

2010 Business Plan



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Vision & Mission Statements <u>Broadest View</u>

VISION

USA Triathlon's vision is to engage every American in the multisport lifestyle.

MISSION

Our mission is to encourage, support, and enhance the multisport experience in the United States.



Cultural Values **Operating Principles**

As a member of the USA Triathlon 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, and respectful.
- I communicate through personal dialogue whenever possible.

3. Engage Globally

- I am generous with my resources.
- I invest time in understanding the cultures of others.
- I am respectful of 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 USA Triathlon by producing the highest caliber, error-free materials that are consistent across all aspects of the organization
- 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.

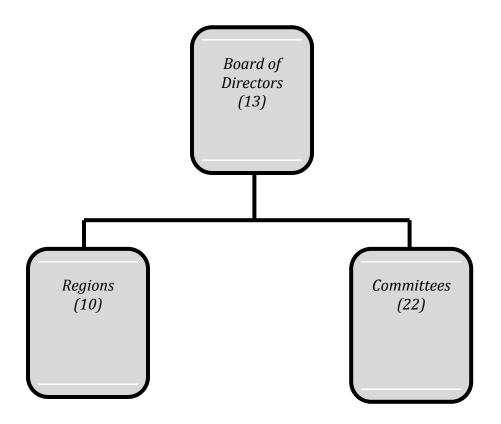
5. Act with Integrity

- 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

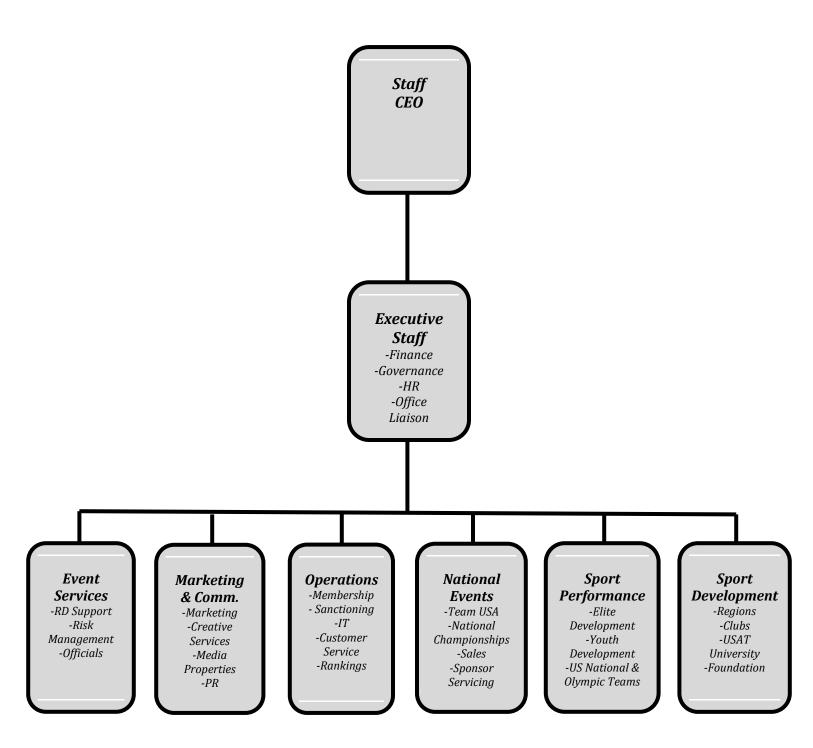
Governance





Organizational Structure

Professional Staff





Stakeholder Identification <u>Core Constituencies</u>

Advertisers

Age Group Athletes

Board of Directors

Clubs

Coaches

Committees

Donors

Elite Athletes (U23/Juniors)

Emerging Sports

Insurance Company

IOC

ITU

Local Communities

Marketing Partners

Media

Members Officials

Paratriathlon

PATCO

Race Directors

Regional Councils

Sports Commissions

USAT Business Units

USAT Staff

USOC

Vendors

Volunteers

Youth



Core Programs **Business Unit Purpose**

Event Services

Event Services facilitates 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 (5)

Community Support Officials Race Director Support Race Director Symposium Risk Management

Committees (2)

Race Director Committee

Woman's Committee

Marketing & Communications

Marketing & Communications creates a high level support for USA Triathlon 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 business units and effectively communicate their programs and initiatives to our various constituencies. Our goal is to develop corporate relations to maximize sponsorship revenue, budget relieving VIK, Triathlon Life magazine advertising sales and product trade to enhance USA Triathlon programs.

Programs (11)

Creative Services
E-Newsletters
Marketing/Branding
Membership Acquisition & Retention
Merchandising
New Technologies

Production
Public/Media Relations
Sponsorship/Ad Sales & Servicing
Triathlon Life Magazine
USAT Website

Committees (1)

Marketing Committee

National Events

National Events facilitates our National Championship programs to the highest quality and maximize member participation. We strive to facilitate an elite and junior elite race series to prepare Olympic pipeline athletes for International Competition. We develop and support the top age group athletes at ITU World Championships.



Programs (6)

Elite Race Series Junior Elite Race Series Regional & Non-Owned Championships Team USA Support USAT Owned-Championships World Championship Qualifying Process

Committees (2)

Collegiate Committee

Paratriathlon Committee

National Office

The National Office facilitates the development of programs and initiatives while maintaining 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 (10)

Board of Directors International Relations (ITU)
Endemic Relations (LF/WTC/Xterra) Legal Affairs

Facility Management Sport Governance & USOC Relations

Finance and Investment Management USAT Elections

General Administration & Leadership USAT Staff Development

Committees (8)

Audit & Finance Committee Hearing & Appeals Committee Bylaw Committee Investment Committee

Compensation Committee Nominating Committee

Ethics Committee Strategic Planning Committee

Operations

Operations provide technical support for membership and Race Director application processing. We provide the programs, resources and benefits necessary for members, clubs and regions to derive value from their association with USA Triathlon. We oversee the development and activation of all technical (IT) platforms supporting all USA Triathlon business units.

Programs (9)

IT Development & Support Post-Race Processing
Mailing List Sales Rankings Program
Membership Development & Processing
One-Day Licenses USAT Customer Service

Committees (1)

IT Committee



Sport Development

Sport Development assists in the creation of new initiatives and changes to existing programs to support the overall growth of the multisport lifestyle at the national and regional level. A primary focus is the development of educational curriculum to support USAT University to all constituents. This unit is also charged with supporting USA Triathlon's efforts in private fundraising.

Programs (9)

Ambassador Program Club Development Coaching Education Private Fundraising Race Director Certification Research Sport Development USAT University USAT Regions

Committees (5)

Age Group Committee Duathlon Committee Hall of Fame Committee National Coaching Committee Regional Council Chairs Committee

Sport Performance

Sport Performance develops 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.

Programs (11)

Athlete Development (AD) Camps
Doping Control and Education (USADA)
Elite Development/U23 Team
Elite Olympic Team
Junior Races and Elite Series
National Team Administration

Non-Olympic Elite Teams Resident OTC Program Talent ID RADC Training Camps U19 (Junior) Team

Committees (3)

Athlete Advisory Council Elite Athlete Selection Committee **International Relations Committee**



Program Rankings Organizational Focus

Staff ranked programs in order of importance to the organization.

Event Services

- 1. Race Director Support
- 2. Risk Management
- 3. Officials
- 4. Race Director Symposium

Marketing & Communications

- 1. Marketing/Branding
- 2. USAT Website
- 3. Triathlon Life Magazine
- 4. Creative Services
- 5. Public/Media Relations
- 6. E-Newsletters
- 7. Production
- 8. New Technologies
- 9. Merchandising
- 10. Sponsorship/Advertising Sales & Servicing

National Events & Corporate Partnerships

- 1. USAT Owned Championships
- 2. Elite Race Series
- 3. Iunior Elite Race Series
- 4. Team USA Support
- 5. Regional & Non-Owned Championships
- 6. World Championship Qualifying Process

National Office

- 1. General Admin & Leadership
- 2. Board of Directors
- 3. Finance and Investment Mgmt.
- 4. USAT Regions
- 5. USAT Staff Development
- 6. Sport Governance & USOC Relations

- 7. Legal Affairs
- 8. Facility Management
- 9. Endemic Relations (WTC/Xterra)
- 10. International Relations (ITU)
- 11. USAT Elections

Operations

- 1. USAT Customer Service
- 2. Membership Retention (renewals)
- 3. Application Processing
- 4. Sanctioning Processing
- 5. Rankings Program
- 6. Post-Race Processing
- 7. IT Development & Support
- 8. Account Maintenance
- 9. General Member Benefits
- 10. Membership Packet
- 11. One-Day Licenses
- 12. Mailing List Sales

Sport Development

- 1. USAT University
- 2. Sport/Organizational Development
- 3. Foundation
- 4. USAT Regions

Sport Performance

- 1. Elite Development/U23 Team
- 2. Elite Olympic Team
- 3. National Team Administration
- 4. College Recruiting Program
- 5. Talent ID RADC
- 6. U19 (Junior) Team
- 7. Athlete Development (AD) Camp
- 8. Resident OTC Program
- 9. Non-Olympic Elite Teams
- 10. USADA



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 mantra of "Get Involved"

Support Sustained Competitive Excellence



Business Unit Priorities, Strategies & Initiatives Roadmap to Success

EVENT SERVICES

1. 2009 Review

- 3,200 sanctioned events.
- 625 officiated events.
- Continuation of RD Certification program—Level 1 successes continued, Level 2 launched and implemented.
- High level risk management experiences including direct negotiation with carriers and court appearance by staff.
- With growth at 17% sanctioned events/18% membership, static insurance premium is net 18% lower in cost to USA Triathlon.
- Consistent high level of customer service to constituents.

2. 2009 Key Learnings

- Technology updates/upgrades take 2-5 times longer than anticipated or planned.
- Athletes do not understand the relationship between USA Triathlon and an event.
- Race Directors still unsure about process for owned and licensed Championship Events.

3. 2009 Top Cross Unit Successes

- Development, testing and implementation of a new technology solution with the Operations Department.
- Collaboration on RD Symposium with Marketing & Communications.

4. 2010 Strategic Planning Guidelines

- Post-race sanction compliance/enforcing the sanction agreement.
- Collaboration with Creative Services and M&C to develop and possibly deploy online RD Service directory (Business Week model).
- Initial implementation of RD Certification online learning opportunities.
- Serving our constituents with excellence striving to be our best at all times.

5. Three Challenges Ahead

- Technology solution.
- Creation of online network resources to support and enhance RD business relationships and operations (Business Week model).
- Sanction compliance punitive remedy is in place for some aspects such as late post race but how will sanctioned events be held to a higher standard than a non-sanctioned event. Requires application of standards and remedies across the entire spectrum of events.



6. Three Opportunities Ahead

- Growing the family of sanctioned events via all communications platforms but most especially web-based.
- Business Week model of online directory and resource site for RDs and then other USA Triathlon constituents.
- Educating athletes on what it means to participate in a sanctioned event and communities on what it means to host one.

MARKETING & COMMUNICATIONS

1. 2009 Review

- Increased sponsorship, advertising, and royalty revenues from 2008, all while staying within budget on expenses.
- Created new mediums for communicating to the general membership including Multisport Zone (28% open rate), Facebook (nearly 17,000 fans), Twitter Linked in, and You Tube. Key part of the programming was to have each of these mediums speak to each other.
- Developed sub sites for usatriathlon.org including regions, trade team, training log, paratriathlon, hall of fame.
- Upgraded USA Triathlon Life Magazine from both a production and content perspective including new features and an expanded youth section
- Created the largest festival for any USAT owned event at both Age Group and Youth Nationals which included a more professionally looking vendor fair and more community activations
- Supported the first mobile marketing effort at AGNC.
- Expanded the membership promotion platform (sponsor giveaways/discounts and Fast Pass).
- Completed four focus groups all of which helped support 2010 plans for various USAT business units.
- Wrote the USA Triathlon marketing plan as well as branding plan, both of which will serve as road maps for USAT in 2010 and beyond.
- Created new videos for USA Triathlon owned events, youth, and national office.
 Also worked in conjunction with Endurance Films partner to create a 5 DVD Training Series.
- Developed a marketing advisory council to serve as a sounding board for various plans developed by USA Triathlon (a joint marketing and private fund raising perspective)
- Unveiled the inaugural Hall of Fame.
- Created the structure for a revised and refocused Duathlon Committee

2. Key Learnings

• In order to continue to develop better unity, USA Triathlon is going to have to create more department and/or cross department goals. We are a stronger organization when we work together as a team.



- Our weekly Monday meetings actually helped our staff to communicate better during the week about projects. It also helped to expose issues long before they became problematic for the organization.
- USA Triathlon must be more selective in who it affiliates with for not only partners but vendors and other groups that request involvement.
- We unfortunately learned quickly that our website does not have the functionality or ease of use that our constituent groups and staff need.

3. <u>Cross collaboration successes with other business units</u>

- National Events:
 - National Championship execution of branding (new event logos and finish chute coordination), exposition, event programs, race bags, awards, festival look/feel, etc. at AGNC and Youth Nationals
 - Promoted events via multisport zone, usatriathlon.org, USA Triathlon Life magazine, Facebook and Twitter
 - The Duathlon Committee worked with National Events on discussions about the change in duathlon distances and other duathlon national championship processes
- Operations:
 - Created improved online project submission report with them.
 - Membership benefits, incentives and promotions (i.e Fast Pass, Free EF DVD).
 - o Assisted in creative for membership mailer packet
- Event Services:
 - Green Initiatives with Event Services.
 - Symposium Expo and Vendor Fair
 - o Successfully engaged Event Services with the Hall of Fame banquet.
- Sports Performance:
 - Trade Team Christmas in April programming as well as work with athletes on race reports and testimonials for partners
 - Certified coach collaboration for contributions to web and print media for training tips and magazine articles.
 - Assisted with the promotion of webinars
- All Business Units:
 - Created Multisport Zone to support a single repository for all business unit newsletters; also worked with each BU on content for MS Zone
 - o New logo creation with plan on how to place various BU text
 - o Magazine which requires involvement from each director and others

4. 2010 Strategic Planning Guidelines

- Continue to expand the level of support given to our owned events and symposiums
- Discuss multiple times during the year each business unit's needs for communications, design, marketing and product support
- Further drive/initiate content for USA Triathlon editorial properties



- Define workable communications program with sales arm of USA Triathlon.
- Develop promotions that support the overall goals of USA Triathlon in addition to BU goals.
- Create more in-house marketing programs that advocate USA Triathlon constituent groups and business unit focuses.
- Conduct research that better validates new ideas and supports primary needs of various groups; generate best practices for more projects that demand a larger line item in the budget.
- Make the new website a priority and the truest resource for all things multisport
- Drive the magazine to be the best in the world for multisport
- Restructuring our sponsor levels and a focus on securing partnerships in major categories (auto, insurance, telecom).

5. Three Challenges Ahead

- Brand enforcement and policing. This continues to be one of our biggest challenges internally and with those affiliates that earn the right to use our brand.
- Adopt the right programs. Adapting to a changing marketplace and ensuring that programs we create are meeting the needs of all constituent groups will be critical.
- Marketing/Communication working together to grow membership. How can USA Triathlon drive membership numbers through new marketing and communication campaigns? How can we ensure that the campaigns meet all the organizational goals?

6. Three Opportunities Ahead

- Make usatriathlon.org the destination for all things multisport; everything our members want/need should be on the website; New website the sky is the limit on what this can do for USA Triathlon.
- Creating programs and developing campaigns that support the needs of ALL the key USA Triathlon constituent groups (which includes our business units). We have a good idea of who our members are; we just need to be sure to keep that in focus and not spend time and money where little opportunities for growth and development for the whole exist.
- Improved IT functionality will allow us to keep email addresses and contact information more up to date while cutting down on the time employees have to spend manually updating this information.

NATIONAL EVENTS

1. 2009 Review

- Team USA overall race experience continued to improve while the size of the competitive team continues to increase with more podium success.
- Duathlon National Championship was the largest ever; 1,800+ participants.
- Junior Olympic Festival participation exceeded 500 participants.
- Hosted Duathlon World Championships in Concord, NC.
- Awarded 2011 Long Course Triathlon World Championships in Las Vegas.



- Age Group National Championship success.
- Successful Wal-Mart Youth Program in Colorado Springs.

2. 2009 Key Learnings

- Communication is the key. Improved communication can always be established internally and externally.
- Become more efficient through outsourcing event set up logistics and arranging national accounts for race production needs.
- Build consistency by utilizing the same individuals during the events. Less work on educating new people and more time is spent on refining.
- Communication improvements: Team meetings and "Run sheets" at events helped during event week.
- We need to improve technology to become more innovative and unique in what we provide to athletes.

3. 2009 Top Cross Unit Successes

- Marketing & Communications
 - 1. Event branding
 - 2. Event technology (jumbotron, text messaging, blogging, etc.)
- Sport Performance
 - 1. Team USA "Head Coach"
 - 2. Shared resources at World Championships (team doctors)
 - 3. Elite athletes involved in Team USA, Wal-Mart program and Junior Olympic Festival
- Membership/National Office
 - 1. Staff involvement at events

4. 2010 Strategic Planning Guidelines

- Collaborate with more business units and corporate partners to support National Event and Team USA programs.
- Hang-A-Star: online registration system working seamlessly, race qualification automatic emailing, "policing" registration of qualified athletes for AGNC, etc.
- Attract the best age group athletes to compete at AGNC and building the campaign of "The Road to Nationals" and becoming a "National Champion"
- Meet or exceed the standards set for National Events programs.
- Collaborate with NCAA to add triathlon to the list of varsity sports.
- Secure National Championship venues 4 to 5 years so that planning can begin to enhance the event.

5. Three Challenges Ahead for 2010

- Keeping traveling and race costs down while still retaining athlete participation.
- Poor economy and less spending by athletes and sponsors.
- Maximizing our efficiency in the production of USA Triathlon events.



6. Three Opportunities Ahead for 2010

- Leveraging new relationships to help execute USA Triathlon programs (Sports Commissions, corporate partners, etc.)
- Hang-A-Star technology solutions
- Build on 2009 successes at USA Triathlon owned events.

NATIONAL OFFICE

1. 2009 Review

- Successful Elections National & Regional.
- Successful 2009 Audit.
- Implemented a new financial process for the Regions.
- Completed Regions Resource Handbook.
- Completed Regional Operations Manual (ROM).
- Supported revision process of Ethics and Conflict of Interest Statements.
- Launched Committee Guide and Reports on the website.
- Implemented an Employee Satisfaction Survey.
- Revised background check review panel for Coaching Education.

2. 2009 Key Learnings

- As stated last year, we have an unbelievable team. The bus is going in the right direction with the right people in the right seats. But, we had a few programs that needed to be out on their own so we formed a seventh business unit.
- New and additional employees impact our ability to maintain supplies, workroom space and on-site storage.

3. 2009 Top Cross Unit Successes

• Not relevant as by design the National Office works in conjunction with all Business Units.

4. 2010 Strategic Planning Guidelines

- Strategic Business Planning Help move all regions and committees to a higher level of accountability and responsibility. Take strides to mirror national and regional level programs.
- IT Launch all aspects of our planned IT platform and look at ways to complement our new technology. Explore ways to develop a new website.
- Quality Control Continue to monitor all aspects of USA Triathlon business to ensure that all efforts reflect the highest standard of quality control and continue to refine processes within each business unit.
- Identify ways each staff person can be more efficient in their jobs and ensure that all staff have the right priorities in place.
- Be a leader for all national governing bodies.
- Look at a potential real estate move for USA Triathlon HQ. The economy is right for us to buy over leasing.



5. Three Challenges Ahead

- WTC They continue to push into different distances and their entry into the Olympic-distance could have a negative impact on the industry.
- IT USA Triathlon needs to ensure that all aspects of the HAS system are fully functional and to develop phase two technology to complement the new system.
- Growth USA Triathlon 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 in a down economy.

6. Three Opportunities Ahead

- Regions Better connecting with the regions and creating an annual budget review process will help regions better drive and support USA Triathlon programs.
- USAT University USA Triathlon wants to be the informational resource for the multisport community so expanding our educational programming will help us get closer to this goal.
- Working with all business units to ensure USA Triathlon's vision is more in line with how we are perceived by members. If we are a proponent of a healthy lifestyle, how do members see us leading this charge? If we are everything that is multisport, how do we ensure that most of our members see us providing opportunities that fit that mission?

OPERATIONS

1. <u>2009 Review</u>

- Membership reached 132,000 with 29,000 of those being youth members.
- Deployed a new rankings engine developed by HAS and have received mixed reviews in regard to the new rankings system.
- Placed an increased emphasis on providing better customer service in 2009.
- Stabilized the internal IT infrastructure, deployed a new phone system, and implemented the use of technologies such as SharePoint to increase staff efficiencies.

2. 2009 Key Learnings

- The impacts of technology challenges are felt throughout the organization at all levels staff, members, race directors, and coaches.
- Implementing a new technology platform across the organization presents its own challenges, especially when outsourcing the work to vendors. Specific examples include challenges with a consolidated database system that will enable USA Triathlon to move forward with technology advancements.
- Encouraging staff to think creatively to not only resolve issues, but to move us to the future at times can be challenging. Some thoughts require significant paradigm shifts of the organization, and are inherent to resistance to change. However, continued encouragement of those thoughts results in a staff that is passionate for the sport and our organizational improvement.



3. 2009 Top Cross Unit Successes

- Program development worked with many different business units, including the Regions and the National Board to gain insight and feedback on a number of programs such as a youth program and a proposal for a mobile tour.
- Continued to work with National Events to provide more staff and more efficient processes at our national championships.
- Continued to work with Marketing and Communications to develop membership promotions, such as the Endurance Films promotion and the Fast Past program, that drove significant membership acquisition and renewals.
- Continued to work with Creative Services to develop a membership packet that drive sponsor visibility and USA Triathlon branding.

4. 2010 Strategic Planning Guidelines

- Design, development, and deployment of an integrated IT solution that will service our members, race directors, coaches, and those seeking information on the multisport lifestyle.
- Continue to grow annual membership for USA Triathlon and to convert one-day license holders to annual members.
- To develop a new membership structure that will include multiple tiers for agegroup memberships and increased membership benefits for those new membership levels.
- To build and implement an organization wide call center that will provide a single source of customer service for USA Triathlon constituents.

5. Four Challenges Ahead

- Working with IT vendors that are unfamiliar with the membership structure and our core programs, while working with them to build a world-class system that will elevate USA Triathlon to the pinnacle of technology in the NGB community.
- Pushing IT vendors to break the paradigm shift of their organizations and to be innovative in their technology and application development.
- Managing the acceptance of culture and technology changes within the staff and our core constituent groups. Getting their buy-in and support is key to the long-term success of the organization.
- Continuing the regain the trust of the USA Triathlon membership in regard to delivering quality member benefits, stable technology platforms, and providing accurate answers to their questions and concerns.

6. Four Opportunities Ahead

- Truly evaluating the long-term viability of a continued relationship with IT vendors providing application development compared to building an internal staff and developing applications internally.
- Using technology to enable the organization to continue to grow and achieve its goals by eliminating unnecessary processes and work, introducing new capabilities, and bringing a world-class technology platform to our constituents.



- Educating 250,000 one-day license purchasers on the benefits of membership and converting them to annual membership.
- Developing a true outreach program to introduce and educate members and potential members on the positive benefits of the multi-sport lifestyle.

SPORT DEVELOPMENT

1. 2009 Review

- Improved perceived information gaps between USA Triathlon's National Office and the regions. The improved communications allowed for better regional programming. It has also diminished some of the workload that would have otherwise been assumed by staff within the various business units.
- Created steps for USA Triathlon regional contacts to be more proficient with web page uploads, Facebook presence that included an improved member/region interface.
- Aided the region's adoption of USAT financial policies which corrected an originally broken system.
- Created a Regional Resource Manual.
- Stabilized what has been a very fractured Pacific Northwest Region.
- Secured some inspiring and notable keynote speakers for the Arts and Science Symposium.
- Sold out every coaching clinic and created a new program of double clinics at some venues.
- Implemented a very successful weekly webinar program (lowered costs for coaches to earn CEU's w/o traveling).
- Launched the online education system for coaches.
- Held a coach education CEU or Certification Clinic in every USAT region.
- Re-vamped Level II and III certifications to produce and evaluate highperformance coaches.
- Launched Level 2 RD Certification.
- Improved relationships with various club representatives as well as gave some definition to club programming.
- Successfully created discipline plans in January that helped USA Triathlon unveil some of the programs in 2009 that support key constituent groups.
- Held a coach education CEU or Certification Clinic in every USA Triathlon region and launched online educational program.
- Re-vamped Level II and III certifications to produce and evaluate high-performance coaches.

2. 2009 Key Learnings

• Level 3 Coach Certification standards need to continue to be raised and CEU standards may need to change according to each level. Level 3 does not need to be held every year if there are not qualified candidates.



- Our research shows a community coaching/youth focused certification delivered regionally and online will expand the base of coaches and better serve our membership.
- High Performance coaches are willing to share information if you ask them for it; they are also willing to volunteer to support other organizational needs that fit their passion (writing for the magazine, newsletter and website).
- Absent an IT solution, meeting all of our goals with respect to coaches' CEU tracking, online exams, etc, is difficult.
- In order to reach new areas of USA Triathlon, webinars will need to reach more than just our coaches.
- The demand for Level I coaching clinics is still tremendous, with clinics selling out within a few minutes and waiting lists of 20+ people for each clinic (implementation of 3 double clinics held this year and a total of 12 Level 1 clinics overall). There is great opportunity to expand this program.
- Membership value is not just what you receive from USA Triathlon in the confirmation email or card mailer it is about the collective everything we do from customer service to certifying a club that helps a member enjoy their multisport experience at a higher level.
- Youth is an untapped resource that has the greatest growth potential for USA Triathlon.
- Circumstantial growth is not acceptable. USA Triathlon must encourage all BU's to develop programs that will help to sustain this growth; everyone must play a part.

3. 2009 Top Cross Unit Successes

- Collaborated with Marketing and Communications for contributions to web and print media for training tips and magazine articles.
- Worked with Marketing and Communications on the promotion of webinars.
- Worked with Marketing and Communications on the communication of all educational opportunities via web, Facebook and Twitter.
- Worked with Marketing and Communications on local VIK procurement in Tuscaloosa and Colorado Springs.
- Worked with each business unit on youth ideas for a high level plan.
- Worked with each business unit on lines of questioning for focus groups.
- Certified coaches' collaboration with Marketing and Communications for contributions to web and print media for training tips and magazine articles.
- Coaching Education collaboration with Race Director Education on operations, policies, venues, and the 2010 Art & Science conference.
- Beginnings of comprehensive Youth Program bringing together all departments and governance.
- Collaboration with National Events to bring on site educational programming to National Championships.

4. <u>2010 Strategic Planning Guidelines</u>

• Expand the education department to offer more programs to/for all constituents for which a University concept could best apply.



- Grow web based educational opportunities that allow for a wider reach; drive revenue through these new and innovative means; expand the existing revenue model.
- Further develop the elite coaching mentorship program.
- Offer more CEU DVDs for purchase.
- Continue to refine the tracks that coaches can move so that we have better balance at each of the levels.
- Identify ways for USA Triathlon to have a more symbiotic relationship with each of the regions.
- Unveil the private fund raising plan and initiate programs to reach monetary year one goals.
- Create the Foundation Board and empower them in the process of raising funds; to include the regional assignment of volunteers to work fund raising at that level.
- Create a USA Triathlon Sports Development Wikipedia and other "aids" that offer information to our membership and others.

5. Three Challenges Ahead

- Blending the newly adopted areas of USA Triathlon into one business unit; having staff learn more about what others do within the BU w/o taking away the focus of their main responsibilities.
- Successful implementation of new program ideas that will aid in USA Triathlon's growth including but not limited to the new coaching certification structure with community based and youth certification programs.
- Managing growth what priorities surface in order to ensure we do this most effectively?

6. Three Opportunities Ahead

- The regions are working hard on USA Triathlon's behalf but have the ability to do more with the right assignment of personnel to tasks/programs. By developing this further, the regions can play a more critical part in our overall success; the adoption of that thinking should result in increased productivity. The continuity of staff in the regional coordinator position will help USA Triathlon to make greater inroads with projects.
- Develop educational curriculum that can help to increase benefits to more than just race directors and coaches (mechanics, youth, communities, etc).
- What we create in sport development has the potential to move USA Triathlon to a new level of support (i.e. grants/school reach/community agency affiliations) and move the needle from good to great.

SPORT PERFORMANCE

- 1. 2009 Review
 - World Championship Series

Hamburg: Gold Medal – Jarrod Shoemaker



Men Top 8: Shoemaker - Tongyoung (6th), D.C. (8th), Hy-Vee (5th),

Hamburg (1st), Yokohama (6th); Potts – D.C. (4th);

Kemper – D.C. (5th)

Women Top 8: Haskins – Madrid (5th), D.C. (4th), Hamburg (6th), Gold

Coast (4th)

• ITU World Championships

Junior Men: 4th place – Kevin McDowell

Elite Women: 4th place – Sarah Haskins-Kortuem (6th in final WCS

Rank)

Elite Men: 14th place– Jarrod Shoemaker (10th in final WCS Rank)

• ITU World Cup

Huatulco: Gold Medal- Matt Chrabot

Bronze Medal- Jarrod Shoemaker

PATCO Championships

Elite Men: Gold Medal – Matt Reed

Silver Medal – Hunter Kemper Bronze Medal – Tim O'Donnell

Elite Women: Gold Medal – Mary Beth Ellis

Silver Medal – Jenna Shoemaker Bronze Medal – Jennifer Spieldenner

• ITU Duathlon World Championships

Elite Men: Gold Medal – Jarrod Shoemaker Junior Men: Gold Medal – Lukas Verzbikus

• ITU Long Course World Championships

Elite Men: Gold Medal – Tim O'Donnell

- Full team staff support at all ITU World Championship Series events and key World Cup events.
- Collegiate Recruitment Program fully launched and already brining talent into the sport with evidence at Age Group Nationals.

2. 2009 Key Learnings

- With the focus on individualization (encouraging athletes to work with personal coaches on personalized development), our athletes especially those lower in the pipeline lost out on the benefits of group training. A stronger focus on National Team camps and a centralized development team (in COS or elsewhere) will help us capitalize on the benefits of group training.
- Likewise, our staff can likely benefit from the same group dynamics. The move to have all resources in one location will go a long way in promoting team collaboration, increasing communication, etc.
- The successes of our High Performance Teams have shown that a more proactive investment in the draft legal development at younger ages will help to widen the top of the pyramid (or at least help to force the growth of the pyramid higher). Continued focus on High Performance Team growth as well as the collegiate scholarship opportunities for the world class talent identified by these programs is essential.



- Level 3 Coach Certification standards need to continue to be raised and CEU standards may need to change according to each level. Level 3 does not need to be held every year if there are not qualified candidates. A community coaching/youth focused certification delivered regionally and online will expand the base of coaches and better serve our membership.
- USA Triathlon members and coaches are for a community that is far reaching and willing to be involved, especially concerning the Olympic movement. The press release regarding the Collegiate Recruitment Program drew interest across the spectrum of members and coaches. We need to ask for more volunteerism to drive performance nationwide.

3. 2009 Top Cross Unit Successes

• Junior Olympic Festival collaboration with all departments for the largest Junior/Youth Elite Nationals yet.

4. 2010 Strategic Planning Guidelines

- Training Camps/Bases for ITU WCS and World Cup events
- National Team Coach development opportunities and collaboration
- Athlete Performance Milestones
 - Four (4) medals for both men and women at the 2010 World Championship Series and HyVee Elite Cup
 - One (1) man and (1) woman in the top 3 and two (2) men and two (2) women in the top 10 for the 2010 World Championship Series *Finale*
 - One (1) medal at the U-23 World Championships for both men and women.
 - One (1) female athlete and one (1) male athlete in the top 10 at the U-23 World Championships
 - One (1) medal for either men and women and top 3 team performances for men and women at the FISU World University Championships

5. Three Challenges Ahead

- Travel our team is constantly on the move with camps, races, and clinics. The 2010 ITU World Cup and WCS is centered in Europe and may result in many staff members being out of the country for a major part of the year.
- Culture while we have increased communication between USA Triathlon and our individual athlete coaches, bringing them together to work as a team to achieve our goals is the next challenge. We need to create a culture throughout our high performance program of excellence and team work. With a decentralized program, this will be a significant challenge.
- Competitive Landscape Keeping our athletes supported and focused on Olympicformat racing while the sport offers many other opportunities for our top athletes.

6. Three Opportunities Ahead

• Training Camps – to prepare our athletes for international competition and bring them and their coaches as a team.



- Strategy Creating selection criteria for Pan Am and Olympic Games to maximize medal chances. Strategize points scoring as Olympic Qualification begins in 2010.
- Collegiate Recruitment Program Utilizing scholarships through the Stupak grant for resident athletes and creating NCAA scholarships to move pre-and current collegiate athletes full time into the spot while moving the new athletes who have been identified through the post-collegiate recruitment program into the Olympic pipeline.



Long-Term Strategic Planning Review Details to Embrace

Below are components of the USA Triathlon Board-approved strategic plan.

1. Enhance the Value of Membership

- 1.1 Achieve and manage membership growth to 200,000 members by 2013.
- 1.1.1 Improve retention: Increase retention from 60% to 70% over the next 3 years through relevant programs services, communications and education initiatives.
- 1.2 Create Membership Categories more relevant to our growing constituents.
- 1.3 Implementation of an independent youth program model that supports age appropriate development through adulthood.
- 1.3.1 Bring Youth Program Manager on staff at USA Triathlon. Strive for grassroots development school programs.
- 1.3.2 Institute Collegiate National point series.
- 1.3.3 Establish in school multisport awareness programs by 2011.
- 1.3.4 Develop and administer educational programs aimed at youth and adults regarding drug use.

2. Enhance the Quality of Multisport Events

- 2.1 Improve the quality of events by promoting the education and ability of RD's.
- 2.1.1 Develop a Regional Training Program for Race Director Certification including a Trainer's education program in COS by 2010.
- 2.1.2 Establish a plan for Race Director Certification by 2009.
- 2.1.3 Facilitate the formation of a Race Director's Association with networking and business benefits for members by 2011.
- 2.2 Establish a pilot program of random drug testing age group athletes.
- 2.3 Establish standards of race venue sustainability by 2009.
- 2.4 Create a USAT Race Director's Association with social networking and business benefits for members by 2010.
- 2.5 Expand Quantity and Quality of USA Triathlon Owned Races.
- 2.5.1 Hold one event qualifiers for Team USA and ITU World Championships (nationals for each distance).
- 2.5.2 Develop Talent ID series (draft-legal "Twenty-12" Talent ID Invitational).
- 2.5.3 Add Sprint Nationals to USAT owned events inventory.
- 2.5.4 Begin Draft-legal race series (5 to 6 races) with Title Sponsor owned by USA Triathlon. This would be a combination of owned events and contracted events.
- 2.5.5 Work with other NGBs to combine events (reduce costs, provide more exposure).



3. Advance the inclusion and development of Youth, Physically Challenged, Emerging Multisports, and Professional Multisport programs.

3.1 Pursue a common protocol to eliminate use of performance enhancing and other illegal drugs in multisport.

4. Improve International Relations

- 4.1 Strive for increased USA Triathlon involvement in ITU Governance.
- 4.2 Open direct lines of communication, responsibility and authority with ITU.
- 4.2.1 Establish acceptable protocol in World Cup and Continental Cup race organization to involve the US NGB.
- 4.3 Strive for a Global Rulebook.
- 4.3.1 Establish a USA Triathlon rulebook that is inclusive of all variants in the US.
- 4.3.2 Start with rulebook which contains all rule sets.
- 4.4 Perform Global Philanthropy toward better relations with Multisport Federations in all countries, especially those struggling for resources.
- 4.5 Join with ITU on international initiatives such as coaching enrichment programs, and other educational outreach.

5. Restructure Governance

- 5.1 Increase Stability
- 5.1.1 Increase terms of service for Regional and National Board Members and Officers.
- 5.1.2 Provide Staff with responsibility to manage operations on Zonal or regional level.
- 5.1.3 Establish bylaw mandated Nominating and Governance Committee power to vet potential candidates for all levels of governance using objective criteria such as: Criminal background check, experience in a capacity such as club officer, coach, race director official, committee member or other volunteer position.
- 5.2 Streamline Governance.
- 5.2.1 Reduce size of Regional Councils.
- 5.2.2 Establish larger Zonal representation from which National Board members are appointed.
- 5.3 Establish constituency based representation.
- 5.3.1 Annual regional delegate meeting takes place in conjunction with USA Triathlon Congress, membership meeting and the National Championships.
- 5.3.2 Recruit candidates for positions in all levels of governance.
- 5.4 Include outside expertise.

6. Establish Environmental Sustainability in Multisport



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

USA Triathlon 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.

The Economy

USA Triathlon was very conservative in its approach to the economy for 2009. We were too conservative and while we are not as much so in our budget forecasts for 2010, we still need to be cautious. We still need to track various levels of involvement across all constituency groups and be prepared to react to any negative activity.

World Triathlon Corporation

The expansion of the WTC brand across more distances and crafting de facto governance for rules enforcement and professional participation should be carefully noted and assessed. What are the broader costs to multisport for this business approach? What are the broader benefits?

Drug Testing

We still need to be watchful of our elites but also of the new program being developed by WTC. USA Triathlon needs to be a leader here especially with in the age-group community.