

USMS Convention — St. Louis, Missouri 2019

Committee Name:	Board of Directors	Session #:	1
Committee Chair:	Patty Miller		
Minutes recorded by:	Greg Danner	Date/time of meeting:	9/11/2019 9:00am CT

Actions Taken:

1. Approved: The August 5, 2019 Board of Directors Meeting minutes, as amended.
2. Approved: The September 4, 2019 Executive Committee Meeting minutes.
3. Approved: Ratification of the Actions Taken Since July (Summer) BOD Meeting.
4. Withdrawn: Approve the updated LMSC Standards as amended by the LMSC Development Committee.
5. Approved: Strike 3.3.2 in LMSC Standards as recommended by LMSC Development Committee.
6. Failed: Add language to 3.2.1 in LMSC Standards as recommended by the LMSC Development Committee.
7. Approved: Strike 2.4.6 in LMSC Standards as recommended by LMSC Development Committee.
8. Failed: Strike 2.3.2 in LMSC Standards as recommended by LMSC Development Committee.
9. Approved: Recommend that the LMSC Development Committee explore a LMSC standard to address holding open and properly noticed elections.
10. Approved: The recommended SSLF grant funding for 2020 up to \$110,000.
11. Approved: Rules of the 2019 USMS Annual Meeting.

Number of committee members present: 21	Absent: 7	Guests: 16
Committee members present (list all, including chair and vice chair): Patty Miller - President; Peter Guadagni - VP of Administration; Chris Colburn - VP of Local Operations; Donn Livoni - VP of Programs; Frank (Skip) Thompson - VP of Community Services; Greg Danner - Secretary; Ralph Davis - Treasurer; At-Large Directors: Carrie Stolar (Breadbasket); Jeff Strahota (Colonies); Maddie Sabilia (Dixie); Matt Miller (Northwest); Chris Campbell (Oceana); Ed Coates (South Central); and Teddy Decker (Southwest); Dawson Hughes - CEO; Past Presidents: Nadine Day (Immediate Past President), Rob Copeland, Nancy Ridout, Jim Miller, Jeff Moxie, and Tom Boak.		
Not present: Maria Elias-Williams - Legal Counsel; At-Large Directors: Dan Cox (Great Lakes); Dale Ammon (USA Swimming Liaison to USMS); Past Presidents: Ted Haartz, Mike Laux and Dan Gruender. Mel Goldstein is recused from the Board due to his contractor position with USMS.		
Guests: Susan Kuhlman - CFO, Kyle Deery - Sr. Director, Marketing and Communications, Onshalee Promchitmart - Coordinator, Volunteer Services, Marianne Groenings - Director, Programs and Events, Events and Programs, Jay Eckert - Manager, Business Development, Steve Hall - Manager, Membership, Bob Bruce (Oregon), Doug Sayles (New England), Michael Heather (Southern Pacific), Rand Vaillancourt (Maryland), Jay DeFinis (Lake Erie), Rob Perkins (Niagara), Guy Davis (New England), Nick Decker (New Mexico), John Zarkowsky (Maryland), William Tingley (Kentucky).		

Minutes

The meeting was called to order at 9:00 am CT.

1. Call to Order (Patty):
 - a. Welcome/Agenda review: No changes to the agenda.
 - b. Conflict of interest declarations: Jim Miller noted potential conflict of interest due to USA-S and FINA positions.
2. Minutes and approval/ratification (Greg):
 - a. Approval of August 5 BOD minutes, as amended: **MSA to approve the minutes. The motion passed unanimously.**
 - b. Approval of September 3 EC minutes (EC members only): **MSA to approve the minutes. The motion passed unanimously.**
 - c. Ratification of Actions Taken Since July Summer BOD Meeting: **MSA to approve the actions taken since the July BOD Meeting. The motion passed unanimously.**
3. Recognition of Officers Completing Terms (Patty): Patty thanked the following:
 - a. Ralph: completing two terms as Treasurer.
 - b. Skip: completing two terms of VP Community Services.
 - c. Chris Colburn: completing his term as VP Local Operations (candidate for VP Administration).
 - d. Peter: completing term as VP Administration (candidate for President).
 - e. Nadine: completing two terms as Immediate Past President.
4. Update on Membership Strategy (Dawson): Slideshow detailed various aspects of progress on our strategy and future.

- a. Detailed the membership history over five years along with the 2019 forecast: breakdowns for new, returning, and renewing members. Returning members has seen an increase in recent years.
 - b. Events and Clubs are key drivers of membership growth.
 - c. Revisited the membership cycle previously shown at the February (Winter) BOD meeting: acquisition, new member retention (1-2 years), retention (3+ years), lifer/volunteer champs are the identified categories.
 - d. Acquisition updates:
 - i. The National Office has identified approximately 90 more clubs that could reach gold status and only need a certified coach. Bill Brenner is working with these clubs to get coaches certified.
 - ii. Raised the question of whether new clubs should have increased expectations from the beginning.
 - iii. Our Open Water strategy, unified fee, and various campaigns (triathlete, fitness, Try Masters Swimming Week) all contribute to member acquisition. We have a potential member database of 20,000 people and growing.
 - e. New member engagement:
 - i. We want to be able to track initial goal(s) of new members.
 - ii. Open Water database development is underway.
 - iii. Swim.com app.
 - iv. We have budgeted for welcome kits and a fuller engagement plan is in development.
 - v. Patty reminded that Board that all these things have to happen at the local level too. LMSCs must be reaching out and providing opportunities to participate or achieve. Dawson added that we must educate coaches and LMSCs on how important this is. For first time swimmers, if they get no response from a coach/club, it's a bad first impression that might be hard to overcome. For the programs that respond, we need to ensure that they're providing newcomers with adequate information so they're comfortable.
 - vi. Nadine asked about the appropriate method for tenured USA Swimming (USA-S) coaches that are interested or already coaching masters, but don't want to spend the time on a USMS coach certification. Chris Campbell asked about grandfathering. Dawson noted that any grandfathering already occurred. Jim suggested that a less demanding bridge course for those coaches might be a solution and encouraged feedback from the Board. Several members were supportive of the idea and Donn added that the Officials Committee has developed a similar program for officials. Peter asked if the Board should we direct the National Office or Coaches committee to develop such a course. Patty said that while it is not appropriate for the Board to suggest programming (too granular), Dawson can take it under advisement. Dawson indicated that we are talking with USA-S about this topic.
 - f. Committed members: The new digital community and unified fee are both beneficial. The Swim.com app provides members with various positive challenges and methods for fitness series tracking. Open Water best practices for workouts are being developed and there's an event growth plan.
 - g. Lifer/champion members: We will educate them on new benefits and track engagement. We hope to have 100% renewal rate.
 - h. Membership strategy for 2020: Continue to build the pipeline of members and work on retention. The website, segmented campaigns, OEVT, digital trial form, automated marketing campaigns, and connection to clubs/coaches are all key components. A new member welcome strategy, including community, swim.com, providing our members with appropriate challenges, and Open Water participation tracking will all be useful tools.
 - i. Two graphs showed our projected membership growth and revenue growth, both with projections if we implement a unified fee or if we have no change. The unified fee projections were higher than the "no change" projections.
5. Budget Update (Susan/Dawson):
- a. Insurance has an estimated 1.2% increase over the initial budget assumption. The National Office investigated cost savings with an alternative underwriter, but there would be a reduction to the aggregate limit. As a result, Dawson recommended that we stick with our current recommendation.
 - b. Marketing partner support, previously in the SSL budget, was moved to the USMS budget.
6. LMSC Standards (Chris Colburn):
- a. Proposals from LMSC Development Committee: **Motion to approve the updated LMSC Standards as amended by the LMSC Development Committee.** Discussion: Chris Colburn discussed each of the four proposed changes. Some of the proposals were questioned, so it was suggested that it would be better to address each proposal individually. **Chris Colburn withdrew his motion.**
 - i. **MSA to strike 3.3.2 as recommended by LMSC Development Committee.** This removes the target standard to deposit USMS checks within 30 days of receipt. This is not necessary because all LMSCs are using direct deposit. **The motion passed unanimously.**
 - ii. **MSF to add language to 3.2.1 as recommended by the LMSC Development Committee.** Discussion: This would eliminate the target standard for LMSCs with fewer than 500 members to have both a Coaches and Officials Chair. Rob and Nadine spoke in opposition of removal, due to Coaches Chair being an extremely important position, perhaps the most important. Patty stated that LMSC Development Committee has deep knowledge and expertise related to the smaller LMSCs; if they don't think it is

necessary then it should be considered. Nadine mentioned that if LMSCs are having difficulty staffing a Coaches Chair, they can seek out a coach from another LMSC, perhaps a neighboring one. Chris Colburn called to question. **The motion fails (5 to 9).**

- iii. **MSA strike 2.4.6 as recommended by LMSC Development Committee.** This would eliminate the need to submit sanctioned events to the USMS Calendar of Events via the online tool. Discussion: The Guide to Operations (GTO) covers the sanction process already. All sanctioned events must go through the tool already and automatically get posted on the calendar as a result, therefore the standard is no longer necessary. **The motion passed unanimously.**
 - iv. **MSF strike 2.3.2 as recommended by LMSC Development Committee.** This would eliminate the standard regarding the Registrar and Treasurer being separate individuals. Discussion: Ralph noted that this is an obsolete standard because it is already documented in the Financial Operating Guidelines (FOG). Patty indicated that it is still useful to state again. Peter mentioned that the LMSC Standards document is easier to review than FOG and similarly wanted to keep this standard. The National Office currently enforces this standard when LMSC Board changes are sent to USMS. **The motion fails (3 to 12).**
 - v. Housekeeping changes to the LMSC Standards do not require a vote. One housekeeping change was made and renumbering will take place based on the other changes approved.
- b. Ralph thinks we should incorporate a standard around open LMSC elections, due to lack of notification in some LMSCs around their elections. Doug Sayles suggested that it might help if LMSCs make the distinction that the annual meetings are membership meetings, not strictly for the LMSC Board. Peter mentioned that remote participation in elections could be useful. Patty said at the bare minimum, members need to know when LMSC elections will be held. Chris Colburn indicated that the enforcement and remediation powers are vague if an LMSC disregard the standards; USMS needs better mechanisms to address potential issues. **MSA to recommend that the LMSC Development Committee explore a standard to address holding open and properly noticed elections.** Discussion: Jeff Strahota asked if LMSC Development discussed LMSCs getting one year off from being scored on the standards if they hit all the mandatory and target standards. Chris Colburn said that the committee decided not to incorporate that. Dawson pointed out that some LMSC Standards may not be in line with our strategic plan or with what other committees are thinking. He felt that our operations need to be in line with strategy. **The motion passed unanimously.**

7. Strategic Plan Check-In (Patty): This was a group breakout session, including some audience members. Patty instructed the groups to discuss the four strategic pillars at a high level, rate how USMS is doing with them, decide if they're the appropriate pillars, and provide advice to the incoming Board. This is relevant because we've had this strategic plan for three years and they are typically updated every three to five years.
- a. Each group rated our pillars (membership value, brand clarity, partnerships, and innovation) with room for improvement: either 3 out of 5 stars or in the C to B+ range of grades for all the pillars.
 - b. The groups agreed that many projects are in motion and expect scores will rise if the execution is followed through; an upward trajectory is expected for our achievement in all the pillars.
 - c. A common theme is that our external partnerships (sponsors) are flourishing, but our internal partnerships require work. One example is getting clubs and programs integrated more with national programs. Two groups suggested that volunteer engagement didn't belong in the same pillar as sponsor related activity, identifying the former as a type of membership value.
 - d. One group suggested that SSL should be prioritized within our strategic plan. Dawson noted that when the strategic plan was created, SSL was in its infancy.
 - e. The groups were consistent in the belief that our current pillars are appropriate, though there could be a fifth pillar to split off volunteer related engagement.
 - f. One group suggested that the strategic plan needs to be simplified.
 - g. Dawson thinks that five years will be a stretch goal for accomplishing many of the tasks that are set out to address the pillars. This is due to the slow pace of change within the organization.
8. SSL/ALTS (Dawson/Jay):
- a. Clarification of purpose and entities: Dawson explained that there has been confusion between Swimming Saves Lives Foundation and the Adult Learn to Swim program. Although they are not separate strategically, they are not the same, as they have separate budgets. Additionally, the SSLF Grant Allocation is not the same as the SSL budget. He detailed the three-year cycle for SSLF grant allocation: money is donated in year one, the grants are calculated in year two, and the grant distribution is in year three. Reserve fund allocation takes place in year two.
 - b. Dawson broke down the SSL revenue sources and expenses as well as the USMS revenue and expenses related to ALTS.
 - c. Staff resources/time points:
 - i. The entire National Office plays a part in the strategy
 - ii. Time contributed to the cause with incremental value to our mission
 - iii. There is an annual marketing integration
 - iv. There is an annual member engagement strategy integration: ALTS is a great volunteer opportunity!

- d. Cause marketing: Brands are expected to have a charitable cause and SSL/ALTS is high quality content, provides member engagement, is an excellent educational opportunity, and is added incentive for our members to participate in the Fitness Series. All of this is an engaging message that non-swimmers can easily understand.
- e. Renewal rate for members that donate is 84%, significantly higher than our average.
- f. Policies that need to be clarified in the future:
 - i. Proper treatment of SSLF surplus/deficits
 - ii. Central Indiana Community Fund (CICF) endowment and the related guidelines on use of income
 - iii. Finance Committee's role in grant funding and SSLF budget approvals
 - iv. Establish an investment policy for reserve
- g. 2019/2020 Grant Allocation:
 - i. Dawson stated that among the committee members, there is a delineation between fundraisers and those who specialize in ALTS.
 - ii. Jay DeFinis spoke to several fundraising components moving forward:
 - 1. Donor cultivation – one example of an initiative is our upcoming charity auction.
 - 2. Grassroots – this includes the development of local events that might partially support SSL and partially support a local charity.
 - iii. Dawson indicated that the SSL Board of Trustees recommended \$109,428 for the grant allocation. **MSA to approve the recommended SSLF grant funding up to \$110,000 for 2020.** Discussion: ALTS programs were vetted. There were 82 applications received and total grants slated to be awarded on Friday is 67, with an average grant of approximately \$1,700. Peter asked if grants were awarded to non-USMS entities. It was noted that they can be, but the grant criteria include credit for USMS programs seeking grants. Carrie mentioned that grant seeking clubs may receive additional funds from the LMSC. Jay noted that USMS will be adding different levels of giving: \$60 to support one person, \$120 for a “family”, \$240 for a “relay”, \$1,650 is “going the extra mile” and \$2,500 for a “champion” that will be a named sponsor of an event. Nadine suggested that we need a better bridge for ALTS members getting to USMS due to a perceived gap in programs handling swimmers with drastically different skillsets. Dawson acknowledged that this is under consideration by the National Office. Ed responded that ALTS is our cause and not intended to be a membership generator. Ralph suggested asking LMSC for SSL donations and having national match the donations. Also, he recommends that the Board review whether SSL is properly structured for growth. Patty closed out the discussion by stating that we haven't determined the priorities associated with SSL and the next Board should do so. **The motion passed unanimously.**

9. Officer Reports:

- a. President (Patty): No updates.
- b. VP Administration (Peter): No updates. Hopes to encourage committee chairs to focus on important changes to improve our organization as opposed to rule book changes.
- c. VP Community Services (Skip): No updates but highlighted the fact that the Diversity & Inclusion Committee is very hard-working, built a strategic plan, and looking toward the future.
- d. VP Programs (Donn): No updates.
- e. VP Local Operations (Chris): The updates to the LMSC Standards discussed today were the only updates.
- f. Treasurer (Ralph): No updates.
- g. Secretary (Greg): No updates.
- h. Immediate Past President (Nadine): No updates.
- i. Legal Counsel (Maria): Patty indicated that Maria is unable to attend today. No report.

10. 2019 Annual Meeting (Patty/All):

- a. Rules of the USMS Annual Meeting: **MSA to approve rules of the annual meeting.** First order of business in the HOD will be for the rules of the annual meeting to be approved by the HOD. Discussion: Nadine asked about the process for USA-S attendees speaking at Zone Meetings. Rob indicated that they must be recognized by the Zone Chair. Typical business dictates that this should be allowed. Patty will mention to the HOD that any meeting can allow for non-delegates to speak if approved by the appropriate individual. If there are any vacancies on the Board as a result of elections, the Board will fill those positions. **The motion passed unanimously.**
- b. Guests of President: Patty asked if any Board members wanted to add guests. None were indicated.
- c. Convention Hot Topics:
 - i. Budget modernization process: Teddy, Peter, and Ed will speak to the process, both in the forum on the floor for the HOD prior to the vote. Ralph is also planning on speaking to the process.
 - ii. The 60-day to 30-day reduction for changing club affiliation is a hot topic. This was not a topic of discussion for the Board this year.
 - iii. Unified fees: Panel members John King (Pacific) and BOD working group members will discuss the value of having a unified fee. For LMSCs voluntarily opting in, the national fee remains the same and a portion is donated back to the National Office.

11. New business: None.

12. The next BOD meeting will be in person at 5:00pm CT on Friday, September 13 at the Convention in St. Louis, MO. The next EC call will be determined at the BOD meeting after convention on Sunday, September 15 at 9:00am CT.

The meeting was adjourned at 2:06 pm CT.

Respectfully Submitted,

Greg Danner, Secretary