

<b>Committee Name:</b>	Board of Directors	<b>Session #:</b>	1
<b>Committee Chair:</b>	Patty Miller		
<b>Minutes recorded by:</b>	Greg Danner	<b>Date/time of meeting:</b>	3/18/2019 8:30pm ET

## Actions Taken:

1. Approved: Ratification of email vote approving the Winter Board of Directors Meeting minutes, as amended.
2. Approved: The budget modernization plan and timeline for further development by the Finance Committee.
3. Approved: USMS will not pursue a bid for the 2022 and 2024 Pan Am Masters Championships.

<b>Number of committee members present:</b>	<b>24</b>	<b>Absent:</b>	<b>4</b>	<b>Guests:</b>	<b>1</b>
<b>Committee members present (list all, including chair and vice chair):</b> Patty Miller - President; Peter Guadagni - VP of Administration; Chris Colburn - VP of Local Operations; Donn Livoni - VP of Programs; Frank (Skip) Thompson - VP of Community Services; Greg Danner - Secretary; Ralph Davis - Treasurer; Maria Elias-Williams - Legal Counsel; At-Large Directors: Carrie Stolar (Breadbasket); Jeff Strahota (Colonies); Maddie Sibilila (Dixie); Dan Cox (Great Lakes); Matt Miller (Northwest); Chris Campbell (Oceana); Ed Coates (South Central); and Teddy Decker (Southwest); Past Presidents: Nadine Day (Immediate Past President), Rob Copeland, Jeff Moxie, Tom Boak, Nancy Ridout, Jim Miller, and Ted Haartz; Dale Ammon (USA Swimming Liaison to USMS).					
<b>Not present:</b> Dawson Hughes - CEO; Past Presidents: Mike Laux and Dan Gruender. Mel Goldstein is recused from the Board due to his contractor position with USMS.					
<b>Guests:</b> Sandi Rousseau.					

## Minutes

The meeting was called to order at 8:31 pm ET.

1. Agenda review and declarations of conflict of interest (Patty): Nadine declared a potential conflict with the Pan Am Masters Championship agenda item since she is currently on the UANA Masters Technical Committee. Jim also declared a potential conflict, as he was on the UANA Masters Technical Committee in the recent past and still serves on the UANA Medical Commission.
2. Ratification of email vote approving 2019 Winter BOD Meeting minutes (Greg): **MSA to approve the minutes as amended. The motion passed unanimously.**
3. Finance Committee Budget Modernization Proposal (Ralph): The timeline and proposal were developed by the Finance Committee and distributed to the BOD prior to tonight's meeting, along with a background document explaining the idea in principle. **MS to approve the budget modernization plan and timeline for further development and execution by the Finance Committee.** Discussion: Ralph noted that Finance would return a deliverable in legislation form to move the final budget approval process to the BOD. One change is that the business plan would start in approximately late September. There would be the same review process with the BOD, including the budget assumptions and final approval of the plan. Jeff Moxie gave additional background that the seeds for this were planted 8-9 years ago when the organizational restructuring began to take place. Skip asked if there were specific areas that we hope to improve by postponing the planning. Susan responded that working on the budget is very time consuming for the staff in part because there is constant re-evaluating leading up to the early plan. This process would be more efficient with later plan development and more accurate because we currently make assumptions based on half of the year's activity. Ralph also responded to Skip's question to say that we would have been more accurate on membership projections if this process was later in the year and that from a financial perspective this brings another level of professionalism to the process. On another note, Dan asked Ralph if the Finance members were agreeable to ceasing automatic delegate status due to the change in convention responsibilities. Ralph said he will bring that topic up with the Finance Committee but noted that they will still have business at convention. Peter added that there would still be an in-depth presentation of the organization's finances at convention, but the formal approval will be up to the BOD. The HOD still have control of the fees. Nadine inquired if there a 3 to 5-year plan and Susan said that they've planned out to 2022 at this point internally. The Financial Operating Guidelines (FOG) only requires two years publicly. Ed commented that the timing of moving the budget to later in the year makes sense in that it will help the Board improve their level of fiduciary responsibility. **The motion passed unanimously.**
4. Pan Am Masters Championships in 2022 and 2024 (Patty): The deadline to submit a bid was initially April 30, but it is potentially being moved up to March 31. Patty pointed out that when we bid in 2016 for 2018, we had started the process much earlier. The question becomes whether we want to bid if we must commit 3 or 5 years out. **MS that we do not pursue a bid in 2022 and 2024 for Pan American Games.** Discussion: Skip pointed out that we gave up our LC Nationals to give

the Pan Am event more support and that this a concern. Nancy noted that was our choice, not a requirement by UANA. Chris Campbell noted that there is probably not enough time for a well-thought-out plan. Nadine discussed the history of U.S. bids: facilities bid and USMS gets involved later in the process. Patty said that USMS has often solicited the bids from the facilities/hosts. Kyle informed the BOD that no one has reached out to the National Office regarding potentially putting in a bid for either 2022 or 2024. **The motion passed unanimously (Nadine abstained).**

5. Joint USMS/CCS swim meets – Follow-up on the forum discussion on this topic that took place February 20-21 (Rob): While attending the College Club Swimming summit, some CCS members brought up the idea of running dual sanctioned meets with USMS, so Rob brought it to the BOD for discussion. He noted that this would require some rule changes. Maddie suggested that we promote the bridge membership and not pursue dual sanction at this time. One reason is that club swimmers (in college) who are not registered with CCS would not be able to participate in a dual sanctioned event. The current option for dual recognition gives those people the opportunity to compete and still have some level of USMS interaction. Jeff Strahota agreed with Maddie's assessment, stating that we have a working solution in place already. Greg noted that the number of dual recognized events is low, so the demand for dual sanctions doesn't seem to be there yet. He asked if the National Office had any data and Kyle responded there has been steady growth in the number of CCS events in the calendar, but only approximately 10 out of 140 events were dual recognized. Peter made a general comment that issuing recognitions is easy, sanctions harder, and dual sanctions even more difficult. Rob indicated he would take these comments under advisement.
6. Leadership Summit recap (Chris Colburn): Noted that it was the first time the LMSC Development Committee led the charge in organizing the summit and they did a great job. There were numerous volunteers involved that Chris Colburn recognized. The summit had 43 LMSCs represented. Topics included: engaging non-competitive swimmers, implementing new programs, promoting growth, partnering and marketing, and succession planning. There was a guest speaker who discussed leadership and management. Feedback indicated that attendees were happy about the way topics were presented. Chris Colburn noticed many of the ideas shared by attendees were items that the National Office and BOD were already on working on or planning on addressing. After listening to what people were thinking, he got the impression that they're feeling heard at the national level.
7. CEO's update (report issued by Dawson in advance): Susan and Kyle were available to field questions in Dawson's absence, but there were no questions from the BOD. The report covered: sponsorship updates, the standardized fee discussion at the LMSC Summit, the USMS Club Business Development Summit, Open Water Task Force updates, and information on the CEO email to volunteers (slated for the last week of March).
8. New Business – None.
9. The next BOD call will be at 8:30pm ET on Monday, April 15, 2019. The next EC call will be at 8:30pm ET on Monday, April 1, 2019.

The meeting was adjourned at 9:34 pm ET.

Respectfully Submitted,

Greg Danner, Secretary



March 14, 2019

BOD - CONFIDENTIAL

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To: USMS Board of Directors

From: Dawson Hughes, USMS CEO

RE: CEO Update for March Board Meeting

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Below are updates for you in advance of Monday's Board call. I won't be joining you for this call as it happens to fall during spring break and the Hughes family will be on vacation for the week. After the completion of our Winter Meeting and the LMSC Leadership Summit, the timing was right to take a break and recharge as we already begin to think about 2019 budgets, continue evaluation on a transition to a more standardized fee structure, envision the future of our Open Water offering and develop new partnerships that will benefit USMS members. I'll provide updates on a few high-level topics here. Kyle Deery and Susan Kuhlman will be joining the call to represent the National Office on relevant agenda topics. They'll be able to address questions but feel free to respond with questions via the forums if you'd like further information. I'll get back to you upon my return to the office the week of March 25.

There are a few sensitive topics in this memo, so I ask that this remain confidential to the BOD and not be distributed as part of the minutes.

#### **Sponsorship:**

Speedo has been a long-time partner of USMS. Although USMS felt the value we provided for their investment made it a positive partnership on both sides, we have been unable to come to terms on a renewal of the agreement. With the assets that Speedo has vacated, we are working with other retail partners to increase their exposure and add-value to their efforts.

In better news, Jay Eckert has a pipeline of potential partners that have recently finalized agreements or are close to doing so. FINIS has added to their partnership by becoming the title sponsor of the CCS National Championships. He is also reengaged with Swim Trek, who is a former partner. In addition, USA Swimming has been helping with introductions and negotiating USMS into agreements where feasible. Thus far, we have secured agreement with Toyota, as part of a larger partnership with several NGBs, and are close to finalizing agreements with Golden Road Brewing and an advertising spend by Streamline Brands. There are several other ongoing discussions with potential partners.

#### **LMSC Summit – Standardized Fee**

I am sure Chris Colburn will provide a full recount of the LMSC Leadership Summit, so I'll update you on the output from a session I facilitated during the summit. I gave the group an overview of the membership strategy you saw during our Winter Board Meeting. During the session I had the LMSC leaders break into groups to discuss two different topics 1) their perspective on why we are having challenges attracting new members and 2) the types of benefits and membership improvements we should be offering to members, clubs/coaches and event directors. Overall the group had very similar findings to what the Board and the National Office have uncovered on these topics.



Comments on new membership ranged from competition in the fitness market to the number of USMS Clubs that don't expect their swimmers to be USMS members. Expansion of the gold club initiative was mentioned as a possible avenue to continue to get more clubs to encourage USMS membership.

On the topic of membership benefits, the group hit all the big ideas we discussed in Tampa. Multi-year memberships, variation in types of membership, automatic renewal, bulk registration for clubs, club dues inclusive of USMS Membership, an app for Go the Distance, financial support for event development, simplified one-event registration cost and process, simplified dual sanctioning with USA Swimming and USA Triathlon, ability to run promotional discounts were all mentioned.

Our working group at the National Office is continuing to meet regularly to plan a course of action. We have targeted the April Board meeting to bring additional information and recommendation to you.

## **Club Development Summit**

Bill Brenner convened the first of its kind regional USMS Club Business Development Summit in Fort Lauderdale on Thursday, February 21. We met with 5 coaches of highly successful clubs from the southeast to find commonalities that have helped them grow and sustain their high functioning USMS clubs. We learned how they manage and coach their teams, what support they appreciate from USMS and areas we can improve (to include LMSCs). These 5 coaches represent 5% of USMS's overall membership so the knowledge gathering was valuable. We are comparing notes to build a concise document outlining our findings but a few highlights of the consistencies we found:

- run workouts with a minimum of three ability groupings
- promote event participation but don't expect it
- try to personalize their approach based on individual swimmer's goals
- promote (i.e. require) USMS membership from the pool deck
- Consensus was that support provided by National Office is timely, accurate and helpful. Having direct access to staff experts is helpful and needed, particularly for new coaches and new programs.
- Suggested our membership is devalued by the low cost. Also feel that in some ways we compete with the value coaches deliver with benefits, like coach written workouts online.
- All want a simpler registration process (e.g. bulk registration of members like USA Swimming), multi-year membership, ability to extend membership at any time, and automatic renewals.
- All appreciate the new club finder functionality on usms.org that is providing direct communication to the club/coach. Indicate that those contacting them through usms.org are by far the most qualified leads they receive.
- All suggested USMS education is a huge benefit particularly since they all have turnover with assistant coaches and want them to be well trained and professional.
- Suggested we put more pressure on LMSC to invest in coach education, club marketing and events. Focus LMSC efforts on clubs, and their members, that are paying into the system. Don't allow clubs that aren't registered to use the U.S. Masters Swimming brand and don't allow clubs to get around membership requirement.

Plans are being made to host another 'west coast' summit in the fall.



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### **Open Water Task Force**

There isn't much new to report on this front. We are continuing to research and develop recommendations, and regular communication is ongoing with USA Swimming, USA Triathlon our insurance provider and on numerous other fronts. We have also had productive conversations with WOWSA in recent weeks. Work is underway on the OW Results Database and the Task Force will have its next call the last week of March.

### **CEO Email to Volunteers – Last Week of March**

I have drafted an email with updates on phase 2 of our digital transformation that will be sent to volunteers the last week of March. The primary focus is to preview changes that will be taking place in the coming weeks to the look and feel of emails sent by the National Office. We are nearly ready to launch our new email platform that will allow us to more appropriately segment our communication. The automation and dynamic generation of email lists will provide significant improvement in efficiency for the staff. It will offer our members more flexibility to choose the types of communication they prefer. And perhaps most importantly (although not the most exciting) is that we'll become compliant with digital marketing communication standards and laws (i.e. spam regulations).