

## Tom Moore - Breadbasket Zone Candidate for the At-Large Director



The Election Committee has deemed that Tom Moore is a member in good standing of USMS. The candidate has indicated he is planning to attend the HOD Meeting for this election year and, if elected, is planning to attend all HOD Meetings during his tenure in office.

The candidate was nominated by *Karen Zemlin*, and received letters of recommendation from *Karen Zemlin* and *Krise Melsen* in accordance with our Election Operating Guidelines.

The candidate provided the following responses on the Candidate Questionnaire/Consent-to-Run Form:

### Section Two: Candidate Qualifications

*I am a member in good standing of USMS in this election year:*  Yes  No

*I am planning to attend the HOD Meeting for this election year:*  Yes  No

*I am Planning to attend all HOD Meetings during my tenure in office:*  Yes  No

*I have attended more than 1 HOD Meeting in the past five years:*  Yes  No

*I am a resident and a member of the Zone from which I seek election (Director Candidates only):*  Yes  No  N/A

*Please list the USMS National HOD Meetings you have attended, including the dates of attendance:*

2015 Kansas City, MO – 9/30-10/4

2014 Jacksonville, FL – 9/11-9/15

2013 Anaheim, CA – 9/14-9/18

2012 Greensboro, NC – 9/12-9/16

### Section Three: Questions

***Why are you interested in this position and why do you believe you would be a good candidate?***

I am interested in this position because I think I can make a difference. I have been active on my LMSC board for the past 6 years (2 years Secretary, 2 years Vice Chair, 2 years Chair, currently serving as Co-Chair for 2017 LCM Nationals) and we have achieved great

successes, but it has become clear to me over time that ultimately success at the LMSC level is tied to decisions made at the national level. I have attended convention for the past 4 years and I believe I can contribute at the national level to USMS's success, which will translate to further success for my LMSC.

I think I am a good candidate because I have a passion for supporting the swimming community, I have experience building and growing organizations, I have strong analytical skills, and good communication skills, I have lots of ideas and I have built good relationships with volunteers from LMSCs all over the country.

***What do you consider to be the major issues facing USMS now and in the future? As a person holding an elected position within USMS, how would you address these issues?***

I think the major issues facing USMS now and for the next several years are:

1. How to create and manage growth: how to increase overall income to fund investment to drive growth without alienating the more "casual" (fitness swimmer & triathlete) USMS members; identify and strengthen new revenue streams while creating value for all members (and setting the base membership fee at a high enough level to fund operations yet a low enough level to attract new members).
2. How to balance need for national level control and standards of excellence with need for recruiting and managing volunteers at the local and LMSC level.
3. How to share best practices and create excellence by creating opportunities for 2-way communication from the "bottom up" and from the "top down" to allow good ideas to bubble up then be shared with all.

The first issue requires more financial analysis; we need more information about our average cost per member and marginal cost per member as well as forecasts of cost per member at various growth levels and forecasts of potential demand at various price points so that we can make intelligent decisions about setting fees. We also need to be more "on purpose" about what fees we charge and what services we deliver across the organization to ensure we always deliver value, whether that be in membership & registration fees, education services, coaching services or other deliverables.

All three issues require communication from the national organization to the LMSCs (and back!) and creating opportunities for LMSCs to share information with each other.

***Please list USMS committees on which you have served. Include the dates you were on the committees and the names of the committee chairs under whom you served:***

LMSC Development Committee, chair Paige Buehler 2013 & 2014

***Please list any other experience that relates to your qualifications for the position.***

- I have over 20 years of professional experience as a project manager in various industries, with experience meeting operational goals while meeting financial standards and budgets.
- While living in Pasadena, California, served for 6 years in the Tournament of Roses Association, which is the volunteer-led, professionally managed organization that hosts

the Rose Parade each year. The Tournament of Roses Association has interesting standard practices relating to training and developing volunteers that simultaneously create a 'teaching' and 'learning' paradigm throughout the organization.

- Served as board member for TUG ("Timberline User's Group", now "The User Group for Sage Construction Software"), a volunteer-led, professionally managed industry group which shares best practices for users of the Sage Accounting and Project Management software in the construction industry. I was also the "education committee chair" responsible for planning the annual education conference and grew it from 650 attendees each year to 1200 attendees each year, then after the great recession impacted the construction industry (and caused attendance to fall to 500 attendees, creating a loss for the organization), I oversaw the recovery and growth back to profitability of the conference.

***Please list any other information you would like included.***

We have a great 'product'; the fitness benefits of swimming and the camaraderie of swimming on a team cannot be overstated. Rob Butcher left our organization strong and poised for even greater success; we have amazing volunteers and a wonderful professional staff on board. I want to help move us forward.

***Please write a short summary statement that will be posted on the display board with your photograph at the HOD Meeting***

I am excited by the possibility of serving on the USMS national board of directors. During the past 6 years of my involvement on the board on my LMSC (Minnesota), we have implemented structure and communication to support our volunteers and promote services for our members, and we have seen a response; we have a larger number of volunteers and they are more engaged and we have record numbers of members because of the services and events we offer. I served for 2 years at the national level on the LMSC Development committee and I am particularly proud of the work that was done toward creating a focus on peer-to-peer discussions for mentoring and on communication for sharing best practices. I have attended the USMS convention for the past 4 years and I have been consistently impressed with the quality and dedication of LMSC volunteers from all over the country. I think I can apply my skills and expertise to help organize and focus the ideas and efforts of various volunteers in conjunction with the efforts of the national office staff to help our organization grow and thrive.

From: Karen Zemlin, Chair Minnesota Masters Swimming

Date: 4/28/2016

Subject Line: Nomination and Recommendation of Tom Moore

To: The Elections Committee

I am writing to you today to enthusiastically nominate Tom Moore for the position of At-Large Director from the Breadbasket Zone. Tom has successfully served on our Minnesota LMSC board of directors for the past 6 years, as secretary, vice-chair and chair. Under his leadership, our membership has grown by over 50% (from 850 in 2009 to 1319 in 2015) and our board of directors has tripled (from 6 volunteers in 2009 to 18 in 2015). Tom participates in our monthly board meetings, serves as meet director for many of our pool meets, participates as a swimmer in our annual open water swims, helps to coordinate group workouts and other fitness events, is a volunteer instructor for our Adult-Learn-To-Swim program, and has helped to create our annual awards banquet and Minnesota Masters Hall of Fame.

In addition to his contributions to our Minnesota LMSC, Tom has been a valuable asset to USMS at the national level. Tom served on the LMSC Development Committee for 2 years, has attended convention for the past 4 years, and is Co-Chair of Minnesota's 2017 LCM Nationals hosting committee. Tom brings his organizational and analytical skills to bear and is an active participant at convention, asking questions and making suggestions, while maintaining positive and respectful communication even when issues are contentious. I am pleased to endorse his candidacy for At-Large Director from the Breadbasket Zone, and give my permission for this letter to be advertised to USMS delegates.

Sincerely,

Karen Zemlin  
Chair – Minnesota LMSC

From: Krisie Melsen, Vice Chair Minnesota Masters Swimming

Date: 4/29/2016

Subject Line: Recommendation of Tom Moore

To: The Elections Committee

I am writing to you today to support Tom Moore for the position of At-Large Director from the Breadbasket Zone. Tom has demonstrated a passion for supporting Masters Swimming both at the LMSC Level as well as the National Level.

Tom has attended the national convention every year for the past four years and has been a key resource to provide information and guidance to our LMSC about how things work at the national level. He has strong communication skills and is able to have respectful dialog even when disagreeing on an issue, so he has developed good relationships with contacts at LMSCs across the country. Tom has a good sense of how decisions at the national level affect all facets of the organization. He has lots of ideas and strong analytical and organizational skills that will be valuable to the USMS Board of Directors.

I am pleased to endorse Tom's candidacy for At-Large Director from the Breadbasket Zone, and give my permission for this letter to be advertised to USMS delegates.

Sincerely,

Krisie Melsen  
Vice Chair – Minnesota LMSC