December 3-4, 2021 Board Meeting Minutes

Location	Date	Time	Format
United States Olympic & Paralympic Museum	December 3, 2021	9:06 am MST	In-person

In Attendance

Board Members Present		
Joel Rosinbum	Chair	Present
Kevin Haas	Vice Chair	Present
Keri Serota	Secretary	Present – arrival in mid-morning
Scott Sternberg	Director	Present
Allysa Seely	Director	Present
Henry Brandon	Director	Present
Susan Haag	Director	Present
Gabriela Gallegos	Director	Present
Chuck Graziano	Director	Present
Tekemia Dorsey	Director	Present
Ben Collins	Director	Present
Jacqueline McCook	Ex Officio	Present
Felix Stellmaszek	Director	Present
William Huffman	Director	Present – arrival in mid-morning
Monica Paul	Director	Present – arrival in mid-morning remotely
Erin Storie	Director	Present Remotely
Others Present		
Rocky Harris	CEO	Present
Victoria Brumfield	Chief of Staff	Present
Nellie Viner	Senior Counsel	Present
Katie Willemarck	Chief Financial Officer	Present
Sandra Cook	Governance and HR Manager	Present
Gabe Cagwin	President of Foundation/Chief Advancement Officer	Present

Minutes

1. **Call to Order**

Joel Rosinbum called the meeting to order at 9:06 am MST

At that time, a quorum was confirmed.

2. **Approval the Minutes**

Approval of the Minutes – Henry Brandon moved to approve minutes from the past Board meeting as well as Board votes taken electronically – Motion passed; meeting minutes approved.

3. **Agenda Conflict of Interest Disclosures**

Joel Rosinbum asked members and observers if anyone had a conflict to declare or had a conflict related concern in relation to any of the items on the agenda. None were noted.

4. **Sarah Hirshland, CEO of the United States Olympic and Paralympic Committee**

Sarah Hirshland, CEO of the USOPC presented on the state of the Movement

- The Tokyo Games was the most successful Olympics & Paralympics in modern history.
- According to data, the American public supports the Movement in a big way.
- There is an opportunity to build volume in fundraising efforts – not just a few high-net-worth individuals.
- Our best athletes in this country are still choosing to pursue the Olympic dream, which is great news.
- Challenges:
    - How do we leverage the opportunity of LA2028 in the best way?
    - Navigating the geopolitical environment.
    - The world is catching us from a performance, revenue, and sophistication perspective. We want the entire ecosystem to rise, but we still want to be at the top.

5. **Rocky Harris, CEO Report**

Rocky Harris presented his CEO Report.

- He has transitioned back to being less involved in the business that he had to be more involved in during COVID. His team is best in the Movement.
- In 2022 the organization is going to be focused on Youth and Service.
- Staff and Culture is outstanding. We won Outside Magazine, Front Office Sports, and the Gazette award.
- Service and Value – We have a great service team and leader that have created new service standards and processes. The Customer Service score went from 58.2% at our worst time in January to 84.6% currently.
- DEIA Progress – Together we Thrive, the Student Summit and Actions for Change Summit were both successes.
- Events – Endurance Exchange (over 1,000 attendees), Age Group Nationals (over 6,000 at an all-time record), Americas Triathlon and State Championships (all 50 states). Endurance Exchange is going to be virtual this year.
- Risk and Audit – Had one of the cleanest audits in the Movement, have challenges with the new Minor Athlete Abuse and Protection Policies and the Center's rollout of it. The Center is unwilling to make a practical change requested by a group of NGBs to adapt their new policies and requirements for adult-only clubs (with no minors).
- Elections – We had a record 31 people nominated for the board; The US has the most World Triathlon leadership representation of any country in the world.

- Partnerships – Outside Magazine partnership has benefited memberships and partnership with TriFind will benefit USA Triathlon race directors, coaches and clubs.
- Memberships – The pandemic showed that we have a loyal and active base of annual members.
- Foundation – Significant growth in donors and donations, and robust major gifts program has been implemented in Q4.
- Olympics and Paralympics – We won 20.83% of all the paratriathlon medals in the Paralympics. The Marketing Committee was instrumental in helping us build out the Tokyo marketing plan.
- Strategic Plan – Looking at 2022 through the lens of the Strategic Plan. 2022 Organizational Priorities:
    - Elevate the level of service, support, and value we are providing to each constituent group
    - Revamp and grow education and resources for all constituents
    - Grow all constituent groups: adult members, youth members, clubs, sanctioned races, certified coaches, certified RDs, officials
    - Develop and implement new youth framework
    - Overhaul digital engagement ecosystem
    - Promote multisport race formats by producing a successful multisport national championship
    - Increase diversity of staff and key constituency groups
    - Pass the USOPC and SafeSport Audits
    - Develop a world class junior talent ID and development program
    - Surpass revenue goals

6. **Holly Shick & Dave Patterson, COI Training**

Holly & Dave presented on conflict of interest.

- Common conflict scenarios include outside employment, personal relationships, financial interests and corporate opportunities
- Don't be afraid to state the obvious
- Types of conflict include actual, potential, and perceived

7. **Henry Brandon & Katie Willemarck, Treasurer's Report**

Henry Brandon & Katie Willemarck presented the treasurers report and budget consolidated overview

- Membership revenue was budgeted very conservatively but exceeded expectations
- Critical essential spending culture helped keep expenses well below budget
- 2021 forecast helped set the baseline for 2022
- Emphasis on regrowth of the sport and increased support for race directors, coaches and clubs
- CEO contingency budgeted for new initiatives
- Growth in Personnel and Healthcare Costs
- Increased investments in direct athlete support, para development program and elite/junior program

8. **Katie Willemarck, Nellie Viner, Business Development, Strategy and Marketing and Communications Update**

Staff provided their respective business reports

Finance & Administration

2021 Accomplishments

- Audit and 990 completed by May 31 (previously Sept- Nov)
- Consistently issuing monthly financial statements within 8 business days
- Completed RFP and selected new investment advisor – United States Olympic Endowment

2022 Priorities

- Finish membership system reporting and enhancements
- New HR/Payroll system
- Reinforce culture with staff coming back on or flex-fulltime basis

Legal & Compliance

2021 Accomplishments

- Passed with one of the "cleanest" Safe Sport event audits
- Comprehensive Bylaw revisions – USA Triathlon and Foundation
- Proper athlete representation on almost all committees
- Pro Bono Attorney Program utilized
- Outside Magazine's 2021 Best Places to Work; the Gazette 2021; Front Office Sports 2021

2022 Priorities

- Pass the USOPC audit
- Pass the Safe Sport administrative audit
- Increase elite paratriathlete representation on the World Triathlon AAC

9. **Gabe Cagwin, Foundation Update**

Gabe provided the USAT Foundation Update

2021 Accomplishments

- Restructured Foundation operating plan and streamlined all admin processes
- Implemented benefits and rewards for donors
- Grew donor count by 27%
- Established a Major Gift Program
- 65% increase in fundraising from our highest year to date

2022 Priorities

- Goal is to almost triple the funds raised in 2021
- Build a long-term pipeline for major gifts

- Create a first-class donor experience
- Create fundraising campaign focused on goals for 2024 and 2028 Olympics & Paralympics
- Create VIP experience at our events

10. Tim Yount, Sport Development Update

Tim Yount presented the Sport Development Update

2021 Accomplishments

- 38 NCAA programs signed and announced; expected to reach 40 in early 2022
- Awarded USOPC NGB DE&I Choice Award for Together We Thrive Initiative
- Hosted 2nd annual Together We Thrive Actions for Change Summit and Student Summit
- Hosted largest ever Age Group Nationals
- Irving, TX to host first ever USA Triathlon Multisport National Championship Festival
- E2 virtual participation in 2021
- Improved customer satisfaction from 58.2% to 84.6%

2022 Priorities

- Ensure DEIA is incorporated across all education programs
- Elevate the Officials program
- Grow total clubs, certified Race Directors, sanctioned races, certified coaches

11. John Farra & Amanda Duke Boulet, High Performance Update

John & Amanda presented the High Performance Update

2021 Accomplishments

- Qualified 22 athletes for Tokyo – 5 Olympic and 13 Paralympic and 4 athlete guides
- 2 Olympic Games medals
- 5 Paralympic Games medals
- World Class High Performance staff

2022 Priorities

- Paris – Boots on the ground, Operating Plans and collaborations
- Increased investment into our Para athletes (stipends and performance incentives)
- Increased emphasis and investment into Development Race Series (Youth, Jr and Para)
- Evolution and growth of the Elite Paratriathlete Resident Program and Project Podium training environments

Joel adjourned the meeting at 4:00 PM MST.

December 3-4, 2021 Board Meeting Minutes

Location	Date	Time	Format

United States Olympic & Paralympic Museum	December 4, 2021	9:01 am MST	In-person

In Attendance

Board Members Present		
Joel Rosinbum	Chair	Present
Kevin Haas	Vice Chair	Present
Keri Serota	Secretary	Present
Scott Sternberg	Director	Present
Allysa Seely	Director	Present
Henry Brandon	Director	Present
Susan Haag	Director	Present
Gabriela Gallegos	Director	Present
Chuck Graziano	Director	Present
Tekemia Dorsey	Director	Present
Ben Collins	Director	Present
Jacqueline McCook	Ex Officio	Present
Felix Stellmaszek	Director	Regrets
William Huffman	Director	Present
Monica Paul	Director	Present remotely
Erin Storie	Director	Present Remotely
Others Present		
Rocky Harris	CEO	Present
Victoria Brumfield	Chief of Staff	Present
Nellie Viner	Senior Counsel	Present
Katie Willemarck	Chief Financial Officer	Present
Sandra Cook	Governance and HR Manager	Present

1. **Call to Order**

Joel Rosinbum called the meeting to order at 9:01 am MST

At that time, a quorum was confirmed.

2. **Victoria Brumfield, Business Development Update**

Vic Brumfield shared an update on Business Development

Business Development

2021 Accomplishments

- $600,000 in new cash sales revenue
- Total Cash Contractual Value of new deals = $2,665,000

2022 Priorities

- Exceed Sponsorship Cash Goal of $600,000 recognized in 2022
- Licensing with One Team Partners
- USA Triathlon Marketplace

Strategy & Growth

2021 Accomplishments

- Drove over 130 new Clubs with Win Back and Acquisition incentives
- New membership types developed

2022 Priorities

- Grow Membership
- Develop and implement youth framework

Marketing & Communications

2021 Accomplishments

- Launched partnership with Triathlete/Outside Inc.
- Leveraged Tokyo 2020 through storytelling and content creation
- Key campaigns Together We Thrive, Race Local. Compete Nationally., and Safe Return to Racing

2022 Priorities

- Develop and implement a new digital ecosystem
- Implement geo-targeted marketing campaigns to support sanctioned races
- Reposition Time to Tri as industry leader for beginners

MOTION			
To approve the 2022 budget as presented.			
Moved	Chuck Graziano	Seconded	Gabriela Gallegos
CARRIED			

3. **Gabriela Gallegos, World Triathlon Update**

Gabriela Gallegos shared an update on World Triathlon

- Strategic planning process just completed and will be rolled out at start of 2022
- Willingness to bring in and work with the United States
- Priorities include developing federations

4. **Kevin Haas & Jacqueline McCook, NGB Council Update**

Kevin Haas and Jacqueline McCook updated on the NGB Council

- Services and funding to support mental health for current and recent retired athletes
- Lots of challenges with upcoming Beijing games including COVID, political, medical, etc.

5. Board Liaison Reports

All board members provided updates on their respective committees

- Henry Brandon, Nominating & Governance Committee – Committee worked to create rubrics and source new independent director and candidates for general director position
- Chuck Graziano, Ethics Committee – No update/has not needed to meet
- Henry Brandon, Finance Committee – Report provided during finance presentation
- William Huffman, Athlete Advisory Committee – Goal has been to get more athlete representation on all committees to meet USOPC requirement, games selection criteria was amended several times this year
- Tekemia Dorsey, Age Group Committee – Had to deal with race cancellations and rescheduling of events and slots, Zone3 was uniform sponsor was well received, Athlete of the Year has been completed
- Allysa Seely, Collegiate Committee – Still working thru Covid restrictions within various schools
- Joel Rosinbum, Compensation Committee – Rocky's contract has been extended thru 2028
- Monica Paul, Hall of Fame Committee – Over 80 submissions, 2 rounds of voting
- Joel Rosinbum, International Relations Committee – Did not meet this year, revisioning of committee in the works
- Scott Sternberg, Marketing Committee – Looking to restructure the committee to focus more on marketing and less on sponsorship generation etc. as that is now a staff position within USAT
- Chuck Graziano, Multisport Committee – Lots of overlap of issues between Multisport Committee and Age Group Committee
- Keri Serota, Coaching Committee – Working on recertification process, generating speaker/session ideas for Endurance Exchange
- Ben Collins, Paratriathlon Committee – Building regional races and talent ID
- Gabriela Gallegos, Race Director Committee – New requirement for RD's to check SafeSport ban list, business management support still a priority for this group, RD townhall coming up in mid-December, looking to find a new committee Co-Chair, having Liz and Tim join calls has been received positively
- Susan Hagg, Women's Committee – Increased the size and diversity of the committee, new chair will be taking over, lots of social media action

6. Audits & Policies

Nellie Viner presented on the Audit and Policy updates

Audit Update

- Athlete Representation Review Working Group identified which committees had exemptions to the athlete representation requirement
- SafeSport 2021 Event Audit had great results; Administrative Audit will take place in 2022
- Updates to Minor Athlete Abuse and Prevention Policies will be effective as of January 1, 2022

Policies and Resolution Update

- Election Policy Revisions – timeline change during games years, Elite Athlete definition has been revised

MOTION			
To accept the revised election policy as presented in board book			
Moved	Allysa Seely	Seconded	Susan Haag
CARRIED			

- Bylaws Revision to update definition of Elite 10 Year and 10+ Year Athlete

MOTION			
To accept Bylaws amendment as presented in board book			
Moved	Keri Serota	Seconded	Henry Brandon
CARRIED			

- Board Policy to provide guidance, support, clarity etc.

MOTION			
To accept board policy for policies as presented in board book			
Moved	Chuck Graziano	Seconded	Ben Collins
CARRIED			

- Marketing Resolution circulated to board for review and vote at a later date

7. 2022 Board Meeting Dates

Joel shared 2022 proposed meeting dates

- Jan/Feb virtual meeting TBD
- April 30 – 1 day in Irving, TX at Multisport Nationals
- August 5 – 1 day in Milwaukee, WI at AGNC
- December 3 & 4 – 2 days in Colorado Springs, CO

MOTION			
To enter Executive Session			
Moved	Keri Serota	Seconded	Gabriela Gallegos
CARRIED			

MOTION			
To exit Executive Session			
Moved	Gabriela Gallegos	Seconded	Chuck Graziano
CARRIED			

8. Miscellaneous and Wrap Up

Joel recognized Kevin, Allysa and Susan for their contributions to the board as they will be rolling off following this meeting.

MOTION			
To enter Executive Session			
Moved	Gabriela Gallegos	Seconded	Chuck Graziano
CARRIED			

MOTION			
To exit Executive Session			
Moved	Gabriela Gallegos	Seconded	Allysa Seely
CARRIED			

MOTION			
To approve Henry Brandon for a 2 year term and Monica Paul for a 1 year term to the Board of Directors.			
Moved	Gabriela Gallegos	Seconded	Chuck Graziano
CARRIED			

The meeting was adjourned at 12:15 pm MST.