2008
USAT
Business Plan

USA Triathlon
2008 Business Plan

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Vision & Mission Statements
Broadest View

VISION

USA Triathlon's vision is to engage every American in the multisport lifestyle.
(Place Holder)

MISSION

USA Triathlon's mission is to set the standard for excellence in leadership, structure and education for the growth and development of the multisport lifestyle.

Cultural Values

Operating Principles

As a member of the USAT Staff I am committed to the following attitudes and philosophies:

1. **Think Creatively**
    - I embrace new ideas and am tolerant of the confusion that accompanies change.
    - I push myself to continually change my perspective.
    - I take initiative to push beyond the boundaries set for me.
    - I have the courage to challenge the status quo.
    - I proactively share knowledge and educate others.

2. **Operate in Race Mode**
    - I proactively think through a plan and then act with intention.
    - I am quick to understand and learn.
    - I am empowered to take risks and am accountable for the results.
    - When working with others I am cooperative, supportive, anticipatory and respectful.
    - I communicate through personal dialogue – face-to-face and voice-to-voice whenever possible.

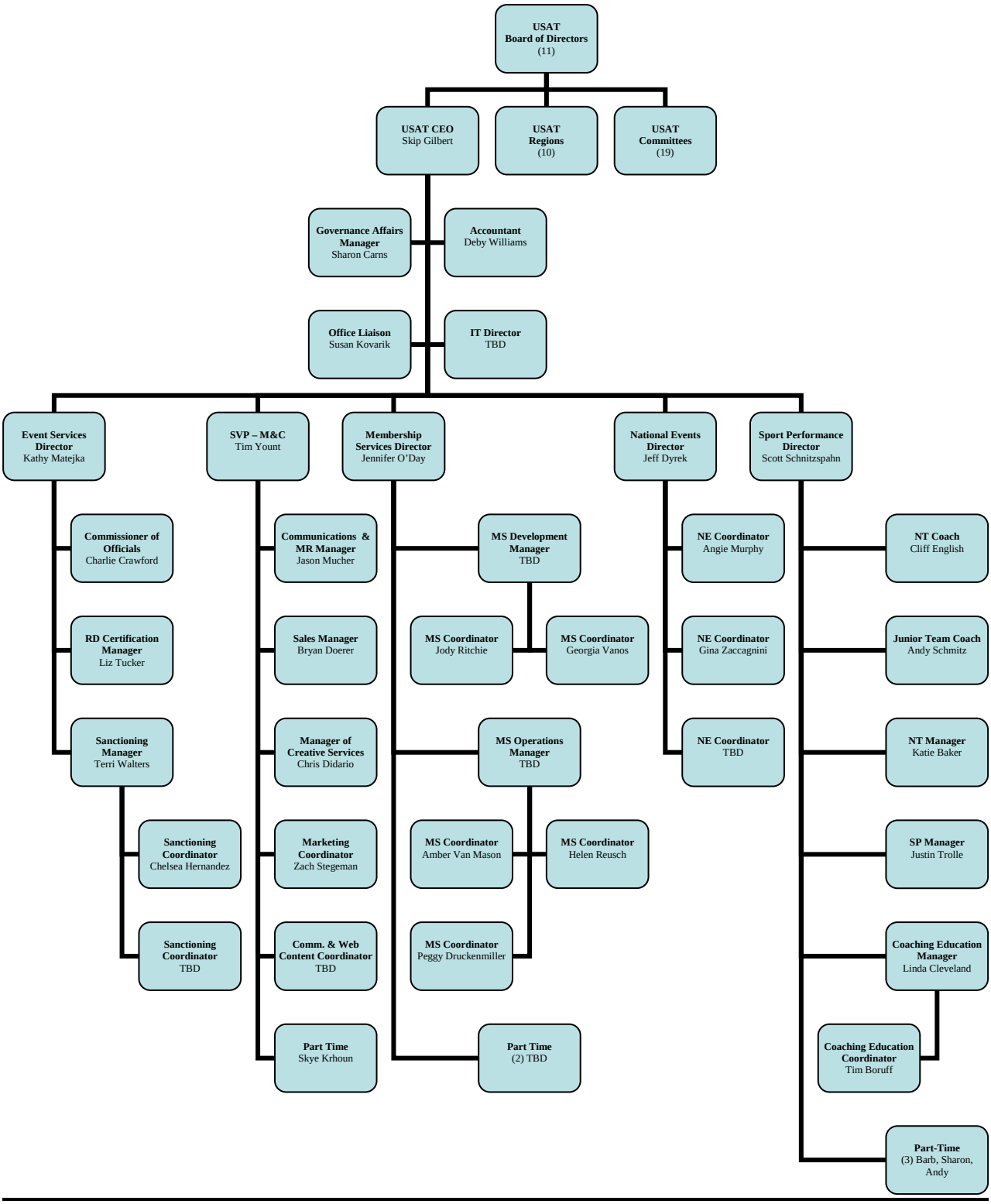
3. **Engage Globally**
    - I am generous with my resources.
    - I invest time in understanding the cultures of others.
    - I am respectful of ethnic, national and cultural diversity and tolerant of differing points of view
    - I am open to new things and am aware of how others perceive me.
    - I connect people.

4. **Inspire Excellence**
    - I care about people.
    - I promote a positive image of USAT by producing the highest caliber, error-free materials that are consistent across sites and USAT Partners.
    - I expect and encourage others to act as leaders
    - I drive people to a higher level of performance by continually raising the bar.
    - I approach difficult problems and dynamic goals with a high level of energy.

5. **Act with Integrity**
    - My actions match my words.
    - I am transparent whenever possible.
    - I follow through on commitments.
    - I am true to myself.
    - I challenge myself and my colleagues in an open, honest and constructive manner.

Organizational Structure

USAT Chart



Stakeholder Identification

USAT Constituencies

Event Services

Athlete Members	Board of Directors	Committees
Insurance Company	ITU	Local Communities
Officials	Race Directors	Volunteers

Marketing & Communications

Board of Directors	Clubs	Coaches
Donors	Internal Customers	Media
Officials	Public	Race Directors
Sponsors/Advertisers	Vendors	Volunteers

Member Services

Board of Directors	Clubs	Coaches
Committees	Members/Athletes	Officials
Public/Governmental Entities	Race Directors	Regional Boards
Sponsors	Volunteers	

National Events

Age Group Athletes	Board of Directors	Clubs
Committees	Elite Athletes	ITU
Officials	Race Directors	Regional Boards
Sponsors	Sports Commissions	USOC
Vendors	Volunteers	

Sport Performance

Board of Directors	Coaches	Committees
Elite/U23/Junior	ITU	PATCO
Race Directors	Sponsors	USOC
Volunteers	Youth	

National Office

Board of Directors	Committees	IOC
ITU	NAS	PATCO
Race Directors	Regional Boards	USOC
World Triathlon Corporation	Volunteers	Xterra

USAT Core Programs

Business Unit Purpose

Event Services

The purpose of the Event Services unit is to facilitate the safe and fair conduct of races and events by providing training and guidance to event organizers nationwide. We provide a centralized wealth of resources so event organizers have access to tools and information that assist them comprehensively. Our goal is to ensure a proactive link and open dialogue with constituents and to do so in such a way as to promote a culture of care and genuine involvement.

Programs (7)

Officials
Professional Development
Race Director Certification
Race Director Symposium
Race Director Education
Risk Management
Sanctioning

Committees (1)

Race Director Committee

Marketing & Communications

The purpose of the Marketing & Communications unit is to create a high level of revenue and value-in-kind support for USAT programs and properties as well as promote and publicize the sport to endemic and non-endemic media. Our goal is to provide complete marketing support to all USAT business units and effectively communicate their programs and initiatives to our various constituencies.

Programs (12)

Creative Services
E-Newsletters
Marketing/Branding
Merchandising
New Technologies
Private Fund Raising
Production
Professional Development
Public/Media Relations
Sponsorship/Advertising Sales
Sponsorship Servicing
Triathlon Life Magazine
USAT Website

Committees (1)

Hall of Fame

Member Services

The purpose of Member Services is to provide for the growth and development of the annual membership base as well as servicing the one-day memberships for the organization. We provide the programs, resources and benefits necessary for members, clubs and regions to derive value from their association with USAT. We ensure the implementation of development

programs to expand our reach to the general public and non-multisport athletes for the ultimate growth of clubs, regions and membership.

Programs (15)

Account Maintenance
Ambassador Program
Application Processing
Club Development
General Member Benefits
Mailing List Sales
Membership Acquisition
Membership Packet
Membership Retention (renewals)
One-Day Licenses
Post-Race Processing
Professional Development
Rankings Program
Sport Development
USAT Customer Service

Committees (7)

Age Group Committee
Collegiate Committee
Duathlon Committee
Emerging Sports Committee
IT Committee
Physically Challenged Committee (PC)
Women's Committee

National Events

The purpose of the National Events unit is to facilitate the National Championship program to the highest quality and maximize member participation. We facilitate an elite race series to best prepare our elite athletes for Olympic Games and we develop and support the top age group athletes at ITU World Championships.

Programs (17)

Age-Group National Championships
Collegiate National Championship
Collegiate Triathlon Association (CTA)
Duathlon National Championship
Elite Race Series
Junior Elite Race Series
Professional Development
Regional & Non-Owned Championships
Team USA Long Course Duathlon
Team USA Long Course Triathlon
Team USA Short Course Duathlon
Team USA Short Course Triathlon
Team USA Reunion
Team USA Winter Triathlon
USAT Congress
World Championship Qualifiers
Youth National Championships

Committees (1)

International Relations Committee

National Office

The purpose of the National Office unit is to facilitate the development of programs, initiatives and to maintain cohesive efforts across all business units. We help provide incentive and

development of the staff. We ensure a proactive link and open dialog with all external constituents.

Programs (13)

Board of Directors
Facility Management and Acquisition
Finance and Investment Management
General Administration & Leadership
International Relations
IT
Legal Affairs
Endemic Relations (NAS/WTC/Xterra)
Professional Development
Regional Federations
Sport Governance & USOC Relations
Staff Development
USAT Elections

Committees (6)

Audit Committee
Bylaw Committee
Hearing & Appeals Committee
Investment Committee
Nominating Committee
Regional Presidents Committee

Sport Performance

The purpose of the Sport Performance unit is develop a long-term plan that emphasizes systematic development of elite athletes in the quest for medals in the Olympic Games, Pan Am Games and World Championships. We support a National Education and Training System for the Development of USAT athletes and coaches which will help align USAT Certified coaches with USAT Regional Federations, USAT and community clubs, school programs, the NCAA, USA Swimming, USA Track and Field, and community clinics and camps.

Programs (15)

Athlete Development (AD) Camp
Coaching Education
Doping Control and Education (USADA)
Elite Development/U23 Team
Elite Olympic Team
Emerging Athlete
Junior Races and Elite Series
National Team Camps
National Team Administration
Non-Olympic Elite Teams
Professional Development
Resident OTC Program
Talent ID RADC
Training Camps
U19 (Junior) Team

Committees (4)

Athlete Advisory Council
Elite Athlete Selection Committee
National Coaching Committee
National Coaching Ethics Committee

Program Rankings
Organizational Focus

USAT Staff ranked all programs in order of importance to the organization. These were the top 15 programs in order of importance to USAT:

1. Elite Olympic Team
2. Retention (renewals)
3. Age Group National Championship
4. Acquisition
5. Marketing
6. Sanctioning
7. Risk Management
8. Clubs
9. Elite Development / U23 Squad
10. BOD Calls
11. Collegiate National Championship
12. Triathlon Life Magazine
13. USAT Website
14. Coaching Education
15. Sponsorship

USAT Staff was asked to list the top 5 programs that have been under-developed and which need priority attention. Theses programs include:

1. Private Fundraising
2. Retention (renewals)
3. USAT Website
4. Clubs
5. Age Group National Championship/Elite Olympic Team (tied)

USAT Core Objectives
Organizational Direction

Increase relevancy to all constituencies

Support tagline: "Fueling the Multi-Sport Lifestyle"

Improve business unit cross collaboration

Create more pro-active educational programs

Create programs to support 2007 mantra of "Get Involved"

Business Unit Overview
2007 Performance Markers

Sport Performance

1. Cash revenue of $610,000 & total expenses less than $1,228,410
2. Arrange one appearance per National Team athlete
3. Provide at least 1 CEU or Certification Clinic in each USAT region
4. Develop one PATCO–supporting training program
5. Design and implement USAT training Center/Performance Center model

Event Services

1. Cash revenue of $360,000 & total expenses of less than $502,422
2. Post Race Compliance – 85% of RD's submit all paperwork by November 20th
3. Develop Level 2 of RD Certification
4. Create a strategic educational plan for communities hosting events
5. 100% fulfillment of Officials at requested events

Marketing & Communication

1. Cash revenue of $385,000 & total expenses less than $1,079,934
2. Distribute the 2007 Sponsorship Year-End Report by December 31st
3. Develop a corporate branding plan for USAT
4. Develop a strategic plan for private fundraising
5. Generate 42,500 unique visitors per month to site (average) for 2007

Membership Services

1. Cash revenue of $4,830,000 & total expenses of less than $2,164,161
2. 2007 average annual retention rate of 46% and reach 93,500 annual members
3. Develop a five-year plan to address acquisition and retention strategies
4. Launch Ambassador program with clinics in each region
5. Process all annual applications within 48 hours of receipt, and one-days within 4 weeks of receipt, 98% of the time

National Events

1. Cash revenue of $840,000 & total expenses of less than $1,429,435
2. Develop a strategic plan for a High School Multisport Program for 2008
3. Develop a permanent date strategy for A-G Tri and Du Nationals
4. Create standard qualification system for Team USA and ITU World's
5. Develop strategic plan for Talent ID races for 18-34 age-group

USAT Global Goals

1. New IT strategy implemented
2. Balanced budget for 2007
3. New budgeting process activated
4. Development of USAT University
5. Successful elections

Business Unit Priorities, Strategies & Initiatives

Roadmap to Success

EVENT SERVICES

1. 2007 Review
   - 2,300 sanctioned events
   - 533 officiated events
   - Launch of RD Certification program
   - Continued experiential growth in all facets of risk management and loss exposures for Event Services team
   - Static insurance premium
   - Consistent high level of customer service to constituents

2. 2008 Strategic Planning Guidelines
   - Post-race sanction compliance
   - Continued Education for RD's – final development/initial implementation of Level 2
   - Continued growth of officials program
   - Collaboration with National Events to award championship races to the best possible race organizations (this could easily be Member Services as well for post race processing, etc).
   - Serving our constituents with excellence – striving to be our best at all times

3. Three Challenges Ahead
   - Technology solution
   - Crisis management – fatalities at events despite education, training and certified race directors
   - USAT TO program-launching smoothly and professionally under intense international scrutiny

4. Three Opportunities Ahead
   - Technology solution
   - Re-birth of RD Conference as RD Symposium
   - Continue dynamic growth of USAT age group officials program

MARKETING & COMMUNICATIONS

1. 2007 Review
   - Increased cash revenues from $200,000 to over $400,000, VIK from $750,000 to $1.1, and ad revenue from $93,000 to over $150,000 all while staying within budget on expenses. USAT also increased the number of royalty based partnerships by 25%.
   - Unique visitors to the website exceeded our department goal by an average of 20,000 athletes per month. This was due to the introduction of new media including RSS Feeds, podcats, blogs, e-newsletters, video, increased mentions in our magazine, and communications initiated by partners on our behalf (which referenced site).

- Improved sponsor satisfaction due in part to more opportunities to participate in USAT programs and events, elevated customer service, stronger quality controls, improved communications that included but was not limited to the development of the first year-end partnership report ever conducted by the federation
- Supported USAT's 25th Anniversary through all of our communication channels
- Developed and activated the first independent communications plan and improved the position of our owned magazine in both quality and content
- Developed the first funding plan, branding plan and partnership policy of the organization

2. Strategic Planning Guidelines
    - Support program needs of our National Owned Events, the Olympic Trials and Olympic Games using a combination of branding, creative, sponsorship, marketing and communications.
    - Re-vamp USAT's website to meet the goals as outlined in the IT RFP
    - Be more proactive with design projects and other creative
    - Proactively seek support for partnerships from other USAT departments in the areas of creative and fulfillment
    - Drive/initiate content for USAT editorial properties with a focus on new media
    - Drive revenue through new and innovative means; expand existing revenue model

3. Three Challenges
    - Brand enforcement and policing
    - Technology learning curve - remaining on the cusp of new technologies in the marketplace
    - Advocating/selling USAT relevancy to non-endemic companies and media; educating media and partners on the multisport lifestyle

4. Three Opportunities Ahead
    - Maintaining a proper balance of communication going to the USAT membership as well as identifying the right communication mix
    - Identifying the proper balance of time to manage/fulfill the growing portfolio of partners and suppliers to include but not be limited to M&C staff and key employees within the other business units
    - Addressing the future of the magazine and electronic newsletters in order to combat issues of ad/editorial ratio and increased page count, types of edit, costs, and quality

MEMBER SERVICES

1. 2007 Review
    - Membership numbers topped 100,000
    - Launch of the Ambassador program and the excitement surrounding it
    - Launch of the new online rankings system and the positive feedback
    - Processing all paperwork within 48 hours of receipt (were much more timely this year).

- Participation in the club National Challenge Competition more than doubling since the launch of the program in 2006
- Providing outstanding customer service through staff changes and technology obstacles

2. 2008 Strategic Planning Guidelines
    - Create a Multisport Week program to launch in 2009
    - Reach 115,000 members and monthly retention of 50% for adults
    - Work with Sport Performance to create a comprehensive four year plan for our youth program going forward
    - Launch a successful new technology system to improve efficiencies within in department
    - Create a membership drive program through the club system to launch in 2009

3. Three Challenges Ahead
    - Technology capabilities make it difficult to communicate with members, market to participants, and do our jobs efficiently
    - Trying to get USAT's message to over 100,000 members so they understand what their membership dollars are being used for
    - Youth retention rates are very poor at this time. Need to determine ways to keep them in the multisport family with all the other sports options available to them.

4. Three Opportunities Ahead
    - Triathlon is seen by many people as a challenge so we continue to see increased participation. Need to capitalize on converting those participants into annual members.
    - There are many areas of the country especially west of the Mississippi River where there are very few multisport events. Need to start establishing races and clubs in those areas which will in turn build membership.
    - Once new technology is in place, it will allow us to track new and existing marketing campaigns to make sure what we're doing is effective

NATIONAL EVENTS

1. 2007 Review
    - Collegiate National Championship
    - National Challenge Competition
    - Future Planning/Site Selection
    - Congress
    - Increased Exposure & Participation with Team USA & US based World Championships
    - Building the foundation/blueprint for USAT Events

2. 2008 Strategic Planning Guidelines
    - External Communication - Build a better connection with athletes, team members and race directors

- Departmental Team Work - Cross collaborate within department to become more efficient
- National Office Team Work - Cross collaborate with all departments to become more efficient
- Organization - Meet or exceed the standards we set by becoming more efficient and organized
- Collaboration - Sport Performance - Capitalize on the Olympic year to expose and develop the draft-legal, Olympic-style of racing in the USA. Including youth elite, junior elite and elite races.

3. Three Challenges Ahead
    - Reach - There are limitations that prevent us from being able to reach/connect with all multisport participants about National Events, Team USA, etc.
    - Technology - Currently the technology does not support National Events. We are limited in what we can do through our technology to become more efficient.
    - Support - Momentum was created for the Emerging Sports in 2007 but currently there is no way to support and continue the development of emerging sports into 2008

4. Three Opportunities Ahead
    - Olympic Trials - The partnership of Olympic Trials, Collegiate Nationals, Age Group and Talent ID race allows us to expose and excite all aspects of our membership about the sport and our elite athletes. This will allow us to build momentum and develop excitement for multisport among our members and potential members.
    - Age Group & Elite Nationals - This partnership will help continue the push to "bridge the gap" between elite and age group athletes
    - Create Awareness - We started to create a buzz about USAT National Events and Team USA in 2007. We have an opportunity to continue to grow and develop what was started in 2007.

NATIONAL OFFICE

1. 2007 Review
    - Successful Elections – National & Regional
    - Successful 2007 Audit
    - Implemented a new budget planning process
    - Coordinated an IT vendor search process
    - Maintained an open “sounding board” process for staff feedback/concerns

2. 2008 Strategic Planning Guidelines
    - Strategic Business Planning – Help move all governance groups (Boards/Committees) to a higher level of accountability and responsibility
    - Evaluation Process – Redefine the staff appraisal process and develop a new performance marker program
    - IT – Complete the IT vendor search process and hire an IT Director to manage our technology platform

- Financial Barometers – Develop an improved version of our monthly statements to provide more in-depth comparisons and a better understanding of our overall cash flow
- Quality Control – Continue to monitor all aspects of USAT business to ensure that all efforts reflect the highest standard of quality control

3. Three Challenges Ahead
    - WTC – If the rumors of their move to Olympic-distance racing are true, USAT needs to have a comprehensive plan to support their efforts while protecting the interests of our RD Family
    - ITU – USAT needs a stronger relationship at the CEO level and this will have a top-down impact on all of our international efforts. Having a strong IR Committee could be a potential solution.
    - Growth – USAT has seen significant growth over the past few years. Finding ways across all business units to support and enhance our ability to sustain long-term growth will be critical.

4. Three Opportunities Ahead
    - Environment – USAT has an ideal opportunity to be a sport leader in creating and implementing "green" programs across our 2,300+ events. We must take advantage of this and show the sports community that the effort drives additional benefits.
    - Diversity Outreach – The time is now for USAT to partner with other NGBs to create an impactful diversity outreach program. This is a tremendous opportunity to build a legacy program that can support our ability to grow for years to come.

    - Private Fundraising – While this is an individual goal for the M&C staff, it is a global program that will impact all of our business units. We must tie this program through each unit to maximize the potential.

SPORT PERFORMANCE

1. 2007 Review
    - Successful Pan Am Games- 3 medals and secured maximum 2008 Olympic start spots
    - Launched USAT Certified Training Center/Certified Performance Center program
    - Achieved a medal at Elite and U23 World Championships
    - Successful Olympic "dress rehearsal" camp and race
    - Held a coach education CEU or Certification Clinic in every USAT region
    - Successful modification of Olympic Trials plan

2. 2008 Strategic Planning Guidelines
    - Collaboration- Work with Membership department to define Youth structure
    - Teamwork- on the 2009-2012 High Performance Plan, Art & Science Conference, Race and Camp Support, Coaching Education
    - Better internal communication- with twice monthly department meetings
    - Better external communication- with athletes and coaches via email and webinars

- Accountability- goal setting and follow up for staff, athletes, and outside coaches

3. Three Challenges Ahead
    - Travel- our team is constantly on the move with camps, races, and clinics
    - History- easy to fall back on old behaviors and expectations
    - Culture- creating a culture of performance

4. Three Opportunities Ahead
    - Olympic Games- Goal: 2 medals, expose all Americans, especially youth, to triathlon
    - Elite National Championships/Art & Science- Bridge the gap between Age Group and Elite and their coaches
    - Talent ID- fully staffed Athlete Development group can be pro-active

Issues to Study & Watch

Insurance and Risk

No matter how diligently we work to educate race directors and promote the safe, proper conduct of events, our sport is inherently risky due to the fact that it is pursued in open water and on open roads. No amount of control or planning can prevent random accidents from unfortunately taking the lives of our members. Ultimately, these random acts may put the entire future of our sport at risk.

Pro/Elite Athletes

USAT needs to be proactive in developing a better structural model for our professional athletes. There is external confusion regard the pro name (pro or elite), the different types of pros (Ironman vs. ITU-style) and the qualification standards to earn a pro card.

Governance – Regions & Committees

USAT sets strict performance markers for all staff members each year. Meetings are held within business units throughout the year to gauge how the employee is responding to the set goals. At the end of each year, financial bonuses are based on the percentage of goals met against goals set.

Currently, this business model of responsibility and accountability is not embraced by our governance elements which include the regions and our committees. Steps need to be taken to develop a sense of structure, to develop measurable levels of accountability and to record performance against set standards in order to continue to move this organization forward.