

Minutes
USA Triathlon Board of Directors
Hilton Chicago – 720 S. Michigan Ave, Chicago IL 60605
June 27, 2014

Siff called the meeting to order at 8:00 am CT, June 27, 2014.

Board Members Present:

Barrett Brandon
Susan Haag
Kevin Haas
Dave Kuendig – joined via conference call
Jacqueline McCook – joined via conference call
Victor Plata
Barry Siff - President
Kevin Sullivan
Jack Weiss
Bob Wendling
Mike Wien

Absent:

Steve Sexton

Staff:

Rob Urbach, CEO
Sharon Carns, Senior Governance Affairs and HR Manager
Cassandra Johnson – Communications Coordinator
Andy Schmitz, High Performance General Manager
Jonathan Hall, Performance Advisor

Guests:

Alan Ashley, USOC Chief of Sport
Katie Baker, Sport Performance Manager
Wes Barnet, USOC Team Leader

President's Opening Remarks: Siff stated that the Hall of Fame event was a great night and confirmed the strong presence that the USA has in the triathlon world. He thanked staff for their efforts with the event and the Board's attendance. He reviewed recent office and board successes to include: PATCO in Dallas, and his attendance at the ITU World Championship meeting to discuss rules harmonization.

Approval of Minutes:

Motion (by Weiss and seconded): To approve 5/19/14 and 6/2/2014 Minutes – Approved by unanimous voice vote.

Treasurer's Report: Weiss summarized the financial and audit report.

Motion (by Brandon and seconded): to approve the audit report. – Approved by unanimous voice vote.

Weiss noted that the staff worked hard to complete the report earlier than in previous years.

Foundation Update:

Jacqueline McCook provided an update on the Foundation. She stated they are off to a great start and their meeting in Dallas resulted in the Board of Trustees creating a strategic framework for fundraising. McCook shared the Foundation Vision: A healthier America through triathlon; and Mission - Opening pathways to Triathlon to all through the generosity of donors.

CEO Report: Urbach reported a general organizational overview including key performance parameters related to membership, sanctioning, clubs, enhanced PATCO relationship, and financials, and key challenges including generating fans, fierce competition, and municipal costs. He presented new ideas: Trifecta app (now on mobile phones), membership app, Triliga (team triathlon league), USAT Studios (i.e. Tri-TV, Super Spring Broadcasts, Webinars, and Webcasts), complimentary memberships offered for a \$45 donation to receive Share the Win merchandise, and driving membership in underrepresented communities with a grant from P&G, Tri for Change, Aquabike, Duathlon, Aquathlon, social media (Webcasts and mainstream media), rankings, Du series, extension racing, the hiring of a full-time Youth manager in 2012, Splash and Dash, partnerships with Boys Scouts of America, USA Swimming, and Girl Scouts, and youth teams.

Recess: 10:35 am CT

Reconvene: 10:45 am CT – Kuendig was not on the call.

Strategic Plan Update: Urbach presented an update on the 2013-2016 USA Triathlon Strategic Plan (attached) and provided metrics. He requested that a cultural adaptation task force be created to move the diversity effort forward. Haas and Weiss agreed to serve on the task force.

Recess: 12:35 pm CT

Reconvene: 12:55 pm CT

Regions: Wien presented on the overall governance of the regions and their objectives and goals. He referenced the revised Regional Operations Manual (attached).

Conflict of Interest: Sullivan provided the current status of volunteers signing the Conflict of Interest electronically. He recommended that each Board liaison contact their respective committee members and Regional Councils with the goal to get full compliance.

Safe Sport: Urbach discussed the evolving draft safe sport policy that is a work in progress.

Urbach left the meeting at 1:55pm to attend a press conference.

Recess: 2:15 pm CT

Reconvene: 2:30 pm CT

Siff confirmed the dates and location for Milwaukee meeting.

Andy Schmitz, High Performance General Director and Jonathon Hall joined the meeting at 2:30 pm.

USOC: Ashley and Barnet provided a general overview in sport performance. Ashley stated that there are 47 national governing bodies that the USOC supports and provides resources to foster the best athletes. They explained how the USOC uses their resources for direct athlete support. USOC's Mission is to stay in competitive excellence (i.e. have the best athletes succeed by reaching the podium at the Olympics). The focus is on winning Olympic medals. Objective measure criteria for discretionary team member selections are encouraged.

ITU Athletes' Committee Travel:

Motion (by Plata and seconded) to approve the AAC recommendation that it be allowed to fund or approve the USOC in funding any USAT Athlete members travel expenses to all ITU Athletes' Committee meetings, including special meetings.

Roll Call Vote:

Barrett Brandon	Y
Susan Haag	N
Kevin Haas	A
Dave Kuendig	A
Victor Plata	Y
Kevin Sullivan	N
Jack Weiss	N
Bob Wendling	N
Mike Wien	N

Motion failed Y- 2, N- 5, A - 2

Note: Jacqueline McCook and Steve Sexton were not in attendance at the time of vote.

2014 Elite Athlete Elections:

Motion (by Plata and seconded) to approve the AAC's recommendation to select Jeff Benz to administer the 2014 Elite Athlete Elections.

Urbach announced that he has decided to appoint Jeff Benz to administer the 2014 athlete election.

Plata withdrew the motion.

HP Criteria:

Motion (by Plata and seconded) to approve the 2014 USA Paratriathlon Elite Athlete Incentive Plan, USA Paratriathlon National Team Program, and USA Triathlon National Team Program (attached).

Roll Call Vote:

Barrett Brandon	Y
Susan Haag	Y
Kevin Haas	Y
Dave Kuendig	Y
Victor Plata	Y
Kevin Sullivan	Y
Jack Weiss	Y
Bob Wendling	Y
Mike Wien	Y

Motion Passed Y- 9, N- 0, A - 0

Note: Jacqueline McCook and Steve Sexton were not in attendance at the time of vote.

Monterrey PASO Race Qualification Criteria:

Motion (by Plata and seconded) to accept the AAC recommendation that the top-3 ranked qualifiers to the PASO event earn PASO funding.

After discussion between Plata and Schmitz, the decision was made to take this back to the AAC with the understanding that all parties would reach an agreement. Once consensus is reached, the Board will vote on the criteria document electronically. The Board agreed that the consensus criteria can be posted with the statement that it is pending Board approval.

Plata withdrew the motion.

Elite Criteria (Off-Road; Draft-Legal Pathway):

Motion (by Plata and seconded) to accept the Elite Criteria (Off-road; Draft-legal pathway) (attached). Approved by unanimous voice vote.

Qualification Criteria:

Motion (by Plata and seconded) to approve the AAC endorsed revisions to the 2014 USA Triathlon ITU Continental Cup Event Selection Criteria, 2014 USA Triathlon ITU World Cup Event Selection Criteria, 2014 USA Triathlon World Triathlon Series Event Selection Criteria (attached) to include the addition of the respective amended preambles and striking the last sentence of the second paragraph “As such, substitution decisions at WC events will be made in support of these priorities”. Motion passed by unanimous voice vote.

Motion (by Plata and seconded) to approve the AAC endorsed deletion of the clause referring to the EASC (i. 7) (i.e. section “7. Discretionary Nominations”). Approved by unanimous voice vote.

Strategic Plan Update (continued):

Siff stated there are a number of metrics that have not been addressed that will be tabled until the Board meeting in Milwaukee in 8/2014.

Recess: 4:50 pm CT

Reconvene: 5:00 pm CT

NCAA: Urbach updated the board on USA Triathlon objectives/model (40 schools – 10 years) for the NCAA program, potential grant program variables for institutions adopting the sport of Triathlon as a Varsity sport, and discussed 2015-16 bids and their ranking criteria. Siff offered additional time on the agenda to present on this in Milwaukee (8/2014).

Race Officiating: Wendling outlined a potential proposal to offer a rebate program to race management companies for using USAT certified officials. The Board supported Wendling in sending this to the Race Directors' Committee and to the Age Group Committee for feedback.

Motion (by Weiss and seconded) to adjourn at 6:08pm CT - Approved by unanimous voice vote.



STRATEGIC PLAN
2013-2016





Mission

The mission of USAT is to grow and inspire the triathlon community.

Vision 2012 – 2016

Our vision is to provide the resources required for all in the triathlon community to reach their full potential.

Goals and Objectives

I. Grow membership.

A. Broaden USAT's reach.

1. Deploy resources to engage under-represented communities.
 - a. Increase impact of grants to under-served socio-economic communities by 50%.
 - b. Increase non-Caucasian participation by 50%.
 - c. Increase per-capita membership in three lowest regions by 30%.
1. Expand event offering.
 - a. Increase number of Aquabike races by 100%.
 - b. Increase number of Duathlon races by 25%.
 - c. Increase number of Aquathlon races by 100%.
2. Broaden media exposure.
 - a. Increase website and social media metrics by 100%.
 - b. Increase race webcast distribution by 100%.
 - c. Increase mainstream media exposure by 100%.

B. Engage youth.

1. Increase total youth participation by 50%.
 - a. Build Splash & Dash series to 60 events.
2. Build USAT national youth program and/or seek national-level partnerships with youth organizations that will create awareness and directly drive participation.
3. Grow youth teams by 50%.

C. Improve the accessibility of triathlon.

1. Create community event sanctioning program to reduce physical, financial and psychological barriers.





2. Develop club series racing programs.

D. Increase retention.

1. Improve the membership retention rate by 20%.

E. Understand consumer segments and leverage passion drivers.

1. Identify and segment database into distinct psychographic categories.

2. Provide insights on each of these segments to partners.

3. Provide more relevant offerings to each of these segments.

F. Amplify the USAT value proposition to members.

1. Create more awareness for member benefits.

2. Broaden member recognition programs.

3. Develop more robust membership portal to increase the value exchange.

II. Maximize revenue and resources.

A. Increase marketing revenue by 50%.

1. Systematically prospect non-endemic categories.

2. Reach full capacity on endemics.

3. Monetize digital assets.

B. Develop fundraising capacity.

1. Roll out Foundation, reach \$500,000 in donations.

C. Increase royalty revenues by 100%.

1. Fully leverage brand attributes.

III. Inspire and deliver value to our constituencies.

A. Provide timesaving and experience-enhancing resources to constituencies.

1. Leverage registration (point of emotional commitment) to provide value to participants, race directors and sponsors/partners.

B. Enable each constituency to operate more professionally by providing tools and supports.

1. Provide real-time results reporting for race directors.

2. Develop and manage coach referral program.

3. Provide appropriate funding for US and international officials.

C. Engage constituents more deeply by providing services and information relevant to them.

1. Create and manage industry-leading race calendar.

2. Create and manage industry-leading results database.

3. Create and manage industry-leading money list at no cost to USAT.





- D. Communicate with and across constituencies in a clear and transparent way.
 - 1. Deepen the “socialization” culture.
 - 2. Develop systematic communication protocols with regions and committees to ensure feedback channels are open and constituencies are informed.

IV. Cultivate a high performance culture.

- A. Create objective and measurable goals for athletic performance.
 - 1. Support athletes in the Olympic pipeline and strive for podium spots in the Olympics, PanAm Games and Elite ITU races, and other objectives consistent with annual high performance plan.
 - 2. Provide support for age group racers designed to increase performance at high-level competitions at all distances.
 - 3. Provide support to enable US paratriathletes to win Paralympic and world championship medals.
- B. Benchmark, set measurable goals, evaluate performance, and practice continuous improvement in the areas of products, services, and operational performance.
- C. Provide high-level training and recognition for volunteers and officials.





Regional Operations Manual

Revised June 2013

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INTRODUCTION

USA Triathlon (USAT) divides the United States into ten (10) Regional Councils, which serve across geographic areas, to provide benefits to multisport athletes on a local level. The primary objective of a Regional Council is to assist in the development and growth of multisport within the designated states of the region and act as a liaison between USAT members and staff.

USAT's Board of Directors has mandated a specific level of business responsibility and accountability from the National Office professional staff. This business process is driven across all components of operations including USAT's network of volunteer governance.

It is recognized that this manual is a dynamic document which will require changes in response to the needs of the membership. Any change to these procedures (except the information in the Appendix) may be administered only with a majority vote of the Board of Directors after considering the input and comment of the Regional Councils.

This Regional Operations Manual has been prepared to replace the previously designated regional bylaws for the purposes of aligning the regions' structure and fiduciary accounting to the current best practices of non-profit organizations under Colorado law. This document will outline the responsibilities and operating procedures of each USAT region.

This Manual will allow each region to conduct business in a manner that best serves the constituents of this organization and the multi-sport community. It is designed to empower the Regional Councils to deliver resources to their members and to provide regional leaders collaboration and communication with the Board of Directors and the USAT staff in pursuit of USAT's mission and vision.

Definitions

Region—one of the ten (10) geographic designations that divide USAT's areas of influence.

Regional Council—the member-elected governance structure which promotes USAT's mission within each region.

Regional Council Chair—the senior elected representative of each Regional Council, similar to the Chairman of a Board.

Regional Chair Committee—the committee comprised of all of the Regional Council Chairs.

Regional Council Liaison—the Regional Council Chair elected by the Regional Chair Committee to be the primary liaison between the Regional Councils and the USAT National Board of Directors.

USAT Board of Directors—the national governance group comprised of eight (8) membership-elected representatives, three (3) athlete-elected representatives, and one (1) independent appointee.

Board of Directors Regional Liaison—the national Board member appointed by the Board of Directors to be the direct day-to-day link to the Regional Chair Committee.

USAT Staff Liaison—the USAT national office staff member designated by the CEO to be the direct day-to-day link to the Regional Chair Committee.

Regional Council Administrative Assistant—one of ten (10) part-time USAT employees hired by USAT to handle the day-to-day administrative tasks for the Regions (one assistant per region). May not be an elected member of the Regional Council.

Amendments/Revisions

Any revisions, additions or deletions to the guidelines or addendums in this Manual may be made only by a majority decision of USAT's Board of Directors after considering the input and comments of the Regional Chairs Committee and staff.

All proposed changes must first be submitted to the Regional Chair Committee, the Board Regional Liaison, and the Staff Liaison with enough lead time to allow discussion, modification and support before the document is delivered to USAT's Board of Directors. Recommendations to modify the guidelines must be submitted to the USAT Board President at least two (2) weeks prior to the next board meeting or teleconference at which they will be discussed.

The Regional Liaison may request to be present during the Board discussion of such matter, the acceptance of such request shall not be unreasonably withheld. During the meeting the recommendations will be discussed and may be adopted by resolution and vote of the Board.

USAT General Purpose for Regional Activities

- Conduct its business to achieve and further the mission, goals and strategic plan of USAT.
- Establish and coordinate programs designed to increase USAT membership.
- Act in accordance with the dictates, rules, bylaws, edicts, and requirements of USAT.
- Conduct regional business at regularly scheduled meetings including the annual meeting, ad hoc committee meetings for specific purpose, and at special meetings.
- Keep athletes fully informed of organization policy and reasonably reflect the views of such athletes in its decisions.
- Organize and administer educational opportunities for USAT constituents.
- Assist organizations and individuals interested in developing and conducting USAT-sanctioned multisport events.
- Select, supervise and support championships for the region in a variety of disciplines and distances.
 - Each region must finalize all regional championship selections by September 1 of the prior race season.

- All regional championships outside of those produced at the Olympic/Intermediate distance can be held at any time during the season. All Olympic/Intermediate distance events should be held prior to July 1 in order to best serve USAT within its qualifying window.
- If a regional championship CAN NOT under any circumstance be held prior to that date, the race that is selected will serve as an automatic qualifier for the following year's age group national championship.
- Allow any athlete to compete in any race without regard to race, color, religion, nationality, sex or physical handicap.

ARTICLE I

Regional Designations

Each region of USAT shall be governed by a Regional Council. Their official designation shall be the USAT “XYZ” Regional Council.

ARTICLE II

Establishment of Division

USAT Regional Councils (the "Region") shall be unincorporated divisions of USAT established by resolution of the USAT Board of Directors and shall be a part of and not independent of USAT. Regional Councils shall serve under tauthority of the USAT Board of Directors and under guidance of the USAT Staff.

ARTICLE III

Membership

1. Membership Requirements

- a. Membership shall be open to any individual whose principal residence is situated in one of the states listed in Article VI and is a USAT member in good standing.
- b. The Region shall not charge membership dues.
- c. Membership shall be granted without discrimination as to race, color, religion, age, sex, national origin or physical challenge.

2. Membership Voting Procedures

- a. Each member shall have one vote on each matter put before the membership for a vote.
- b. Proxy voting shall be allowed at all meetings of the membership with appropriate verification of written proxy.

3. Membership Meetings

- a. The Region shall hold a meeting for the membership at least once every calendar year.
- b. At all meetings of the membership, other than special meetings, the order of business, unless suspended or altered by a vote of the members, shall be:
 - 1) Reading the call for the meeting;
 - 2) Reading the minutes of the previous meeting which may be dispensed with by a majority vote;
 - 3) Reports of Officers and the Regional Committees;
 - 4) Unfinished business;
 - 5) Officer elections (recommended);

- 6) New business; and
 - 7) Adjournment.
- c. Special meetings of the membership may be called by the Regional Council members or by at least five percent (5%) of the total members of the region. The date, place and hour of the special meeting shall be designated by the council, and the Council Chair shall give reasonable notice to the members of such meeting no less than thirty-five (35) days and no more than ninety (90) days prior to the date of such meeting.
 - d. The members of the region may call a special meeting by submitting a petition to the Council Chair with the signatures of at least five percent (5%) of the total members in good standing who reside in the region. These signatures shall be accompanied by the printed name, complete address, annual membership number and expiration date, available phone number and e-mail address of each member signing the petition, and a written description of the purpose for the special meeting. This description shall not exceed 250 words.
 - e. All meetings of the membership shall be governed by Roberts Rules of Order (most recent version), except where they conflict with these Operational Rules, in which case the Operational Rules control.

ARTICLE IV

Regional Council Members

1. Numbers and Compensation

- a. The Region shall have a council governed by no fewer than five (5) council members and no more than twelve (12) council members.
- b. All council members are volunteers who shall serve without compensation.

2. Makeup of the Council

- a. All council members must be annual USAT members and in good standing of the region.
- b. No council member may also be a member of the National Board.
- c. The Regional Officials Coordinator (ROC) and Regional Athlete Development Coordinator (RADC) shall be non-voting members of the Regional Council. If there exists more than one ROC within a region, the council appointment will be determined by the Commissioner of Officials. Elected council members who are also serving as ROC or RADC shall retain the right to vote.

3. Terms and Term Limits

- a. Council members shall serve four- (4-) year terms commencing January 1 of the year following their election to the council.
- b. Council members can be serve an unlimited number of elected terms.

4. Appointments

- a. If a vacancy for a council seat exists after the election process has been completed or if a council member resigns the position, the council shall attempt to secure candidates for that position as soon as practicable. The vacancy shall be filled by an affirmative vote of a majority of the number of council members remaining at the time of the vote. Quorum requirements do not apply.
- b. Appointed members shall submit the USAT Regional Council Appointment form to the Regional Staff Liaison within thirty (30) days of appointment. The appointee shall serve in the vacated seat with all the rights and privileges of an elected council member until the next scheduled election.

5. Meetings

- a. Each region shall hold a minimum of four regular council meetings each calendar year.
- b. Special meetings may be called at any time by the Council Chair or by a majority of members of the council.
- c. Regular and special meetings may be held or attended via conference call or other similar communication equipment. In any meeting, all council members must be able to communicate effectively with all other council members.
- d. All council meetings shall be governed by Roberts Rules of Order (most recent version), except where they conflict with these Operational Rules, in which case these Operational Rules control.

6. Dismissal

- a. Any council member may be dismissed by a two-thirds majority vote of the council if he or she has missed one-quarter or more council meetings in a calendar year, or has not actively participated in council business during the year.
- b. Violations of the USAT Code of Conduct may constitute grounds for dismissal.

ARTICLE V **Officers**

1. Officer Positions

- a. The region shall at all times have a Chair, Vice Chair, Secretary and Treasurer. Officers shall be elected by an affirmative vote of a majority of council members.
- b. No person may hold more than one officer position. Officers' duties shall be designated by the Council, other than as set forth in Section 2 of this Article V. Officers shall serve for a period of up to two years, concurrent with the council election period, and may be re-elected in subsequent years subject to the limitations of Article V, Section 3.
- c. All officers shall serve without compensation.
- d. A vacancy in a seat of an Officer shall be filled by an affirmative vote of a majority of council members.

- e. Officer elections shall occur at the first meeting of the Council in the calendar year.

2. Officer Duties and Responsibilities

- a. The Council Chair shall be chief officer of the region and shall preside at all meetings of the regional membership and the regional council. The Chair shall have supervisory authority of the funds and financial records of the Region and shall oversee the preparation of the proposed annual budget for submission to USAT. The Chair shall be an ex-officio, non-voting member of all regional committees.
- b. The Vice-Chair shall perform the duties of the Chair if he/she is absent or unable to act, and the Vice Chair shall discharge such other duties as may be assigned by the Chair or by vote of the council.
- c. The Secretary shall supervise the taking, making and distribution of the minutes of the meetings of the membership and the council. The Secretary shall keep the records of the region, attest documents and discharge such other duties as may be assigned by the Chair or by vote of the council.
- d. The Treasurer shall have direct charge of the region's funds and financial records. Along with the council chair The Treasurer shall oversee the preparation of the proposed annual budget for submission to the USAT.. The Treasurer shall discharge such other duties as may be assigned by the Chair or by vote of the Council.

3. Officer Term Limits

- a. Council Officers may serve in the same officer position for up to four years.
- b. Should no regional council member accept a nomination for an officer position other than an incumbent who has served 4 years in the same position, the council may, at its sole discretion, allow such an incumbent officer to run for an additional term by a majority vote.
- c. There is no limit to the number of successive terms that this provision may be invoked.

ARTICLE VI

Regional Council Administrative Assistants

USAT shall provide the budget relief for each regional council to employ a part-time staff assistant. In conjunction with the USAT Human Resources Manager, the Regional Council shall oversee the hiring and firing for this position; setting appropriate job descriptions; maintaining oversight of this position and providing adequate support to allow this individual to be successful. The Administrative Assistant shall report directly to a member of the Regional Council appointed by the Regional Chair. Any paid staff person must follow directives set within USAT's Employee Handbook, which shall be provided to the administrative assistant. USAT reserves the right to manage any Human Resources concerns and take the appropriate action to ensure that all employees act in the best interest of the organization.

ARTICLE VII **Geographic Region**

The regions are defined as follows:

Florida—Florida (excluding of the panhandle)

Mid-Atlantic—Delaware, Maryland, New Jersey, North Carolina, Pennsylvania, Virginia, Washington D.C., and West Virginia

Mideast—Illinois, Indiana, Kentucky, Michigan, and Ohio

Midwest—Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota, and Wisconsin

Northeast—Connecticut, Maine, Massachusetts, New Hampshire, New York, Rhode Island, and Vermont

Pacific Northwest—Alaska, Hawaii, Idaho, Oregon, Montana, and Washington

Rocky Mountain—Colorado, New Mexico, Texas (El Paso County), Utah, and Wyoming

South Midwest—Arkansas, Louisiana, Oklahoma, and Texas (excluding El Paso County)

Southeast—Alabama, Florida (panhandle), Georgia, Mississippi, South Carolina, and Tennessee

Southwest—Arizona, California, and Nevada

ARTICLE VIII **Goals and Objectives**

The mission of the region shall be to serve as the “arms and legs” of USAT in achieving its strategic plan. Key relevant objectives of the current plan are as follows:

- a. Grow membership and increase membership retention.
- b. Engage youth through Splash & Dash and other youth programs.
- c. Improve the accessibility of triathlon by creating community events.
- d. Amplify the USAT value proposition to members and constituent groups

ARTICLE IX **Authority**

The Regional Councils shall operate under the authority of the USAT Board of Directors. Such authority will be primarily granted to the Regional Councils by the Board, and may be withdrawn at any time. The Regional Council shall have the authority to enter into contracts that commit under \$5,000 in regional funds in furtherance of the region's mission, but not into any agreements which may conflict with USAT national office objectives, including but not limited to sponsorship. Any contract that commits \$5,000 or more in funds will require written approval from USAT's CEO.

ARTICLE X **Regional Committees**

The region shall establish and abolish any committee as deemed appropriate to fulfill the region's mission.

Committees shall report directly to each Regional Council. The formation of key committees serves to ease the time burdens of Regional Council members and encourage diversity of thought and innovation. In the early stages of a particular program a sole regional council member may serve as the entire committee, but regions are encouraged to fill committee slots by the general membership for increased ideas, participation and to prepare new leaders for a future role within the organization.

Committees operate continually and should be directed by the appointed chairperson or council liaison. Committee functions should be reviewed annually. The scope of committee development is only limited by the demands of the council, the membership and the region's resources.

Appendix A provides examples of committees that would provide consistency with USAT staff responsibilities.

ARTICLE XI **Financial Process**

1. Policy

As in any nonprofit organization, it is the fiduciary responsibility of USAT's Board of Directors to ensure that all revenue and expenses are recorded, that they adhere to the approved budget requirements for the year and that there is complete transparency with the overall financial process. USAT's Board of Directors has created the following guidelines to ensure the financial success of the organization.

2. Financial Due Dates

Each Region will be responsible every quarter for the following information:

- a. Check Register
- b. Bank Reconciliation Reports
- c. Invoices and Receipts to match the check register
- d. Profit and Loss statement for the quarter
- e. Profit and Loss statement for the year to date

The information should be sent to the USAT Finance Department by the 15th of the month following the quarter end (Quarter ends: March 31, June 30, September 30, and December 31).

In the event that any region missed the deadlines in the submission of the above information or those listed under Credit Card Guidelines (below) on more than three (3) occasions during the preceding twelve (12) months, the USAT Financial Manager and Treasurer of the Board of Directors may temporarily suspend the Region's credit card and/or close the Region's checking account until such time the account becomes current and they may be assured that the Region can satisfy their fiduciary responsibilities.

3. Fiduciary Controls and Accountability

USAT's budget and the financial support of its programs fall under the direction of the USAT Board of Directors. If any Region fails to follow the budgeting process or the approved expenditures of funds in any given year, the Board has the right to withhold funding.

4. Bank Accounts

Each Region will operate a separate but linked operating account within the USAT system. USAT currently has its day-to-day operating account with Wells Fargo. Each Region shall create a linked Wells Fargo account in its name with the USAT CEO as an authorized co-signer on the account along with the Regional Chair and Treasurer. If there is not a Wells Fargo branch in the Region, USAT will work with the Region to create a mutually viable solution. Each Region may maintain an autonomous check-signing system or request that the USAT Finance Department process all checks and supply the Region with all the monthly reports. The Region shall follow USAT's disbursement process.

5. Credit Card Guidelines

- a. Each Region will be issued one credit card.
- b. Each credit card will be issued through Wells Fargo.
- c. USAT will issue the Card with the Regional Designee as the signatory.
- d. The Regional Designee must be either the Council Treasurer or Chair.
- e. Regions must submit receipts for all credit card charges within thirty (30) days.
- f. USAT will receive the monthly statement, send a copy to the region and issue payment directly.

- g. Regions are expected to reimburse USAT within 30 days of receiving statements. Any late reimbursements are subject to additional penalties and/or removal of credit card privileges.
- h. All credit card charges must have an accompanying receipt for the charge or the next regional budget transfer will be reduced by that amount.
- i. For accountability purposes, USAT does not allow the issuance of debit cards for staff or volunteers.

6. Budget Process

Each Region will follow the same budget process that is embraced by all business units within USAT.

USAT has the following expectations for each Region during the budget process:

- a. Regions must submit budgets for approval in a time frame that coordinates with the formulation of the national budget.
- b. The goal of the regional financial process is to show neither a surplus nor deficit at the end of each fiscal year.
- c. USAT will provide the process guidelines at least six weeks prior to the first published due date for budget material, typically during the summer prior to the New Year.
- d. Regions shall adhere to a template of expense categories that match budgeting and reporting requirements of USAT.
- e. Part-time regional administrative assistant staff are paid employees of USAT, so their funding shall be part of the USAT National Office budget. The current funding level is \$7,000 per year. Hourly wage is determined by each regional council, with approval of the USAT HR Manager.
- f. The minimum funding level for any upcoming fiscal year will be 6.5% of the number of adult annual members as of June 30 of the current year times the current year's adult membership fee plus 5% of youth annual members as of June 30 of the current year times the current year's youth membership fee. This level may be reduced or increased only by action of the Board of Directors.

Budget minimums shall be set by USAT's Board of Directors with the overall goal of increasing limits based on achievement of past performance markers, to support new and innovative projects, and to accomplish other national-level goals through regional programs. USAT believes that the regional budget is investment spending that will help grow the overall sport and the organization.

The Region may also conduct programs that self-generate revenue for the Regions. Revenue generated by the Region outside of USAT disbursements must be forecast and shall be treated as an addition to but separate from the minimum budget set by USAT.

USAT generally begins the budgeting process in Q3. USAT will send each region a budget form to complete. This form is intended to gauge the expected levels of revenue and expense based on the continuation of existing programs. These forms will be due to USAT based on the deadline

set annually by USAT. The USAT CEO and Finance Manager will work with each region and their Regional Coordinator to ensure the budget follows the organizational expectations. The budget shall be supplied to the Board in accordance with USAT'S annual requirements for discussion and feedback. The final budget shall be approved at the last in- person Board meeting of the year, typically in November. Funding for each region will occur in the following increments: 25% of the funding of the approved Regional budgets shall occur no later than February 1st, the next 25% of the funding shall occur no later than April 1st, and the final 50% shall occur no later than June 1st. These dates are subject to necessary cash-flow restrictions and regional performance reviews. Funding schedules may be approved on an emergency basis for a region by the USAT Financial Manager and Treasurer of the National Board of Directors upon request and validation of need. The total amount that any region can carry in their Wells Fargo Accounts is 25% of the previous year's funding. (For instance, on February 1st a region would typically have 0-25% of the amount carried-over from last year's funded amount and 25% of this year's funded amount).

7. Regional Performance Reviews

Each Region will be required to submit annual goals for the upcoming year and accomplishments for the previous year. These goals and accomplishments must be delivered to the Board no later than fourteen (14) days before the last meeting of the year, typically in November. The format may be amended from time to time by the Board. Each Region will be held accountable for achieving their goals.

8. Regional Revenue

Each region has the capability to generate revenue. External regional revenue must be forecast as part of the annual budget process and linked to expenses, but is not part of the minimum budget set by USAT. External regional revenue will be maintained in the Regions' USAT linked bank account.

9. Annual Budget Surplus

Each Region shall be expected to operate under their approved budget. At the end of the year, if a Region shows a surplus in cash funds, USAT will apply up to 25% of the previous year's USAT funding to the current year approved budget (carry over). This increase does not increase the current minimum budget set by USAT; it will appear as supplemental income within the budget. Any cash surplus over 25% shall reduce current-year funding dollar for dollar beginning with the February 1st Regional funding payment. As previously stated the goal of the Regional financial process is to show neither a surplus nor a deficit at the end of each fiscal year. USAT believes that the investment in the Regions will help grow the overall sport and in the organization and that programs designed and funded for fiscal year be completed in that fiscal year to meet the National and Regional Goals.

10. Purchase Procedures

Both the National office and the Regions need to pay particular attention to Regional representatives committing the Region's funds. Because of that, it is important that all parties be aware of large monetary commitments. Before any Regional Council volunteer makes a financial commitment for any potential Regional purchase, including grants or vendor services, of more than \$1,000.00, the Regional Council volunteer must receive written authorization from either the Council Chair or Treasurer to make that commitment.

11. Disbursements

Disbursements are normally made by issuing checks. Checks shall not be made out to cash. All checks should be signed only after completion. Signing of blank checks in ANY circumstance is prohibited. Checks shall be kept in a secure location. Check signing authority rests with the CEO and a Business Unit Director at USAT if USAT processes the checks or the Region Chair or Treasurer if the Region processes its checks. All checks require an authorized signature.

12. Disbursements for Grants, Prize Money and Professional Fees (1099 Process)

- a. Prior to payment the W-9 form must be filled out by any individual, group, club, or speaker who is receiving a grant, prize money, professional fees or speaking fees.
- b. The completed W-9 must be reviewed by the Region or USAT to ensure the name, address and tax payer ID number or Social Security number are included.
- c. Depending on how the region handles their accounting, the W-9 must be turned in to the National Office during the next due date of information (daily, monthly or quarterly). The National Office will in turn send out 1099's and file them with the IRS.
- d. Unless the W-9 form is filled out, no cash payments will be made or disbursed.

13. Cash Advances

The Regional Chair or Treasurer may approve cash advances up to \$200.00 to be used for authorized expenses related to USAT events. The recipient of the cash advance shall be responsible to return all unused funds and expense receipts along with an expense report to the Regional Chair or Treasurer within 10 days of event completion.

14. Travel Reimbursement

- a. Council members traveling to an approved event for USAT business will be reimbursed for appropriate travel expenses. Receipts must be provided for reimbursements. This travel must be budgeted.
- b. Travel expenses will be paid by USAT to and from the annual Council Chair meeting.
- c. Regional Council members who participate in an event where USAT business is also to be conducted shall get written pre-approval for travel expense from the Regional Chair or the Regional Treasurer and shall follow all reporting requirements.

Please see Appendix E for sample forms.

ARTICLE XII

Regional Communications

USAT's regions need to have the ability to communicate with the members in their defined areas. While the frequency of such mailings will be at the discretion of each region, the USAT Board recommends that each region utilize the weekly Multisport Zone program launched in January 2009. The Multisport Zone (MZ) is a single communication tool reaching all members every Tuesday. This platform allows the member to have a single access point to information covering every constituency topic the multisport enthusiast could want.

If a region has information that they wish to distribute to its constituents and that falls outside of USAT's weekly format, the specific policies below apply for mailing labels and electronic messaging.

1. USAT Membership – Electronic Communication

Each region will have access to a weekly electronic mail distribution platform through the Multisport Zone program. Any use of USAT's electronic communication platform outside of the scheduled Multisport Zone mailings must be approved by the Marketing & Communication Department.

2. Multisport Zone Uses and Rules

- a. Content must be added to the "Latest News" page on the region's USA Triathlon website.
- b. Regions may supply editorial every week but it is not required.
- c. Regions supplying editorial for any given week must create the editorial pieces on the "Latest News" page by noon Colorado time on Monday.
- d. USAT's Regional Staff Liaison will review all submissions to ensure they are business appropriate and follow the communication guidelines set forth by the organization.

3. Regional E-Communications

- a. Region Newsletters
 - 1) Regions can send one newsletter per quarter. Each quarterly newsletter can be sent at any point in time prior to the below deadlines:
 - First Quarter: mid-March
 - Second Quarter: mid-June
 - Third Quarter: mid-September
 - Fourth Quarter: mid-December
 - 2) The information in a newsletter should be primarily regionally focused information.
 - 3) There is a minimum of 4 sections or topics in each newsletter.
 - 4) Prior to release, newsletters must be submitted to Regional Staff Liaison to ensure they are business appropriate and follow the communication guidelines set forth by the organization.

- 5) Regions are encouraged to provide a distribution ‘desired date’ however final delivery is subject to organizational priorities and messaging in the delivery pipeline.
- b. E-Blasts
- 1) One e-blast per year will be allowed for each the following occasions:
 - Expos (one per expo)
 - Regional Championships
 - Special Qualifier(s)
 - Membership Meetings
 - Call for Race Directors for Regional Championships and Special Qualifiers (eblast sent only to Race Directors)
 - 2) Regions are encouraged to provide a distribution ‘desired date’ however final delivery is subject to organizational priorities and messaging in the delivery pipeline.
 - 3) Regional councils are encouraged to: allocate time for regional admin to maintain current sanctioning RD email listings by region to facilitate ongoing communication and dialogue as championship/special qualifier needs arise.

4. USAT’s Policies on Electronic Data

USAT maintains a very strict policy on the distribution of electronic data regarding a members’ personal information. In short, it does not share this information with any group internally or externally to USAT. The reasons are simple:

- a. It allows USAT to maintain the accuracy and currency of our data.
- b. It ensures that our communications don’t violate anti-spam laws.
- c. It allows USAT to keep control over how and when our members receive communications.
- d. It allows us to avoid any opportunity for our data to be shared or stolen.
- e. Exceptions to this policy can be made by the CEO if it affects current and approved USAT or Regional Programs.

5. *Triathlon Life Magazine*

Each region will have defined space to use in each issue of the quarterly membership magazine.

- a. USAT Regional Staff Liaison will provide each region with quarterly deadlines.
- b. Regions may supply editorial for every issue.
- c. Regions supplying editorial for any issue must submit the editorial piece to their assigned Regional **Staff Liaison** by the deadlines that will generally fall:
 - Issue 1: early February
 - Issue 2: early May
 - Issue 3: early August
 - Issue 4: late October

- d. USAT’s Marketing & Communication Department will review all submissions to ensure they are business appropriate and follow the communication guidelines set forth by the organization.
- e. Future deadlines will be supplied to each Region no less than four weeks prior to the respective deadline.

ARTICLE XIII **Code of Ethics**

Regional members shall at all times act in accordance with the USAT Board of Directors and its Volunteer Code of Ethics. All Regional Council Members are required to understand, agree to, comply with, and sign the USA Triathlon Ethics Policy Receipt, and the Conflict of Interest Disclosure Statement. An elected or appointed council member shall have thirty (30) days from their election or appointment to complete the form, after which time they shall be subject to removal from the council.

Any Regional Council Member that does not complete, sign and send to USAT the above forms by March 31 of each year shall automatically forfeit their council seat. An appointed council member shall have thirty (30) days from appointment to complete the form, after which time they shall be subject to removal from the council. Any council member removed for not completing this requirement may be reinstated through a written appeal to the Board of Directors within 30 days. If an appeal is not made within 30 days or the Board does not approve the reinstatement, the seat will be deemed permanently vacant and the council may appoint a replacement.

ARTICLE XIV **Indemnification**

USAT shall indemnify and hold harmless each of the Region's Council Officers, council members, committee chairs, agents, employees or persons serving at the request of USAT or the Regions.

ARTICLE XV **Amendments to the Operational Rules**

This Regional Operations Manual may be amended by approval of a majority of the National Board of Directors after considering the input and comment of the Regional Councils.

ARTICLE XVI
Miscellaneous

All provisions of these Operational Rules conform to and comply with all applicable state and federal laws and regulations. These Operational Rules shall take effect immediately upon approval by a majority vote of the National Board of Directors and shall constitute the Operational Rules of the USAT Regional Councils.

APPENDIX A

Committees

Designation of responsibilities is essential to holding council members or other volunteers accountable for their performance. This allows each council member specific duties to embrace and for USAT to identify them, assist in idea sharing among them and to better define budget and wish list items across regions. It also allows for more effective volunteer recruitment based on specific job expectations. Regions are urged to use the following descriptions in designating job responsibility among council members and other regional volunteers. In cases of complete regional councils it is suggested that each member be appointed one of these defined roles in regional functions.

Council Officer descriptions are listed under Article V, Section 2 above.

The designated Regional Council Committee and Liaison Responsibilities are as follows:

1. Marketing and Communications

Responsible for informing the athletes of the region, directly or through their representative association, about the items the council is and has been discussing. This includes items discussed in email, council meeting, rankings, championships, upcoming races, and issues about races, annual awards banquet, and items brought up by other athletes in the region. Information should be written without personal bias. It should be factually based and informative. The final document should be forwarded to USAT's regional liaison. This position also coordinates activities related to fundraising within the region, including hard (cash) and soft (swag) awards. These activities will be mindful of existing relationships with USAT national.

2. Youth

Responsible for regional youth programs and the support of national youth programs. To encourage youth races, and clinics by effective communication with race directors and coaches, and to actively support regional outreach to youth clubs and schools. Also responsible for general communications with the youth membership, directly or through their representative associations.

3. Championship

Each Regional Council may nominate championship events from all states represented in the region. Oversees the entire nomination process and works with selected Race Directors to ensure that all championship events follow USAT standards and guidelines. Helps coordinate all activities supporting any National Championships, and World Championship in the region.

4. Race Director Liaison

Acts as the liaison between the race directors, athletes, and USAT to ensure that all rankings information is submitted in a timely fashion and follows the guidelines and standards developed

by USAT. Also responsible for general support of race directors and is charged with identifying and promoting USAT sanctioning to non-sanctioned events in the region.

5. Education Coordinator

Helps coordinate all educational activity in support of related USAT initiatives. Assists in developing marketing strategies in support of national and regional council activities.

6. Webmaster

Charged with maintaining and providing content for the regional website. The member will seek media content and help create articles of interest for regional and national media for contribution within and outside USAT.

7. Membership and Annual Membership Outreach

Responsible for outreach and communications with regional adult membership and for promoting membership acquisition activities at races and other locations. Organizes and plans the regional membership meeting.

8. Paratriathlon Liaison

Maintains communications with, and works to enhance the experience of USAT's Paralympic athletes in the region, directly or through their representative association(s).

APPENDIX B
Regional Council Administrative Assistant Job Description

Job Title: Regional Council Administrative Assistant

Reports to: Regional Council Chair

The Regional Administrative Assistant job description is to be created by each respective region based on the needs of that region. The following is a template provided by one of the regions that may be used as an example.

Basic Function:

The Administrative Assistant will provide support to the council's day-to-day operations. The individual will also interact, as necessary, with the USA Triathlon Regional Staff Liaison and the various departments and functions of the USA Triathlon national organization.

The duties include, but are not limited to:

- Ensuring that the council communicates up-to-date information to USA Triathlon members in the Region;
- Providing support to the Council Chair and Vice-Chair in the management of the council's programs and internal council operations;
- Assisting the Treasurer in maintaining accurate financial information;
- Assisting the Secretary with the preparation, posting and archival of the council meeting minutes;
- Planning and assisting with the organization of the annual membership meeting; and
- Providing back-office support to various committees as necessary.

The skills needed:

- Proficiency in Microsoft Office (Word, Excel, Power Point) or similar software
- Access to a computer with internet access
- Knowledge of the multisport environment
- Available time on weekends for monthly Council conference calls.
- Additional employment information
- This position is for work up to 10 hours per week.

APPENDIX C
Regional Statement of Annual Accomplishments and Goals

Region:

Regional Council Chair:

Current year:

Date:

Current year goals:

Include emphasis area (e.g. Paratriathlon, Club, Collegiate), budget allotment, timeframe for completion (if applicable), etc.

Current year accomplishments:

List accomplishments based upon this year's goals and actual monies (to date) expended vs budget. Discuss how the goal was achieved and keys to success. Include whether achieving the goal had its desired effect on the furtherance of USAT's strategic plan. If not achieved discuss barriers or impediments. Also include a discussion regarding any changes necessary to achieve failed goals in the following year, if applicable. Please note any methods you used for success that could help other regions achieve their goals. Use additional pages as needed.

Next year goals:

List the region's goals for the upcoming year. Include whether they are new or continued from the previous year. Explain how the goal is relevant to furthering the mission of USAT. Please be as detailed as possible. Include how the National staff or National Board of Directors can help accomplish this goal. Use additional pages as needed.

APPENDIX D

Volunteer Travel Policy

Employees and volunteers of USAT may be required to travel to events and races throughout the year. While at these events, you are representing the national federation and your conduct should reflect positively on USA Triathlon. Each interaction by our staff and volunteers with our constituents can be an opportunity to improve our organization.

You may be provided with a USAT uniform to wear at the events and races. Employees and volunteers must be cognizant that every action and word reflects on our organization. If you are provided with sponsorship equipment, apparel or other items, you should utilize these products in connection with USAT activities.

Employees attending the events or races on behalf of USAT are not allowed to participate in the event or race with certain exceptions. Comp entries are also not allowed for USAT employees at sanctioned events.

Travel related expenses must be reasonable, customary and necessary for the conduct of USAT business. Business travel must be authorized by the Chair. All international travel must be approved by the Controller and CEO.

Expense reports are to be reviewed and approved by the Chair or Treasurer, then forwarded to the Regional Coordinator. Board members expense reports are to be reviewed by the CEO and the Controller.

The traveler should select a mode of transportation that is cost-effective and efficient. If, for other than USAT business purpose, the traveler takes an indirect route, or interrupts a direct route, reimbursement for travel costs will be either the actual cost or the cost that would have been incurred by traveling the direct route by the most economical means, whichever is less.

There may be times when you want to have a family member or friend come with you on a business trip. There may also be times when you want to combine a business trip with personal travel. In both cases, you must first get prior approval. Since the purpose of your trip is business, we need to make sure that nothing interferes with that objective. You are responsible for any expenses related to the personal portion of the trip or for your companion.

Air Travel

When you make business travel reservations, purchase the lowest possible coach airfare that meets your business needs. USAT's primary air carrier is United. If for some reason United doesn't go to the area you are traveling, other airlines may be used.

Upon conclusion of travel, the actual "passenger receipt" (showing amount paid, dates of travel, destinations, class of fare, etc.) is required to be attached to the travel expense form in order to be reimbursed for this item.

There will not be reimbursement for Business or First Class reservations without prior approval of the CEO or the Controller.

If a person uses a free fare or flies as a “buddy” on someone else’s ticket, he or she may not seek reimbursement for this airfare because an official airline ticket in the person’s name cannot be provided supporting the claimant’s travel reimbursement claim.

If a person changes air travel plans and is charged a cancellation fee or a surcharge on their airfare, it is not reimbursable if it is incurred for personal reasons.

Personal Auto

Mileage cost for use of personal vehicles is reimbursable, only when less expensive transportation is not available. It is reimbursable at the current “Federal Standard Mileage Rate.” This does not cover local travel except going to and from the local airport if leaving on a business trip.

Car Rentals

Be aware that some car rental companies will charge considerably for refueling the tank if not filled up before returning the vehicle. It is therefore requested that whenever possible the claimant fill up the gas tank at a gas station before returning the vehicle. The gasoline is reimbursable and a receipt is required in order to be reimbursed. An official car rental receipt is also required showing amount paid and all items included in the bill. These receipts need to be attached to the Expense report.

If personal travel occurs during the trip, you must deduct car rental expenses for the days of personal travel.

Ground Transportation

Costs of public transportation and parking are reimbursable with receipts. Taxi fares are reimbursable, only when there is no less expensive alternative with receipts.

Lodging

Lodging reimbursement does not include incidentals such as telephone, meals, laundry, etc. Only the actual room cost is considered when determining the amount to claim for lodging reimbursement. Lodging expenses incurred at a location other than a commercial lodging establishment may not be reimbursed.

An official hotel receipt is required to be attached to the travel expense form. This receipt is required to itemize all expenses on a daily basis.

Per Diem and Meals

USAT will pay per diem for expenses that are not otherwise paid for or provided by USAT. The normal rate will be \$40 per day. This will be divided into 3 parts: \$10 for breakfast, \$10 for lunch and \$20 for dinner. Per diem doesn't require receipts. You are not entitled to a full day of per diem if your business travel day starts after a meal period. Please deduct that meal from your total day per diem.

High cost areas such as Washington DC, San Francisco and select international cities will be reimbursed on a receipt basis only up to \$50 per day. USAT will provide reimbursement for meals based upon original receipts. Receipts such as credit card slips, cash register receipt, etc. should be provided for each meal for which you are seeking reimbursement. Meal claim for reimbursement may not include guest expense, or alcohol.

If you are paying for fellow travelers, each person's name must be written on the back of the receipt. The same is true for business meals. A business meal is defined as a meal with non-USAT staff where a substantial and bona fide business discussion takes place.

Miscellaneous Expense

Travelers will be reimbursed for the following miscellaneous expense incurred while on USAT business:

- Business internet access
- Business office expenses (fax, copy services)
- Business phone call(s)
- Currency conversion fees
- Parking and tolls
- Tips not exceeding 20% of the total cost of a meal or 15% of a taxi

Travelers will not be reimbursed for the following miscellaneous expenses listed below (this is not an all-inclusive list; it serves only a sample for reference):

- Airline club membership dues
- Airline seat upgrades
- Air phone usage
- Annual fees for personal credit cards
- Alcohol
- Auto repairs
- Expenses related to vacation or personal days taken before, during, or after a business trip
- Hotel health club fees
- Landry or valet services
- Lost baggage
- Magazines, books, newspapers, personal reading materials
- Mini bar alcohol and refreshments
- Movies
- Optional travel insurance

- Parking tickets or violations
- Rental vehicle upgrades

Paying for Travel Expenses

A Travel and Business Expense reimbursement form should be submitted within thirty (30) days from date of travel to the Finance office. All reimbursements must be accompanied by original receipts with the exception of allowable per diem.

Travel Expense Guidelines for Domestic Travel

\$500 per airline ticket	\$0.565 personal car reimbursement
\$50 per day car rental	\$150 per night lodging
\$150 per day mini-van rental	\$40 per Diem

APPENDIX E
Regional Council Appointment Form

Date:

Region:

Name of Appointee:

USAT Membership #:

Expiration Date:

Appointee's Email Address:

Year Appointment Ends:

Prior to signing this form, the appointee agrees that he or she has become familiar with the Regional Operations Manual. He or she is aware that the Regional Operations Manual contains the operating policies for all Regional Councils.

The appointee understands that he or she must be a current annual member of USA Triathlon at all times while serving as a member of a Regional Council.

The appointee agrees that he or she will complete and sign the Ethics Policy Receipt and Conflict of Interest Disclosure Statement within 90 days of signing this appointment form. If the Ethics Policy Receipt and Conflict of Interest Disclosure Statement is not completed within 90 days, the appointee will be subject to removal from the Regional Council.

The appointee understands that he or she shall serve in the vacated council seat until the next scheduled election.

The undersigned appointee affirms that the he or she is willing to comply with the above statements and the policies stated in the Regional Operations Manual. Refusal to comply with these statements and policies will subject the appointee to potential removal from the Regional Council. The undersigned council chair affirms that the appointee was selected according to the official council member appointment protocol found in the Regional Operations Manual.

Signature of Appointee:

Date:

Signature of Council Chair:

Date:

Date Received by National Office:



2014 USA PARATRIATHLON ELITE ATHLETE INCENTIVE PLAN

USA Triathlon (USAT) will provide travel reimbursement opportunities to athletes achieving the following results within their confirmed international sport class. The incentives below are intended to only be for 2016 Paralympic Games eligible athletes. Non 2016 Paralympic Games eligible athletes may receive financial incentives as well, but this will be discretionary per the USAT High Performance team.

2014 ITU World Triathlon Series Grand Final Edmonton – Elite Paratriathlon

FINISH PLACE	Reimbursement Maximum	USOC OP GOLD BONUS	USOC OP Gold Bonus Comment
1	\$3,000	\$3,000	
2	\$1,500	\$2,500	Finish w/in Top 50% of athletes starting event per sport class
3	\$750	\$2,000	Finish w/in Top 50% of athletes starting event per sport class
4		\$1,500	Finish w/in Top 50% of athletes starting event per sport class
5		\$1,000	Finish w/in Top 50% of athletes starting event per sport class
6		\$500	Finish w/in Top 50% of athletes starting event per sport class

**USOC Op Gold Bonus is paid as a bonus and does not need to go towards travel reimbursement costs*

2014 PATCO Dallas Paratriathlon Championships and 2014 ITU Chicago World Paratriathlon Event (WPE) – Elite Paratriathlon

Finish Place per sport class	Reimbursement Maximum	Comment
1	\$1,500	A minimum of three athletes must start in the sport class for this reimbursement to be automatic
2	\$750	Finish within 5% winner's time and top 50% of starters in sport class
3	\$375	Finish within 5% winner's time and top 50% of starters in sport class

2014 International ITU World Paratriathlon Events (WPEs) – Elite Paratriathlon

Finish Place per sport class	Reimbursement Maximum	Comment
1	\$2,000	A minimum of three athletes must start in the sport class for this reimbursement to be automatic
2	\$1,000	Finish within 5% winner's time and top 50% of starters in sport class
3	\$500	Finish within 5% winner's time and top 50% of starters in sport class



USA PARATRIATHLON NATIONAL TEAM PROGRAM

Program Overview

The goal of the USA Paratriathlon National Team Program is to have consistent podium performances on the international stage at the highest competitive level. It is a three tiered system which provides administrative, performance, and financial support to assist athletes in achieving optimal results for themselves and the Team at the Paralympic Games and ITU World Championships. The National Team is composed of those athletes with proven performance capability at the most competitive international level and is not intended to serve as a development pathway.

Athletes who have qualified for one of the three National Team Program Levels will be eligible to receive funding and benefits from USA Triathlon (USAT) and possibly the United States Olympic Committee (USOC.) Each athlete will be evaluated upon qualifying for the team and a funding model appropriate for their needs and performance capability will be determined by USAT. Each athlete will receive a contract specific to his/her funding, training needs and competition schedule. Contracts will also outline expectations and goals in order for an athlete to retain their National Team status.

Results achieved on or after January 1, 2014 are eligible to be used as automatic qualification criteria outlined below and will be valid for a rolling 12 month period. An athlete's position on the National Team (regardless of Level) may be extended for a period of up to one year at the discretion of the High Performance Department.

The figures outlined in this document represent minimum funding levels based on objective performance measures met. Other funding and support opportunities may be available to National Team Program athletes throughout the competition year including but not limited to USAT-supported camps and the USAT Incentive Plan which is available to all elite Paratriathletes and published on the USAT website.

USAT and USOC benefits are not guaranteed and funding may not be equally distributed among all athletes.

To receive any or all benefits available through this Program, an athlete must be a current USAT Paratriathlete license holder, be internationally classified according to the ITU Masterlist, be 2016 Paralympic Games eligible and be currently training and competing in sprint distance triathlons exclusively with an objective to qualify for the Paralympic Games. Commitment to sprint distance triathlons and desire to qualify for the Paralympic Games will be evaluated by USAT as athletes qualify for a Level within the Team. Each athlete must provide a competition plan to the High Performance department at the beginning of the calendar year which will be reviewed and approved by USAT. Any non-sprint race (e.g., Olympic, Half-Iron, Full-Iron, etc) or endurance event exceeding one hour (e.g, marathon) must be pre-approved. Athletes will be subject to removal from the Team if the approved plan is not adhered to. Changes to any plans must be communicated to and approved by the High Performance department in advance. Athletes also must be internationally classified by ITU for the 2014 season.



Funding

***Note: These descriptions are intended to outline the details of each stipend/reimbursement option. All athletes will be required to submit an annual training and competition plan which outlines their financial needs. Upon review and approval of the plan, a budget for each athlete will be developed. Participation in USAT-funded and organized camps will help determine each athlete's budget. Any variation outside of the pre-approved plan will need to be submitted to USAT and have any additional costs approved.*

USAT Stipend: This stipend is intended to offset costs needed by the athlete to train and compete effectively.

Travel Reimbursement: This funding is intended to support athletes' travel domestically and internationally to ITU events. These amounts represent the maximum level of reimbursement approved for an event. Travel reimbursements in addition to this will be available based on athlete performances at a given event.

Coaching Stipend: For coaches to be eligible for this stipend, they must be a current USAT certified coach who are developing paratriathletes and facilitating an in-person training environment. An in-person training environment means the coach has face-to-face contact and training sessions with the athlete at least once a month. If an athlete is operating under a remote coaching scenario (i.e. sees the athlete face-to-face less than once per month), USAT will review the situation and decide if this is a good fit for the athlete and what the appropriate stipend amount should be.

USOC Benefits: Elite Athlete Health Insurance (EAHI) will be allocated per the objective criteria contained in this document.

International Disclaimer

This criteria is based on International Olympic Committee (IOC), International Paralympic Committee (IPC), Pan American Triathlon Confederation (PATCO), as applicable, and/or International Triathlon Union (ITU) rules and regulations as presently known and understood. Any change in the criteria caused by a change in IOC, IPC, PATCO, as applicable, and/or ITU rules and regulations will be distributed to the affected athletes immediately. The criteria is based on the latest information available to USA Triathlon.

If any force of nature, or force majeure, should cause the alteration or cancellation of any of the selection events listed in this document, the criteria may be revised, pursuant to their resubmission to the USOC.



National 'A' Team

Qualification Criteria

Athletes can achieve National A Team Level status through achieving the criteria listed below.

- World Champion at the 2014 ITU Paratriathlon World Championships – provided the competition category had a minimum of three (3) athletes start in the sport class

Funding and Benefits

Athletes who achieve National A Team Level status are eligible for the following funding and benefits:

NTP Level	Training Stipend	Travel Reimbursement	Coaching Stipend	USOC Benefit
National A Team	\$2,400/qtr*	TBD based on approved ATP	\$900/qtr**	Eligible for EAHI ***

*This stipend is the minimum support for the NTP A team member. The final amount will be determined by athlete needs and approved ATP.

** This coaching stipend is contingent on the parameters set on page 2.

*** Eligibility is determined through criteria developed by USAT and approved by the USOC. Criteria can be found on page 6.



National 'B' Team

Qualification Criteria

Athletes can achieve National B Team Level status through any **one** result from the below criteria points.

- Silver Medal at the 2014 ITU Paratriathlon World Championships – provided the finish was within 5% of the winners result in the sport class, have a minimum of three competitor’s start in the sport class, and finish in top 50% of the field.

Athletes can achieve National B Team Level status through any **two** results from the below criteria points.

- Gold Medal at the PATCO Dallas Paratriathlon Championships – provided there were a minimum of three competitors start in the sport class
- Bronze Medal at the 2014 ITU Paratriathlon World Championships – provided the finish was within 5% of the winners result in the sport class
- Gold Medal at any ITU Paratriathlon WPE – provided a minimum of three competitors start in the sport class

Funding and Benefits

Athletes who achieve National B Team level status are eligible for the following funding and benefits:

NTP Level	Training Stipend	Travel Reimbursement	Coaching Stipend	USOC Benefit
National B Team	\$1,500/qtr*	TBD based on approved ATP	\$600/qtr**	Eligible for EAHI ***

* This stipend is the minimum support for the B Team. The final amount will be determined by athlete needs and approved ATP.

** This coaching stipend is contingent on the parameters set on page 2.

*** Eligibility is determined through criteria developed by USAT and approved by the USOC. Criteria can be found on page 6.



Emerging Team

Qualification Criteria

Athletes can achieve Emerging Team Level status through any **three** results from the below criteria points.

- Top 3 finish at the PATCO Dallas Paratriathlon Championships – provided the finish was within 5% of the winners result in the sport class and the top 50% of the starting field in the sport class
- Top 3 finish in an ITU Paratriathlon WPE - provided the finish was within 5% of the winners result in the sport class and the top 50% of the starting field in the sport class
- Top 5 finish at the 2014 ITU Paratriathlon World Championships – provided the finish was within 5% of the winners result in the sport class and the top 50% of the starting field in the sport class
- Top 20 finish in an ITU Paratriathlon WPE – provided the finish was within the top 30% of the starting field and within 2% of the winners result in the sport class

Funding and Benefits

Athletes who achieve emerging team status are eligible for the following funding and benefits:

NTP Level	Training Stipend	Coaching Stipend	Travel Reimbursement
Emerging	\$600/qtr*	\$300/qtr**	TBD based on approved ATP

*This stipend is the recommended support for the emerging team level. The final amount will be determined by athlete needs and approved ATP.

** This coaching stipend is contingent on the parameters set on page 2.



ELITE ATHLETE HEALTH INSURANCE (EAHI)

The United States Olympic Committee (USOC) allocates EAHI slots to National Governing Bodies (NGBs) on an annual basis. This program provides an affordable insurance option for athletes. This benefit is provided through the USOC and is dependent on the criteria outlined below. The number of slots may change at the discretion of the USOC. There are currently six (6) EAHI slots available for the USA Triathlon Paralympic Program athletes who are classified as 2016 Paralympic Games eligible.

EAHI qualification will be evaluated twice per year; once on December 1st to set allocation for January 1st to June 30th the following year, and again on June 1st to set allocations for July 1st through the end of the year. Athletes must remain in good standing to receive EAHI benefits for the full six (6) month period. Athletes who choose to break their contract or no longer remain committed to the sprint-distance triathlon format will be removed from receiving this benefit effective at the next evaluation period.

October 1, 2014 – March 31, 2015

Within each Level, athletes will receive EAHI in the priority order of which they qualified for the National Team. If two or more athletes qualify in the same manner, the first priority lies with the athlete who has the highest ITU World Ranking as of September 30, 2014. If a further tie breaker is needed, the second priority order lies with the athlete who has the shortest gap between their finishing time and their sport class winner's time at the 2014 ITU Edmonton Paratriathlon World Championships.

- 2014 National A Team
- 2014 National B Team

April 1, 2015 – September 30, 2015

Within each Level, athletes will receive EAHI in the priority order of which they qualified for the National Team. If two or more athletes qualify in the same manner, the first priority lies with the athlete who has the highest ITU World Ranking as of March 30, 2015. If a further tie breaker is needed, the second priority order lies with the athlete who has the shortest gap between their finishing time and their sport class winner's time at the 2014 ITU Edmonton Paratriathlon World Championships.

- 2014 National A Team
- 2014 National B Team

International Disclaimer

This criteria is based on International Olympic Committee (IOC), International Paralympic Committee (IPC), Pan American Triathlon Confederation (PATCO), as applicable, and/or International Triathlon Union (ITU) rules and regulations as presently known and understood. Any change in the criteria caused by a change in IOC, IPC, PATCO, as applicable, and/or ITU rules and regulations will be distributed to the affected athletes immediately. The criteria is based on the latest information available to USA Triathlon.

If any force of nature, or force majeure, should cause the alteration or cancellation of any of the selection events listed in this document, the criteria may be revised, pursuant to their resubmission to the USOC.



USA TRIATHLON NATIONAL TEAM PROGRAM

Program Overview

The goal of the USA Triathlon National Team Program is to have consistent podium performances on the international stage at the highest competitive level. It is a three tiered system which provides administrative, performance, and financial support to assist athletes in achieving optimal results for themselves and the Team at the Olympic Games, Pan Am Games, and ITU World Triathlon Series. The National Team is composed of those athletes with proven performance capability at the most competitive international level and is not intended to serve as a development pathway.

Athletes who have qualified for a one of the three National Team Program Levels will be eligible to receive funding and benefits from USAT and the USOC. Each athlete will be evaluated upon qualifying for the team and a funding model appropriate for their needs and performance capability will be determined by USAT. Each athlete will receive a contract specific to his/her funding, training needs and competition schedules. Contracts will also outline expectations and goals in order for an athlete to retain their National Team status.

Results achieved on or after January 1, 2013 are eligible to be used as automatic qualification criteria outlined below and will be valid for a rolling 12 month period.

The figures outlined in this document represent minimum funding levels based on objective performance measures met. Other funding and support opportunities may be available to National Team Program athletes throughout the competition year including but not limited to USAT-supported camps and the USAT Incentive Plan which is available to all Elite Athletes and published on the USAT website.

USOC benefits are not guaranteed and funding may not be equally distributed among all athletes.

To receive any or all benefits available through this Program, an athlete must be a current USAT elite license holder and be currently training and competing in the ITU format. Commitment to the ITU format will be evaluated by USAT as athletes qualify for a Level within the Team. Each athlete must provide a competition plan to the High Performance department at the beginning of the calendar year which will be reviewed and approved by USAT. Any non-drafting race must be pre-approved. Athletes will be subject to removal from the Team if the approved plan is not adhered to. Changes to any plans must be communicated to and approved by the High Performance department in advance.

Funding:

***Note: These descriptions are intended to outline the details of each stipend/reimbursement option. All athletes will be required to submit an annual training plan which also outlines their financial needs. Upon review and approval of the plan, a budget for each athlete will be developed. Long term OTC residency and participation in USAT-funded and organized camps will also help determine each athlete's budget. Any variation outside of the pre-approved plan will need to be submitted to USAT and have any additional costs approved.*

USAT Stipend: This stipend is intended to offset costs needed by athlete to train and compete effectively.

Travel Reimbursement: This funding is intended to support athletes' travel domestically and internationally to ITU events. These amounts will represent the minimum level of reimbursement for approved for an event. Travel reimbursements in addition to this will be available based on athlete performances at a given event.



Coaching Stipend: USAT Certified Coaches who are developing National Team Program athletes and facilitating a daily training environment shall receive a coaching stipend to offset coaching costs. If an athlete is operating under a remote coaching scenario, USAT will review the situation and a coach consulting stipend may be offered.

USOC Benefits: EAHI will be distributed based on specific criteria agreed to by USAT and the USOC (outlined below).

Gold Level 

Qualification Criteria

Athletes can achieve Gold Level status through any **one** result from the below criteria points.

- Top 8 finish at the ITU World Triathlon Series Final
- Top 8 finish in the final ITU WTS Series rankings
- Top 3 finish in an ITU World Triathlon Series event
- Top 15 in Olympic Rankings ~~at the conclusion of the calendar year of either 12-month selection period (May 15, 2015 or May 15, 2016)~~ [at the conclusion of the calendar year of either 12-month selection period \(May 15, 2015 or May 15, 2016\)](#)

Funding and Benefits

Athletes who achieve Gold Level status are eligible for the following funding and benefits:

NTP Level	USAT Stipend	Travel Reimbursement	Coaching Stipend	USOC Benefit
Gold	\$5000/qtr*	TBD based on approved ATP	\$1800/qtr	Eligible for EAHI**

*This stipend is the minimum support for the Gold Level. The final amount will be determined by athlete needs and approved ATP.

**Eligibility is determined through criteria developed by USAT and approved by the USOC. Criteria can be found on page 5.



Silver Level 

Qualification Criteria

Athletes can achieve Silver Level status through any **one** result from the below criteria points.

- Top 15 finish at the ITU World Triathlon Series Final
- Top 10 finish in the final ITU WTS Series rankings
- Top 20 in Olympic Rankings at the conclusion of [of the calendar year either 12-month selection period \(May 15, 2015 or May 15, 2016\)](#)

Athletes can achieve Silver Level status through any **two** results from the below criteria points.

- Top 10 finish in a ITU World Triathlon Series event
- Top 3 finish in a ITU World Cup event
- Top 3 finish at the ITU Team Relay World Championships

Funding and Benefits

Athletes who achieve Silver Level status are eligible for the following funding and benefits:

NTP Level	USAT Stipend	Travel Reimbursement	Coaching Stipend	USOC Benefit
Silver	\$3750/qtr*	TBD based on approved ATP	\$1200/qtr	Eligible for EAH1**

* This stipend is the minimum support for the Silver Level. The final amount will be determined by athlete needs and approved ATP.

**Eligibility is determined through criteria developed by USAT and approved by the USOC. Criteria can be found on page 5.



Bronze Level

Qualification Criteria

Athletes can achieve Bronze Level status through any **one** result from the below criteria points.

- Top 20 finish at the ITU World Triathlon Series Final
- Top 15 finish in the final ITU WTS Series rankings
- Top 30 in Olympic Rankings at the conclusion of [the calendar year either 12 month selection period \(May 15, 2015 or May 15, 2016\)](#)

Athletes can achieve Bronze Level status through any **two** results from the above or below criteria points.

- Top 15 finish in an ITU World Triathlon Series event
- Top 5 finish in an ITU World Cup event
- Top 3 finish at ITU U23 World Championships
- Top 3 finish at ITU Junior World Championships
- Winner 2014 Clermont ITU Continental Cup
- Winner 2014 Sarasota ITU Continental Cup
- Top 3 finish at 2014 Dallas PATCO Championships

Athletes can achieve Bronze Level status through any **three** results from the above or below criteria points.

- Top 3 finish in an ITU Continental Cup (2 of the 3 finishes must be from an event in the US, Canada or Europe)

Funding and Benefits

Athletes who achieve Bronze Level status are eligible for the following funding and benefits:

NTP Level	Living Stipend	Travel Reimbursement	Coaching Stipend	USOC Benefit
Bronze	\$2250/qtr*	TBD based on approved ATP	\$900/qtr	Eligible for EAHl**

* This stipend is the recommended support for the Bronze Level. The final amount will be determined by athlete needs and approved ATP.

**Eligibility is determined through criteria developed by USAT and approved by the USOC. Criteria can be found on page 5.



ELITE ATHLETE HEALTH INSURANCE (EAHI)

The United States Olympic Committee (USOC) allocates EAHI slots to National Governing Bodies (NGBs) on an annual basis. This program provides an affordable insurance option for athletes. This benefit is provided through the USOC and is dependent on the criteria outlined below. The number of slots may change at the discretion of the USOC. There are currently six (6) EAHI slots available for the USA Triathlon Olympic Program.

EAHI qualification will be evaluated twice per year; once on December 1st to set allocation for January 1st to June 30th the following year, and again on June 1st to set allocations for July 1st through the end of the year. Athletes must remain in good standing to receive EAHI benefits for the full six (6) month period. Athletes who choose to break their contract or no longer remain committed to the draft-legal format will be removed effective immediately. Athletes who are removed through the program (by choice or prioritization) can remain on the insurance program at their own cost for up to one year.

January 1, 2014 – June 30, 2014

Within each Level, athletes will receive EAHI in the priority order of which they qualified for the National Team. If two or more athletes qualify in the same manner, priority lies with the athlete who has the highest ITU Points List Ranking as of December 1, 2013.

- 2014 National Team Program Gold Level.
- 2014 National Team Program Silver Level members.
- 2014 National Team Program Bronze Level members.

July 1, 2014 – December 31, 2014

Within each Level, athletes will receive EAHI in the priority order of which they qualified for the National Team. If two or more athletes qualify in the same manner, priority lies with the athlete who has the highest ITU Points List Ranking as of June 1, 2014.

- 2014 National Team Program Gold Level.
- 2014 National Team Program Silver Level members.
- 2014 National Team Program Bronze Level members.

January 1, 2015 – June 30, 2015

Within each Level, athletes will receive EAHI in the priority order of which they qualified for the National Team. If two or more athletes qualify in the same manner, priority lies with the athlete who has the highest Olympic Ranking as of December 1, 2014.

- 2014 National Team Program Gold Level.
- 2014 National Team Program Silver Level members.
- 2014 National Team Program Bronze Level members.

ELITE LICENSE QUALIFICATION CRITERIA

Updated ~~November 2013-June 2014~~

PLEASE READ THE FOLLOWING INFORMATION CAREFULLY:

- All athletes **MUST** present proof of elite status at all USAT sanctioned events; therefore, athletes must carry their license to all events. If an athlete loses their elite license, they may print a temporary card at the USAT website.
- Athletes have 1 year from the date of meeting any of the described elite qualification criteria below to apply for an elite license.
- Upon meeting the elite qualification criteria and applying for an elite license, an athlete will retain their eligibility for three years. Regardless of remaining eligibility, athletes must renew and pay their membership fee annually to be considered an active elite athlete.
- In addition to renewing an elite license yearly, all elite athletes must extend their eligibility to compete as an elite athlete. Elite athletes must submit **ONE** race result in which the athlete finished within 8% of the winner's time at a USAT sanctioned event that offered a prize purse of \$5,000 or greater. By submitting this result, the athlete then extends their eligibility expiration date for three years from December 31st of the year in which they submitted the result. Example: Athlete X is approved for a first time elite license in March 2011 therefore they have an eligibility expiration date of December 31, 2014. That athlete then has all of 2012, 2013 and 2014 to submit **ONE** race result where he/she finished within 8% of the winner's time at an event offering \$5,000 or more. If the race result is from 2012, their eligibility is extended until December 31, 2015. If the race result is from 2013, their eligibility is extended until December 31, 2016.
- Unlike the amateur license, an elite license is based on a calendar year. It expires on December 31st, regardless of when the license is purchased. No exceptions are made.
- Once an elite license expires, an athlete can choose to go back to amateur racing, but only when the current membership license expires.
- Depending on qualification criteria met, athletes must submit proper documentation (e.g., race results, copy of elite UCI license, copy of National Federation elite license) to the National Office along with the elite license application. A printout of the actual race results must be provided with the application. A race resume, emails with race website links, or race results that have been cut and pasted are not acceptable. Athletes need only print out the first few pages of the results but, make should note the number of total finishers, the website address, and date of event at the top of the first page.

Athletes still need to renew his/her license each calendar year.

- Application and race results must be received at least fourteen (14) days before the FIRST event at which the athlete wishes to compete as an elite. Once an athlete has submitted paperwork, it is the athlete's responsibility to contact USAT for proof of their elite status. Athletes may not show up at elite events without proof of status.
- Athletes registered as elites/pros CAN compete in events with less than \$5,000 prize purses but:
 - They are competing in events according to the age group rules of USAT, not pro/elite rules;
 - They cannot accept age group awards or be included in those results; they can be listed in the overall finish position and receive any prizes offered for overall placing.

USAT RECOGNIZES SIX CLASSIFICATIONS WITHIN ITS ELITE LICENSE STRUCTURE:

- 1. Elite Triathlete License or Collegiate Elite (covered as an elite in all categories)**
- 2. Draft Legal Pathway**
- 3. Elite Duathlete License (covered as an elite in duathlon, amateur in triathlon)**
- 4. Elite Off Road License (covered as an elite in off road events, amateur in road events)**
- 5. Elite Foreign License**
- 6. Special Considerations**

1. ELITE TRIATHLETE LICENSE:

This license is for athletes wishing to race as an elite in any USAT sanctioned event, at any distance (from sprint to ultra) and format (triathlons, duathlons, off road events, winter events, etc.). Athletes have the option to obtain either the elite triathlete license or the collegiate license designation (see below). Both licenses cost \$45 and expires December 31st of the year in which it was issued.

COLLEGIATE ELITE LICENSE DESIGNATION

- The Collegiate Elite License Designation is an option of the regular elite license for current or soon to be NCAA athletes who do not want to jeopardize their NCAA eligibility but want to compete in elite events sanctioned by USAT to gain experience. These athletes are *NOT* eligible for prize money but may race when it is offered. Collegiate athletes should check with the NCAA or their university's compliance personnel regarding the most current rules regarding eligibility and prize money acceptance.

Qualification criteria: Any athlete who chooses to compete as an elite triathlete or an elite triathlete with a collegiate license designation must meet at least one of the criteria listed below:

CRITERIA A: Finish within 8% of the winning elite time on the same course as the elites (distance and format) in three USAT sanctioned events that offered a prize purse of \$5,000 or greater. All three results must be from the same calendar year.

CRITERIA B: Finish top-10 overall and within 8% of the winner's time at the ITU Age Group Olympic Distance World Championships.

CRITERIA C: Finish top-10 overall in the amateur field at Ironman 140.6 World Championships in Kona.

CRITERIA D: Finish top-5 overall and within 8% of the winner's time at USAT Age Group Olympic Distance National Championships.

CRITERIA E: Finish top-5 overall and within 8% of the winner's time at USAT Collegiate Olympic Distance National Championships.

CRITERIA F: Finish top-3 overall in the amateur field at an Elite Qualifying Race.

2014 Elite Qualifying Races:

All triathlons on US (including territories) and Canadian soil that have a corresponding elite race in the same distance with \$20,000 or more in elite prize money shall be Elite Qualifying Races. Please confirm prize purse amounts directly with race organizers.

2. DRAFT LEGAL PATHWAY:

Athletes who qualify via these criteria can choose either the standard Elite Triathlete License (described above) or the standard Elite Triathlete license with Collegiate designation. This license costs \$45 and expires December 31st of the year in which it was issued.

Qualification criteria: Any athlete who chooses to compete as an elite triathlete through Draft Legal Pathway must meet at least one of the criteria listed below:

CRITERIA A: Finish Top 10 at ITU Junior Elite Sprint Distance Triathlon World Championships.

CRITERIA B: Finish Top 5 at ITU Pan Am Junior Championships.

CRITERIA C: Overall Junior Elite winner at North American Junior Championships **OR** any other USAT Junior Elite Series Cup event.

CRITERIA D: Rank within the Top 5 Junior Elite End of Season Rankings.

CRITERIA E: Meet the qualification standards at an Elite Development Race or Collegiate Nationals draft-legal individual race as outlined below:

The first three (3) amateur U.S. finishers in the race will become eligible for a USAT Elite Triathlete License. These athletes must finish within five percent (5%) of the amateur winner's overall time. ~~The first three (3) finishers in the race will become eligible for a USAT Elite Triathlete License. These athletes must finish within five percent (5%) of the winner's overall time. If there are fewer than 30 starters, only two (2) athletes will earn eligibility. If there are fewer than 20 starters, only one (1) athlete will earn eligibility. If Elite license holders or non-U.S. athletes are permitted to start in the race, elite-eligibility spots will roll down to the next amateur provided he or she is within five percent (5%) of the first amateur's overall time. Elite and non-U.S. starters will not count toward the total number of starters used to determine the number of Elite licenses awarded.~~

3. ELITE DUATHLETE LICENSE:

This license is for athletes wishing to race as an elite in any USAT sanctioned duathlon. Athletes approved for this license remain amateur in triathlon events. This license costs \$45 and expires December 31st of the year in which it was issued.

Qualification criteria: Any athlete who chooses to compete as an elite duathlete must meet the following criteria:

CRITERIA A: In the amateur field, finish top-10 overall and within 10% of the overall winner's time, according to gender, in at least two (2) USAT sanctioned duathlons having at least 200 total participants (combined genders) that occurred within the current calendar year.

Special Consideration to the above criteria will be considered by a three person committee made up of two elite duathletes (approved by the Athlete Advisory Council) and one member of the AAC. Exceptions will be considered if the applying

athlete meets at least one of the below criteria:

SPECIAL CONSIDERATION A: In the amateur field, finish top-4 overall and within 7% of the overall winner's time, according to gender, in at least one (1) USAT sanctioned duathlon having at least 200 total participants (combined genders) that occurred within the current calendar year **OR**

SPECIAL CONSIDERATION B: In the amateur field, finish top-2 overall and within 7% of the overall winner's time, according to gender, in at least one (1) USAT sanctioned duathlon having a minimum of 125 total participants (combined genders) and a maximum of 200 total participants (combined genders) that occurred within the current calendar year.

4. ELITE OFF ROAD LICENSE:

This license is for any athlete wishing to race as an elite in any USAT sanctioned off- road event (e.g., Xterra). Athletes approved for this license remain amateur in all on road events. This license costs \$45 and expires December 31st of the year in which it was issued.

Any athlete who chooses to compete as an elite off road athlete must meet one of the criteria below:

CRITERIA A: Finish within 8% of the winning elite time on the same course as the elites (distance and format) in three USAT sanctioned events that offered a prize purse of \$5,000 or greater. All three results must be from the same calendar year.

CRITERIA B: Finish top-5 overall and within 8% of the winning amateur time at the ITU Cross Triathlon World Championships.

CRITERIA C: Finish top-10 overall in the amateur field at the Xterra World Championships in Maui.

CRITERIA D: Finish top-5 overall and within 8% of the winning amateur time at the Xterra

National Championships in Ogden, UT. Athletes must compete and qualify in the “full or long distance” division (1500 swim, 28k mountain bike, 10k trail run).

CRITERIA E: Finish top-3 overall in the amateur field at an Off Road Elite Qualifying Race.

2014 Off Road Elite Qualifying Races:

All triathlons on US (including territories) and Canadian soil that have a corresponding elite race in the same distance and format with \$15,000 or more in elite prize money shall be Off Road Elite Qualifying Race. Please confirm prize purse amounts directly with race organizers.

CRITERIA F: Any athlete who holds elite status in NORBA, UCI, USAC, AND/OR USAT&F

5. ELITE FOREIGN LICENSE:

This license is for foreign athletes who compete in multiple USAT sanctioned events and want to avoid paying the \$10 one day license fee multiple times. This license costs \$45 and expires December 31st of the year in which it was issued.

Qualification criteria: Any athlete who chooses to compete as a foreign elite athlete must present proof of elite status from his/her National Triathlon Federation or meet the USAT elite license qualification criteria outlined above under item one (Elite Triathlete License) described above.

6. SPECIAL CONSIDERATION:

Special consideration for exceptions to all elite membership rules will be granted by the AAC, who will only consider exceptions for athletes who meet the following criteria:

- Applying athlete has been on a USA Swimming, USA Cycling, or USA Track and Field Olympic or Pan American Games Team or National Elite Team (recognized by that NGB). The athlete must have finished in the top ten overall and within 10% of the overall winner’s time in at least one (1) USAT sanctioned event having at least 200 participants that occurred within the past 12 months.



2014 USA TRIATHLON ITU CONTINENTAL CUP EVENT SELECTION CRITERIA

Introduction

This document explains how USA Triathlon will prioritize USA athletes for nomination to the International Triathlon Union (ITU) to compete in ITU Continental Cup (CC) events. It is derived from the current ITU CC Elite Qualification Criteria and shall be revised by USAT within seven (7) business days to comply with any material changes made by the ITU. Any changes made by USAT require approval from the Board of Directors. While USAT will make changes within seven days, the approval process may take longer.

The ITU determines the qualification criteria for ITU CC events. Selections to these events are made by the ITU from entries submitted by USA Triathlon. All USA athletes interested in CC entry are advised to read the ITU CC Qualification Criteria posted at www.triathlon.org.

ITU CC events are the first tier of international standard distance (Sprint and Olympic) draft-legal triathlon where ITU ranking points are awarded. They are an important stepping stone for developing athletes to gain race experience and ranking points in order to progress to World Cup and World Triathlon Series events.

Athlete Eligibility

The eligibility requirements for an athlete to be considered for entry into an ITU CC Event are as follows:

- Athletes must be a citizen of the United States or be eligible to race for the United States;
- Must hold a current USAT Elite License;
- Must abide by all USA Triathlon, United States Olympic Committee, ITU, US Anti-Doping Agency and World Anti-Doping Agency anti-doping policies and procedures and be in good standing with these organizations;
- ~~Must abide by all USAT, USOC, ITU, USADA and WADA anti-doping policies and procedures and be in good standing with these organizations.~~
- Must sign the USAT Nomination Procedure Agreement.

Athlete Nomination Process

All athletes must follow the nomination process set forth by USAT. No exceptions will be made.

1. Athletes must request entry to a CC event by written notice to USAT via ituentries@usatriathlon.org by the USAT entry deadline for that event. No other form of request will be accepted (including email with staff and in person communication).
2. **Deadlines.** USAT deadlines are midnight ET the Sunday before the ITU deadline. USAT will continue to enter athletes into the ITU system after the deadline has passed. All nomination requests submitted after the deadline will be handled in the order of which they were received. Please note that after the ITU deadline, the wait list is ordered by date/time of entry to the ITU online system.
Note: In the event that the ITU does not post a start list by the 32 day deadline, USAT will continue to enter athletes into the ITU system with no penalty to the athlete.



3. USAT may enter additional athletes as place holders in order to maximize the number of US quota places available. *Place holder is defined as an athlete who has not requested a start to an event by the published USAT deadline and is not racing another ITU event the same weekend.*
4. Selection to the CC event will be made by the ITU in accordance with the ITU CC Qualification Criteria and start lists are expected to be posted 32 days prior to the event.
5. **Substitutions.** Per ITU policy, after the start list for a CC event has been created, three athletes per gender may be replaced per the ITU substitution procedure. The purpose of this protocol is to ensure athletes returning from injury, quickly rising up the pipeline, or capable of contributing to a medal performance can be placed on the team to enhance medal opportunities. This substitution process will not be used except in the following cases:
 - An athlete who has been placed on the start list as a place holder;
 - An athlete on the start list who is unable to compete due to injury, illness or other reason.This priority of substitutions will be exercised in the following order:
 1. Discretionary nominations in the order of priority identified by the High Performance Department;
 2. Remaining USA athletes based on wait list priority order.

~~6. **Discretionary Nominations.** In the event substitutions are used, USAT reserves the right to submit up to three discretionary entries per gender for CC level events. Discretionary nominations will be determined by USAT High Performance personnel using the Principles of Athlete Selection. All nominations will be reviewed and confirmed by the Elite Athlete Selection Committee (EASC).~~

Fines and Penalties

USAT will enforce the nomination and withdrawal policies outlined in this document. If an athlete fails to adhere to these rules they may be penalized according to the fine schedule below. To avoid penalties, athletes must communicate via email (ituentries@usatriathlon.org) their wishes to be removed from the Continental Cup Event consideration list by the USAT deadline dates listed below. Additional penalties may be incurred from the ITU for late withdrawal. Athletes should familiarize themselves with the criteria outlined at www.triathlon.org.

Note: If the race is not fully subscribed (thus not blocking another athlete from gaining a start), and USA Triathlon does not incur a penalty from the ITU, a fine will not be imposed.

1st offense:	\$250 fine
2nd offense:	\$500 fine
3rd offense:	Ineligible for any ITU event starts for 3 months from race date

ITU and USAT Entry Deadlines

The ITU is expected to post start lists 32 days prior to the event. The USAT deadline for all events will be midnight ET the Sunday prior to the ITU deadline as noted in the second point of the Athlete Nomination Process above. All event dates can be found under the “events” section on the ITU website (www.triathlon.org).



2014 USA TRIATHLON ITU WORLD CUP EVENT SELECTION CRITERIA

Introduction

This document explains how USA Triathlon will prioritize USA athletes for nomination to the International Triathlon Union (ITU) to compete in ITU World Cup (WC) events. It is derived from the current ITU WC Elite Qualification Criteria and shall be revised by USA Triathlon within seven (7) business days to comply with any material changes made by the ITU. Any changes made by USA Triathlon require approval from the Board of Directors. While USA Triathlon will make changes within seven days, the approval process may take longer.

The ITU determines the qualification criteria for ITU WC events. Selections to these events are made by the ITU from entries submitted by USA Triathlon. All USA athletes interested in WC entry are advised to read the ITU WC Qualification Criteria posted at www.triathlon.org.

ITU WC events are the tier of international standard distance (Sprint and Olympic) draft-legal races just below the level of the World Triathlon Series (WTS) and provide an important stepping stone between ITU Continental Cups and WTS events. WC events allow athletes who have demonstrated performance potential to gain race experience and ranking points. Athletes who have not yet reached this level are expected, but not required, to begin by racing in ITU Continental Cups in order to demonstrate their readiness for WC level competition. There is a limited ability to fast track outstanding developing athletes to WC competition via ITU invitations and National Federation (NF) substitutions.

ITU WC events, along with WTS events and ITU Continental Championships, are the races by which National Federations earn starting slots for the Olympic Games. The primary objective of USA Triathlon at these events is to achieve top of the podium performances. An additional priority is to maximize its potential to secure three male and three female Olympic places through quality and depth of performances.

Athlete Eligibility

The eligibility requirements for an athlete to be considered for entry into an ITU WC Event are as follows:

- Athletes must be a citizen of the United States or be eligible to race for the United States;
- Must hold a current USA Triathlon Elite License;
- Must abide by all USA Triathlon, United States Olympic Committee, ITU, US Anti-Doping Agency and World Anti-Doping Agency anti-doping policies and procedures and be in good standing with these organizations;
- Must sign the USA Triathlon Nomination Procedure Agreement.

Athlete Nomination Process

All athletes must follow the nomination process set forth by USA Triathlon. No exceptions will be made.

1. Athletes must request entry to a WC event by written notice to USA Triathlon via ituentries@usatriathlon.org by the USAT entry deadline for that event. No other form of request will be accepted (including email with staff and in person communication).

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2. **Deadlines.** USA Triathlon deadlines are midnight ET the Sunday before the ITU deadline. USA Triathlon will continue to enter athletes into the ITU system after the deadline has passed. All nomination requests submitted after the deadline will be handled in the order of which they were received. Please note that after the ITU deadline, the wait list is ordered by date/time of entry to the ITU online system. Entry deadlines for 2014 events are listed on page three (3) of this document.
Note: In the event that the ITU does not post a start list by the 32 day deadline, USAT will continue to enter athletes into the ITU system with no penalty to the athlete.
3. Thursday prior to the USA Triathlon deadline, an email reminder about event entries will be sent to athletes who have requested to be on the High Performance listserv and those who have requested a WC or WTS entry in the current year.
4. USA Triathlon may enter additional athletes as place holders in order to maximize the number of US quota places available. *Place holder is defined as an athlete who has not requested a start to an event by the published USA Triathlon deadline and is not racing another ITU event the same weekend.*
5. Selection to the WC event will be made by the ITU in accordance with the ITU WC Qualification Criteria and start lists are expected to be posted 32 days prior to the event.
6. **Substitutions.** Per ITU policy, after the start list for a WC event has been created, two athletes per gender may be replaced per the ITU substitution procedure. The purpose of this protocol is to ensure athletes returning from injury, quickly rising up the pipeline, or capable of contributing to a medal performance can be placed on the team to enhance medal opportunities. This substitution process will not be used except in the following cases:
 - An athlete who has been placed on the start list as a place holder;
 - An athlete on the start list who is unable to compete due to injury or illness.
 - a. **Priority of Substitutions** will be exercised in the following order:
 1. Discretionary nominations in the order of priority identified by the High Performance Department;
 2. Remaining USA athletes based on wait list priority order.

~~7. **Discretionary Nominations.** In the event substitutions are used, USA Triathlon reserves the right to submit up to two discretionary nominations per gender for WC level events. Discretionary nominations will be determined by USA Triathlon High Performance personnel using the Principles of Athlete Selection. All nominations will be reviewed and confirmed by the Elite Athlete Selection Committee (EASC).~~

Fines and Penalties

USA Triathlon will enforce the nomination and withdrawal policies outlined in this document. If an athlete fails to adhere to these rules they may be penalized according to the fine schedule below. To avoid penalties, athletes must communicate via email (ituentries@usatriathlon.org) their wishes to be removed from the World Cup Event consideration list by the USAT deadline dates listed below. Additional penalties may be incurred from the ITU for late withdrawal. Athletes should familiarize themselves with the criteria outlined at www.triathlon.org.

Note: If the race is not fully subscribed (thus not blocking another athlete from gaining a start), and a withdrawal is requested seven days or greater before the World Cup event, and USA Triathlon does not incur a penalty from the ITU, a fine will not be imposed.



- 1st offense:** \$250 fine
- 2nd offense:** \$500 fine
- 3rd offense:** Ineligible for any ITU event starts for 3 months from race date



ITU and USA Triathlon Entry Deadlines

The ITU is expected to post start lists 32 days prior to the event. The USA Triathlon deadline for all events will be midnight ET the Sunday prior to the ITU deadline as noted in the second point of the Athlete Nomination Process above.

*Deadline dates are documented based on the ITU rules and event date. Any deadline date changes will be communicated via the Elite Beat.

WC Event	Event Date	ITU Deadline	USAT Deadline
Mooloolaba, AUS	March 15	February 11	February 9
New Plymouth, NZL	March 23	February 19	February 16
Chengdu, CHN	May 10-11	April 8	April 6
Huatulco, MEX	June 15	May 14	May 11
Jiayuguan, CHN	July 26-27	June 24	June 22
Tiszaujvaros, HUN (sprint/final format)	August 9-10	July 8	July 6
Alanya, TUR	September 27-28	August 26	August 24
Cozumel, MEX (sprint)	October 5	September 3	August 31
Tongyeong, KOR	November 1-2	September 30	September 28



2014 USA TRIATHLON ITU WORLD TRIATHLON SERIES EVENT SELECTION CRITERIA

Introduction

This document explains how USA Triathlon will prioritize USA athletes for nomination to the International Triathlon Union (ITU) to compete in ITU World Triathlon (WTS) events. It is derived from the current ITU WTS Elite Qualification Criteria and shall be revised by USA Triathlon to comply with any material changes made by the ITU. Any changes made by USA Triathlon require approval from the Board of Directors. While USA Triathlon will make changes within seven days, the approval process may take longer.

The ITU determines the qualification criteria for ITU WTS events. Selections to these events are made by the ITU from entries submitted by USA Triathlon. All USA athletes interested in WTS entry are advised to read the ITU WTS Qualification Criteria posted at www.triathlon.org.

The ITU World Triathlon Series events are intended for the highest caliber athletes currently competing at the most competitive level of international standard distance (Sprint and Olympic) draft-legal triathlon. Athletes who have not yet reached this level are expected, but not required, to begin by racing at ITU Continental Cups and progress to ITU World Cups, to gain both experience and ranking points in order to demonstrate readiness for WTS event competition. There is a limited ability to fast track athletes to WTS competition via ITU invitations and National Federation (NF) substitutions.

ITU WTS events, along with ITU World Cups and ITU Continental Championships, are the races by which National Federations earn starting slots for the Olympic Games. The primary objective of USA Triathlon at these events is to achieve top of the podium performances. An additional priority is to maximize its potential to secure three male and three female Olympic places through quality and depth of performances.

Athlete Eligibility

The eligibility requirements for an athlete to be considered for entry into an ITU WTS Event are as follows:

- Athletes must be a citizen of the United States or be eligible to race for the United States;
- Must hold a current USA Triathlon Elite License;
- Must abide by all USA Triathlon, United States Olympic Committee, ITU, US Anti-Doping Agency and World Anti-Doping Agency anti-doping policies and procedures and be in good standing with these organizations;
- Must sign the USA Triathlon Nomination Procedure Agreement.

Athlete Nomination Process

All athletes must follow the nomination process set forth by USA Triathlon. No exceptions will be made.

1. Athletes must request entry to a WTS event by written notice to USA Triathlon via ituentries@usatriathlon.org by the USA Triathlon entry deadline for that event. No other form of request will be accepted (including email with staff and in person communication).



2. **Deadlines.** USA Triathlon deadlines are midnight ET the Sunday before the ITU deadline. USA Triathlon will continue to enter athletes into the ITU system after the deadline has passed. All nomination requests submitted after the deadline will be handled in the order of which they were received. Please note that after the ITU deadline, the wait list is ordered by date/time of entry to the ITU online system. Entry deadlines for 2014 events are listed on page three (3) of this document.
Note: In the event that the ITU does not post a start list by the 32 day deadline, USA Triathlon will continue to enter athletes into the ITU system with no penalty to the athlete.
3. Thursday prior to the USA Triathlon deadline, an email reminder about event entries will be sent to athletes who have requested to be on the High Performance listserv and those who have requested a WC or WTS entry in the current year.
4. USA Triathlon may enter additional athletes as placeholders in order to maximize the number of US quota places available. *Placeholder is defined as an athlete who has not requested a start to an event by the published USA Triathlon deadline and is not racing another ITU event the same weekend.*
5. Selection to the WTS event will be made by the ITU in accordance with the ITU WTS Qualification Criteria and start lists are expected to be posted 32 days prior to the event.
6. **Substitutions.** Per ITU policy, after the start list for a WTS event has been created, one athlete per gender may be replaced per the ITU substitution procedure. The purpose of this protocol is to ensure athletes returning from injury, quickly rising up the pipeline, or capable of contributing to a medal performance can be placed on the team to enhance medal opportunities. This substitution process will not be used except in the following cases:
 - An athlete who has been placed on the start list as a place holder;
 - An athlete on the start list who is unable to compete due to injury or illness.
 - a. This **Priority of Substitutions** will be exercised in the following order:
 1. Discretionary nomination identified by the High Performance Department;
 2. Remaining USA athletes based on wait list priority order

~~7. **Discretionary Nominations.** In the event substitutions are used, USAT reserves the right to submit up to one discretionary entry per gender for WTS level events. Discretionary nominations will be determined by USAT High Performance personnel using the Principles of Athlete Selection. All nominations will be reviewed and confirmed by the Elite Athlete Selection Committee (EASC).~~

Fines and Penalties

USA Triathlon will enforce the nomination and withdrawal policies outlined in this document. If an athlete fails to adhere to these rules they may be penalized according to the fine schedule below. To avoid penalties, athletes must communicate via email (ituentries@usatriathlon.org) their wishes to be removed from the WTS Event consideration list by the USAT deadline dates listed below. Additional penalties may be incurred from the ITU for late withdrawal. Athletes should familiarize themselves with the criteria outlined at www.triathlon.org. *If the race is not fully subscribed (thus not blocking another athlete from gaining a start), and a withdrawal is requested 26 days or greater before the World Triathlon Series event, and USA Triathlon does not incur a penalty from the ITU, a fine will not be imposed.*



- 1st offense:** \$250 fine
- 2nd offense:** \$500 fine
- 3rd offense:** Ineligible for any ITU event starts for 3 months from race date



ITU and USA Triathlon Entry Deadlines

The ITU is expected to post start lists 32 days prior to the event. The USA Triathlon deadline for all events will be midnight ET the Sunday prior to the ITU deadline as noted in the second point of the Athlete Nomination Process above.

*Deadline dates are documented based on the ITU rules and event date. Any deadline date changes will be communicated via the Elite Beat.

WTS Event	Event Date	ITU Deadline	USA Triathlon Deadline
Auckland, New Zealand	April 5-6	March 4	March 2
Cape Town, South Africa	April 26-27	March 25	March 23
Yokohama, Japan	May 17-18	April 15	April 13
London, Great Britain	May 31 – June 1	April 29	April 27
Chicago, USA	June 28-29	May 27	May 25
Hamburg, Germany	July 12-13	June 10	June 8
Stockholm, Sweden	August 23-24	July 22	July 20
Edmonton, Canada	Aug 26 – Sept 1	July 25	July 20