lines and revenue instead of looking at our membership is down 5%.

Harris joined the conference 7:49pm

### **First BOD Meeting of 2018**

Siff presented the idea of the board meeting in conjunction with TBI. The board would come in Wednesday, we would meet all day Thursday and Friday morning. Then you can stay if you want for TBI or leave. Everything will be paid for TBI if you stay.

**Motion** (by Siff and seconded) to approve the first board meeting to be held in Tempe on Thursday before TBI and if board members want to stay for TBI they can. Approved by majority voice vote.

McCook recommended we set meeting dates for 2018 at November meeting.

**Motion** (by McCook and seconded) to go into Executive Session. Approved by unanimous voice vote.

8:05pm went into executive session.

Meeting ended at 8:12pm.