
Action Item:

1. MSA to approve the Branding Task Force's approach to hiring a branding consultant and waiving of sections III.A and V.D of PMG as part of their plan.
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President Rob Copeland called the meeting to order at 8:03 p.m. EDT. Also present were Meg Smath, Jim Miller, Mark Gill, Patty Miller, Leo Letendre, Jeff Moxie, Mike Heather, Julie Heather and Tracy Grilli.

Officer reports

VP Member Services

Mark submitted the following written report:

Since the last meeting of the EC, the Marketing and Publications Management Committees have met.

Marketing Committee: The committee discussed how to support the Helping Get USMS Noticed promotion featured as a news item on our webpage. One of the items considered was the types of collateral material that can be used during a promotion. The committee will solicit LMSCs to see what major events in their area they would like to have the committee help support so we can better plan for the availability of materials.

The committee also discussed the use of the USMS Planners. The groups considered ways to distribute the planners and if they currently achieve the marketing message we want them to. No decisions were reached.

Publications Management Committee: During a review of the budget, the committee added a request for a survey to be conducted in 2009.

The annual planning meeting with Douglas Murphy Communications will take place June 25–June 26 in Richmond, Va. Attending from USMS will be Mark Gill, Heather Hagadorn, Lynn Hazelwood and Bill Volckening. Bill Volckening will work with Bill Edwards of DMC to prepare materials for distribution two weeks prior to the meeting.

Allen Highnote is leading the effort to evaluate our USMS house ads and consider what topics we want to see covered in the next year. The May/June issue of the magazine was mailed on May 6. It was scheduled to be mailed on April 18. The committee is working on determining the causes of the delays and improving processes so that we can avoid them in the future. The July/August issue has hit all of its target dates on time thus far.

Jim Matysek reported that online entries for Long Course Nationals are now available. He is now working on upgrading the USMS discussion forums. The updates will include the ability to post photo galleries and blogs (this will only be available to members).

Ransom Arthur Award

The Ransom Arthur Award was presented to Barry Fasbender at SC Nationals in Austin. Congratulations to Barry for this well-deserved honor.

Disputed credit card charges

Recently a person who registered online disputed the charges to his credit card. Leo has been following up with the credit card issuer. In lieu of an executive director, Leo will deal with any future similar occurrences. We also will need to put a process together.

Oversight for DMC advertising

Controller Margaret Bayless requested that we establish a procedure for checking advertising invoices for the magazine. Mark will discuss this issue with Publications Management Chair Heather Hagadorn.

USA Triathlon liaison MOGs

Jerry Clark has finished revising the MOGs for this position. Rob will discuss the new MOGs with Jerry.

Club Development Task Force

Jim reported that the task force will be meeting June 22 to begin work on revising their proposal for a club development coordinator, as requested by the EC. Jim will forward the revised proposal to the EC for review. Julie expressed concern that the task force's strategic plan was not being followed. She also recommended disbanding of the LMSC development task force. No action was taken.

Branding Task Force

The Branding Task Force submitted a report and proposed procedure to hire a branding consultant (see attached). Part of the procedure includes waiving of sections III.A and V.D of PMG. **MSA to waive these sections of PMG.** Meg will forward the waiver request to the BOD for their approval. Task force chair Lynn Hazlewood will be instructed to move forward with an overbudget request to hire a branding consultant.

Toyota clinics

Rob has continued to discuss Toyota's sponsorship of swimming clinics for next year. They have put together a draft webpage, which they would like us to link to from our home page. The draft webpage needs some slight modification. Patty will email the needed modifications to Rob, who will communicate them to Toyota.

USMS Swimmer issues

Tracy left the call at approximately 9:00 p.m. The EC went into executive session to discuss issues related to magazine production.

ED Search Task Force

The EC remained in executive session to hear a report on the progress of the search process. The BOD will meet by conference call on June 3 to hear the search task force's recommendation.

Next EC meeting and adjournment

The meeting adjourned at 10:28 p.m. EST. Our next meeting will be 8:30 p.m. EDT on June 4.

Meg Smath
Secretary

Report of Branding Task Force

INTRODUCTION

During its February mid-year meetings, the USMS BOD "MSA to direct the Branding Task Force to investigate using outside resources to develop a new brand image (*minutes of 2/8-10 BOD meeting*).\" Attached is the RFP we are proposing to distribute in our search for that help. Below is a description of the process we intend to follow, PMG waivers needed and a proposed budget showing a two-phase project. The Branding Task Force is requesting approval to move forward with the RFP as well as the appropriate PMG waivers and an over budget request for Phase I.

PROCESS

The task force proposes the following for Phase I:

1. The task force will use outside resources to develop a branding strategy and a visual representation of the organization. Selection will be by RFP process (see attached RFP). It is possible that the brand strategy and graphic representation may be handled by separate consultants.
2. The RFP will be advertised/disseminated through solicitation of selected firms and/or individuals (see below). We will also investigate distribution through professional organizations.
3. Timeline for proposal submission will be 45-60 days from distribution of the RFP.
4. Solicitation of firms, receipt of proposals and response to questions will be handled by Doug Garcia.
5. The initial screening will be a technical evaluation of the proposals by the task force members with professional experience: Tom Boyd, Marketing; Hill Carrow, branding; Doug Garcia, graphics. The screening process will include whatever means the group determines necessary.
6. The screening group will prepare a summary of the proposals that suit our needs and present a plan of action for the remaining evaluation process leading to selection of a contractor.
7. The full task force will then complete the selection process according to the plan. A financial person from the executive level should be added to the task force for this part. USMS Legal Counsel, Patty Miller, is already on the task force to provide legal advice during the evaluations.

Process for Phase II is to be determined.

PMG WAIVERS

The following PMG waivers are needed to implement the above process:

1. III.A—Waive the approval of Professional Positions and Projects by the HOD.
2. V.D—Waive announcement of the RFP in *USMS SWIMMER* and *Streamlines*.

PROPOSED BUDGET—Phase I

Category	Low	High	Notes
Development	10,000	15,000	Based on \$1000–\$1500 per day for two

of Brand Strategy			weeks.
Graphics	25,000	40,000	Payment for development of a professional visual representation of the organization.

PROPOSED BUDGET—Phase II

Category	Low	High	Notes
Implementation of Brand Strategy	TBD	TBD	Amounts for this part will depend on the proposals
In-house management	10,000	15,000	Should USMS not have an Executive Director to manage the contractors for this phase, we will need some in-house management capability. This person will need to have professional expertise and be required to attend to the job consistently.
Development of Brand Standards Manual	TBD	TBD	This can probably be done in-house based on the brand strategy, but there will be implementation costs for dissemination of information and education of administrators.

LIST OF FIRMS FOR SOLICITATION

Doug Garcia has proposed this list of potential contractors. The list is still under development and includes firms that specialize, generalize and/or have experience with non-profits. Once we get the go ahead from the EC, Doug will begin emailing and or calling to see if they're interested.

Addis Creson
2525 Ninth Street
Berkeley CA 94710
510-704-7500
www.addiscreson.com

BlackCoffee
840 Summe Street
Boston, MA 02127
617-268-1116
www.BlackCoffee.com

Brady Communications
16th Floor, Four Gateway Center
Pittsburgh, PA 1522-1207
412-288-9300
www.BradyCommunications.com

Duffy Design Group
HQ in Minneapolis
<http://www.duffy.com/duffy/index.aspx>

Glenn Monigle Associates
HQ in Denver
<http://www.monigle.com/>

Hornall Anderson Design Works
HQ in Seattle
<http://www.hornallanderson.com/>

Landor Associates
HQ in San Francisco
<http://www.landor.com/index.cfm?bhcp=1>
Landor set the standard for branding and has been around since after WWII

SME
HQ in New York
<http://www.smebranding.com/>

Sterling Rice Group
1801 13th Street, Suite 400
Boulder, CO 80302
303-381-6400
www.srg.com

Studio Archetype
600 Townsend Street
San Francisco, CA 94103
415-659-4400

Sandstrom Partners
Jack Peterson
503-248-9466
jack@sandstrompartners.com

REQUEST FOR PROPOSAL

UNITED STATES MASTERS SWIMMING INC.

April 2008

INTRODUCTION

United States Masters Swimming Inc. (“USMS”) is searching for a brand consultant who will provide advice and services to better position the organization in the fitness marketplace.

BACKGROUND

USMS is a not-for-profit corporation started in 1970 and dedicated to the premise that the lives of participants will be enhanced through aquatic physical conditioning. The goals and objectives of USMS are to encourage and promote improved physical fitness and health in adults; to offer adults the opportunity to participate in a lifelong fitness and/or competitive swimming program; to encourage organizations and communities to establish and sponsor Masters swimming programs; to enhance fellowship and camaraderie among Masters swimmers; and to stimulate research in the sociology, psychology and physiology of Masters swimming.

Brand Personality: USMS is an inclusive and welcoming organization of adults age 18 and older who have discovered the fountain of youth: health, fun, happiness and never-ending personal growth through swimming. USMS members invite others to share in this fulfilling lifestyle.

Brand Story: United States Masters Swimming is dedicated to helping people improve their lives through swimming, one of the safest and most effective exercises available. Its members are swimmers of all abilities, from the beginner to the accomplished, and all are welcome. USMS has members and clubs across the United States and conducts events ranging from basic skill clinics to local and national competitions in pools and open water. Through organized club practices or peer support, members are encouraged to continue their journey of personal growth and health, whatever their age. Members have found lifelong friendships, personal support, challenges that improve self-esteem, and relief from the pressures of adult life. USMS seeks to share the benefits of adult swimming with you, whether you want to improve your health and fitness, compete or just lose a few pounds. If you want to live your life more fully, we have the way.

TWO PHASES

USMS is searching for a brand consultant to help USMS better position itself in the fitness marketplace. USMS has conducted research involving both members and non-members. In addition to focus groups exploring perceived benefits and brand image

involving both groups, the organization has performed extensive research on member perceptions, attitudes and behaviors. There are wide differences between member and non-member perceptions of the organization.

Phase One will consist of developing a brand strategy and visual representation of the organization (symbol, logotype or combination of the two) and any possible taglines. The strategy should take into consideration the brand personality and story as outlined above. The strategy should include a communications plan. In addition, development of the strategy should take into consideration the not-for-profit status of the organization in relation to budgets for media. The logo/artwork should be easy to use consistently across as many platforms as possible, including printed materials, advertisements, merchandise, premium items, apparel, internet, and potentially video/broadcast.

Phase Two will consist of implementing the brand strategy.

PROPOSAL SHOULD INCLUDE:

To be considered by USMS, your organization must submit the following information.

1. A detailed description of services offered.
2. Your total bid amount; which should represent your maximum project charge. Preference will be given to proposals that provide a breakdown of billing rates and expected hours for individual personnel who will work on the project and a breakdown of costs for each element of the project. Expected payment schedules should also be provided.
3. Your company's experience in consulting with not-for-profit entities, including sports organizations.
4. Samples of the work your organization has provided to organizations similar to USMS.
5. A listing of the personnel who will work on this project, including their qualifications and experience with work of this nature. Location of these persons should also be provided, as well as the relationship to the bidder.
6. A detailed explanation of how you would work with USMS throughout the process of brand development and positioning.
7. A detailed explanation of how you would work with USMS in developing creative deliverables for phase one (logos/artwork).
8. A detailed explanation of how you would work with USMS in implementing Phase Two.

Furthermore, your proposal should contain the following:

1. Other relevant information that would be beneficial in evaluating the proposal.
2. A timeline for development of Phase One.
3. The length of the contract you would be seeking.
4. Sample services contract if different from your proposal as submitted.
5. References.

AWARD OF PROPOSAL

USMS will select the consultant it believes offers the proposal that is in the best interest of USMS. Furthermore, USMS may enter into a contract based upon initial proposals submitted, and USMS reserves the right to accept or reject all or parts of proposals received. Price alone will not be the sole determining factor in the selection process; therefore, each initial proposal should be submitted with the bidder's most comprehensive services and most favorable pricing. In determining the successful bidder, USMS will consider, but not be limited to, the following criteria:

1. The bidder's ability and experience in consulting with not-for-profit sports organizations.
2. The services offered by the bidder and associated fees.
3. The overall quality of the services being offered.
4. The reputation, experience and qualifications of the bidder and personnel who would be assigned to work with USMS on the two phases of the consulting work.
5. References.
6. The bidder's approach as to how it would work with USMS.
7. The accessibility of the bidder's staff to the USMS contact.

HOW TO SUBMIT A PROPOSAL

Proposals should be submitted electronically in a Word document or PDF to Doug Garcia at dougarcia@usms.org no later than midnight Pacific Time, [Month Day and Year]. Questions should be directed to Doug Garcia via e-mail.