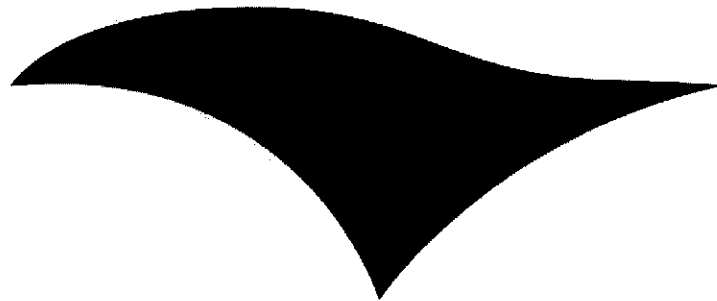


USAT
USA TRIATHLON



2009
USAT
Business Plan



**USA Triathlon
2009 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.

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 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

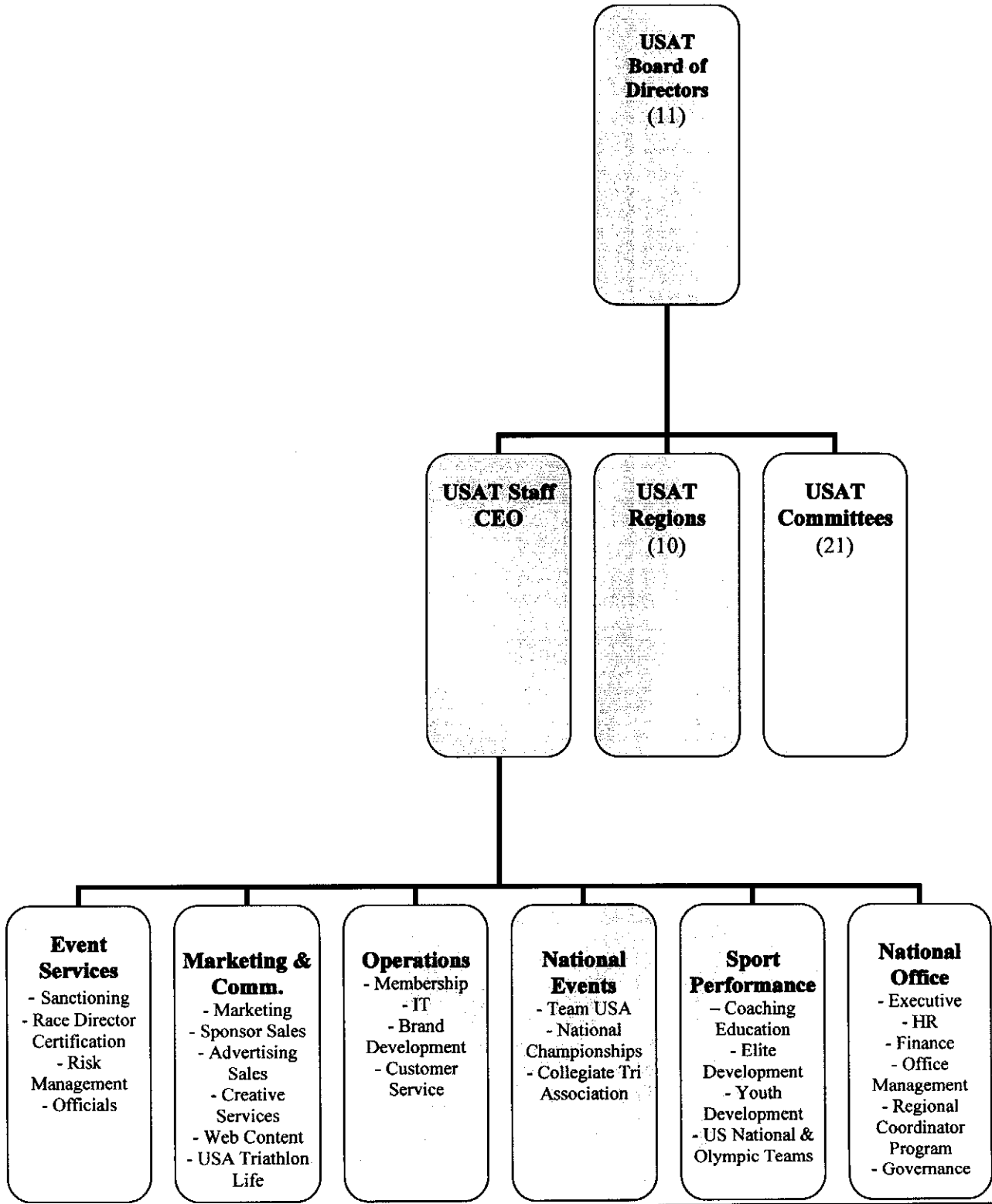
- I care about people.
- I promote a positive image of USAT by producing the highest caliber, error-free materials that are consistent across sites and USAT Partners.
- I expect and encourage others to act as leaders
- I drive people to a higher level of performance by continually raising the bar.
- 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 Core Constituencies

Event Services

Athlete Members
Insurance Company
Officials

Board of Directors
ITU
Race Directors

Committees
Local Communities

Marketing & Communications

Board of Directors
Media
USAT Business Units

Committees
Members
Vendors

Donors
Sponsors/Advertisers

National Events

Age Group Athletes
Elite Athletes
Sponsors
Vendors

Board of Directors
ITU
Sports Commissions
Volunteers

Committees
Regional Councils
USOC

Operations

Board of Directors
Members/Athletes
USAT Business Units

Clubs
Regional Councils

Committees
Sponsors

Sport Performance

Board of Directors
Elite/U23/Junior
Sponsors

Coaches
ITU
USOC

Committees
PATCO
Youth

National Office

Board of Directors
ITU
Regional Councils

Committees
PATCO
USAT Staff

IOC
Race Directors
USOC



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 (6)

Officials	Risk Management
Race Director Certification	Sanctioning
Race Director Symposium	

Committees (2)

Race Director Committee
Woman's 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	Public/Media Relations
Marketing/Branding	Sponsorship/Advertising Sales
Merchandising	Sponsorship Servicing
New Technologies	Triathlon Life Magazine
Private Fund Raising	USAT Website
Production	

Committees (2)

Hall of Fame
Marketing

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 (10)

- | | |
|--|------------------------------------|
| Age-Group National Championships | Junior Elite Race Series |
| Collegiate National Championship | Regional & Non-Owned Championships |
| Collegiate Triathlon Association (CTA) | Team USA Support |
| Duathlon National Championship | World Championship Qualifiers |
| Elite Race Series | 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 | Endemic Relations (LF/WTC/Xterra) |
| Facility Management | Sport Governance & USOC Relations |
| Finance and Investment Management | USAT Elections |
| General Administration & Leadership | USAT Regions |
| International Relations (ITU) | USAT Staff Development |
| Legal Affairs | |

Committees (6)

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

Operations

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. We oversee the development and activation of all technical (IT) platforms supporting all USAT business units.



Programs (15)

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

Committees (6)

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

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 (14)

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

Committees (4)

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



Program Rankings

Organizational Focus

Staff ranked programs in their department in order of importance to the organization.

Event Services

1. Sanctioning
2. Risk Management
3. Officials
4. Race Director Certification
5. Race Director Symposium

Marketing & Communications

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

National Events

1. Age-Group National Championships
2. Collegiate National Championship
3. Elite Race Series
4. Duathlon National Championship
5. Youth National Championships
6. Junior Elite Race Series
7. Team USA Support
8. Collegiate Triathlon Association
9. Regional & Non-Owned Championships
10. World Championship Qualifiers

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 (LF/WTC/Xterra)
10. International Relations (ITU)
11. USAT Elections

Operations

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

Sport Performance

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



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 mantra of
“Get Involved”**



Business Unit Priorities, Strategies & Initiatives

Roadmap to Success

EVENT SERVICES

1. 2008 Review

- ♦ 2,550+ sanctioned events.
- ♦ 625+ officiated events.
- ♦ Continuation of RD Certification program—Level 1 classes full and Level 2 formulated and developed with the RDC.
- ♦ Continued experiential growth in all facets of risk management and loss exposures for Event Services team.
- ♦ Static insurance premium with 14% membership growth/9% sanctioned event growth.
- ♦ Consistent high level of customer service to constituents.
- ♦ Some backsliding with post-race compliance and adherence to deadlines due to staff turnover.

2. 2008 Key Learnings

- ♦ GoGreen: while the importance of the environment and related issues are critical to continued growth of the multisport lifestyle, the passion of USAT constituents on these issues varies widely.
- ♦ Technology updates/upgrades take 2-5 times longer than anticipated or planned.

3. 2008 Top Cross Unit Successes

- ♦ Collaboration on work flow and business operation practices with the Operations.
- ♦ Completion of the Community Outreach document with Marketing & Communications.
- ♦ Integration of the USAT Technical Officials program with National Events and Sport Performance.

4. 2009 Strategic Planning Guidelines

- ♦ Post-race sanction compliance.
- ♦ Initial implementation of Level 2 and RD Recertification standards.
- ♦ Collaboration with Creative Services and M&C to develop and possibly deploy online RD Service directory (Business Week model).
- ♦ Soft release of USAT GoGreen to events and businesses embracing green practices within USAT.
- ♦ Serving our constituents with excellence – striving to be our best at all times.

5. Three Challenges Ahead

- ♦ Technology solution.
- ♦ Crisis management – fatalities at events despite education, training and certified RD's.
- ♦ Creation of online network resources to support and enhance RD business relationships and operations (Business Week model).



6. Three Opportunities Ahead

- Growing the family of sanctioned events via all communications platforms but most especially web-based.
- Build upon the strong success of RD Certification within the sport and with other NGBs.
- Business Week model of online directory and resource site for RDs and then other USAT constituents.

MARKETING & COMMUNICATIONS

1. 2008 Review

- Increased cash revenues from 2007, and ad revenue by 66% over 2007 all while staying within budget on expenses. USAT also increased the number of royalty dollars over 2007.
- Unveiled a new website. USAT's transition was so successful that the USOC made our site the example of what other national federations should aspire to emulate.
- Initiated the first and largest professional athlete school program in our 25-year history.
- Completed a demographic/psychographic membership survey, the first since 2002. Over 15,000 members responded, an all-time high for USAT.
- Entitled the collegiate national championship, the first titled event for USAT's portfolio of races.
- Devised a private fund raising plan.
- Finalized a first draft branding plan.
- Managed the first ever Olympic Games communications and promotional plan.
- Managed the inaugural Hall of Fame.
- Created a membership promotion platform that elevated sales and increased membership (sponsor giveaways/discounts and Fast Pass).
- Took USAT sponsor satisfaction to its highest level (as communicated to us by partners); renewed over 90% of partner contracts that expired in 2008.
- Finalized the concepts of a newly focused password protected e-communications piece which incorporates links to each of the Business Unit's newsletters. It also contains categories most coveted by our annual members.
- Awards ceremony for AGNC. With a record of \$14,000 in sponsor prizes awarded in addition to USAT awards, this ceremony was a success that elevated our event.
- Revamped the look and flow of the USAT publication, USA Triathlon Life.

2. Key Learnings

- As USAT grew, so did the need for each business unit to have more clearly defined goals and increased communication of responsibilities and expectations. Cross collaboration and delegation of duties was critical in meeting the goals of projects and programs. M&C took a big step forward with this in 2008.
- We are a stronger organization when we work together as a team, both in M&C and with other business units.
- We need to be more strategic in our efforts both in communication and marketing. We made big strides but have to continue working on doing this better.



- ♦ Progress is not about how much you do but rather how well you do what you do. This mantra was a guiding force for many of our staff this year. To hook on to that, USAT likes to create many new and different ideas and go several different directions but I believe this year we did a good job of focusing on improving efficiencies and processes. It allowed us to better focus our energy and time.
- ♦ Always look into the background/product offerings of all affiliates of any sponsor coming to a USAT event. We were blindsided by a sponsor conflict when a group showed up at RD Symposium promoting multiple companies & products that we did not anticipate.
- ♦ The effort of a promotion can be as valuable to a partner as the actual outcome. Several partners were impressed with the “cowbell competition” at AGNC even though it did not generate a noticeable sales increase for them.
- ♦ USAT is a 12/365/52/7/24 operation now. There is no off-season.

3. Cross collaboration successes with other business units

- ♦ Olympic Trials Execution with National Events and Sports Performance.
- ♦ Implementation of Webinar Program - Research and Training for Sports Performance.
- ♦ Green Initiatives with Event Services.
- ♦ Sponsorship solicitation and activation for all business units.
- ♦ Promotions with Operations for membership benefits.
- ♦ Venue makeover between Collegiate Championships and the Olympic Trials took a large and coordinated effort with National Events and Events Services.

4. 2009 Strategic Planning Guidelines

- ♦ Improve the level of support given to our owned events.
- ♦ Be more proactive with design, communication, marketing and sponsorship projects.
- ♦ Further Drive/initiate content for USAT editorial properties.
- ♦ Drive revenue through new and innovative means; expand existing revenue model.
- ♦ Maintain sponsor (cash) and ad sales in this down economy.
- ♦ Unveil the private fund raising plan.
- ♦ Develop promotions that increase our revenue streams.
- ♦ Create more in-house marketing programs that advocate USAT constituent groups and business unit focuses.
- ♦ Move from an endemic to non-endemic marketing and communications focus in an effort to expand the reach of the multisport lifestyle.
- ♦ Expand the branding reach of USAT by creating stronger alliances with regions, race directors, coaches, clubs and other constituent groups.

5. Three Challenges Ahead

- ♦ Brand enforcement and policing.
- ♦ Raising funds in a down market.
- ♦ Creating communication and community programs that are embraced by a majority of our membership; remaining on the cusp of new technologies in the marketplace.



6. Three Opportunities Ahead

- ♦ Using the demographic/psychographic survey information to strengthen our sales and marketing efforts.
- ♦ Utilizing the new IT platforms to better communicate the USAT brand message to our constituencies.
- ♦ Leveraging the momentum created with the magazine and electronic communications to secure additional partnerships in a down economy.

NATIONAL EVENTS

1. 2008 Review

- ♦ Collegiate National Championship success.
- ♦ Olympic Trials success.
- ♦ Age Group National Championship success.
- ♦ Began to establish a “Look & Feel” to USAT Owned National Championships
- ♦ Team USA overall race experience continued to improve.

2. 2008 Key Learnings

- ♦ Being able to think outside-the-box and getting creative to ensure goals are met.
- ♦ It doesn't matter how organized you think you are you can always improve.
- ♦ You have to be adaptable and be able to quick on your feet. Unexpected situations are going to arise and you need to be able to respond and adapt.
- ♦ Teamwork is key (internally and externally). The stronger the bond - the more secure you will be.

3. 2008 Top Cross Unit Successes

- ♦ Marketing & Communications – Look & Feel for USAT Owned Events.
- ♦ Sport Performance – Team USA “Head Coach”.
- ♦ Membership – Cross training staff for events.

4. 2009 Strategic Planning Guidelines

- ♦ External Communication – Improve the connection between athletes, team members and race directors who are involved with our programs.
- ♦ Departmental Team Work – Understand each others strengths and weaknesses to improve the department's efficiency.
- ♦ National Office Team Work – Increase the level of internal communication to better educate the entire staff of USAT events. Use Cross-training within departments to become more efficient and get more involvement from staff in USAT events.
- ♦ Organization – Meet or exceed the standards set for National Events programs.
- ♦ Collaboration – Regional Coordinators and Marketing & Communication – Work with Regional Coordinators to make USAT events (National & Regional Championships, Special Qualifiers, etc.) more efficient and to help fill the holes we are challenged with. Collaborate with M & C to develop and enhance the “look and feel” of USAT events.

5. Three Challenges Ahead for 2009

- ♦ Creating a buzz about a US elite race series (draft-legal) without the USOC funding.
- ♦ Maximizing our efficiency in the production of USAT events.



- ♦ Economy: Race participation numbers at all National Championship events and Team USA.

6. Three Opportunities Ahead for 2009

- ♦ Showcasing USAT to the world at Duathlon World Championships and generate a renewed image on the sport of duathlon.
- ♦ Unite current and past Team USA members and better engage them with the organization and each other.
- ♦ Building the “Super Bowl” at USAT events – Establish a brand for USAT events.

NATIONAL OFFICE

1. 2008 Review

- ♦ Successful Elections – National & Regional.
- ♦ Successful 2008 Audit.
- ♦ Implemented a new staff appraisal process.
- ♦ Completed the IT vendor search.
- ♦ Supported Board Strategic Planning process.
- ♦ Supported revision process of USAT ethics guidelines.
- ♦ Launched background check review board for Coaching Education.
- ♦ Completed office expansion project.

2. 2008 Key Learnings

- ♦ USAT needs direct staff liaisons with our regional governance.
- ♦ Cross collaborative efforts needs to be pushed over growing organically.
- ♦ We have an unbelievable team. The bus is going in the right direction with the right people in the right seats.

3. 2008 Top Cross Unit Successes

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

2. 2009 Strategic Planning Guidelines

- ♦ Launch the regional coordinator program.
- ♦ Strategic Business Planning – Help move all regions and committees to a higher level of accountability and responsibility.
- ♦ IT – Launch all aspects of our planned IT 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 to detect any downward trends from this down economy.
- ♦ 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 – They continue to push for self-serving rule dispensations. USAT needs to better lead them to support our rules for the good of the sport in the US.



- ♦ 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 in a down economy.

4. Three Opportunities Ahead

- ♦ Regions – Better connecting with the regions and creating an annual budget review process will help regions better drive and support USAT programs.
- ♦ Marketing Collective – Working with other NGBs to attract corporate sponsors that can leverage the collective strength of many sports over the focused limitations of one.
- ♦ 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.

OPERATIONS

1. 2008 Review

- ♦ Membership numbers topped 114,000.
- ♦ Selected a vendor to redevelop the membership portal and membership database, providing full integration with the rankings and sanctioning databases.
- ♦ Contracted a new IT vendor to rebuild the rankings engine based on member feedback, and technical issues.
- ♦ Providing improved customer service through staff changes and technology obstacles.

2. 2008 Key Learnings

- ♦ Change can be hard but may be necessary. Processes are never 100% perfect. Sometimes you need to make changes in processes and people. Process that worked when the organization was 50,000 members may not be the right process for 115,000 or more members.
- ♦ Accuracy is crucial. When dealing with money we must be precise. When dealing with members, we must be clean.
- ♦ If it's broke, it's broke. Fix it. Don't put band aids on it as they will come off in time.

3. 2008 Top Cross Unit Successes

- ♦ Worked with National Events to ensure that registration at Age Group National Championships was much more efficient than past years.
- ♦ Worked with Finance after identifying key deficiencies in the internal process. Established more efficient processes with more transparency and accountability.
- ♦ Worked with Sport Performance to improve Elite athlete processing.

4. 2009 Strategic Planning Guidelines

- ♦ Reach 120,000 members and monthly retention of 50% for adults.
- ♦ Work with Sport Performance and Marketing to create a comprehensive plan for our youth program going forward, including more relevant benefits for young children.



- ♦ Launch a successful new technology system to improve efficiencies within in the organization. The IT platform will include new sanctioning, membership portals, and rankings applications. All modules will be fully integrated and provide for more stable, and robust functionality.
- ♦ Create a membership drive program through the club system to launch in 2009.
- ♦ Upgrade the National Office IT infrastructure to provide for increased system stability and performance, efficiency, and disaster recovery.

5. 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 115,000 members so they understand what their membership dollars are being used for, and what benefits are available to them.
- ♦ Regaining the trust from membership when it comes to national rankings, and membership benefits fulfillment.

6. Three Opportunities Ahead

- ♦ Member confidence is low at this time as it relates to rankings and membership fulfillment. By consistently meeting member expectations, we can quickly regain that confidence.
- ♦ New technology will allow for integration between rankings and membership. The new membership portal will provide additional benefits and functionality for the membership.
- ♦ With a full-time staff focused on the growth of smaller sports such as Winter Triathlon, Aquathlon, and Duathlon, USAT will be able to provide assistance in the grass-roots growth of the multi-sport lifestyle.

SPORT PERFORMANCE

1. 2008 Review

- ♦ Olympic Games
 - Kemper - 7th; Shoemaker - 18th; Reed - 32nd
 - Bennett - 4th; Haskins-Kortuem - 11th; Swail-Ertel - 19th
 - Olympic Qualification Country Ranking: Women #1, Men #5
- ♦ ITU World Championships
 - U23 Women: Silver Medal – Jasmine Oeinck
 - Elite Women: Silver Medal – Sarah Haskins-Kortuem
 - Elite Men: 5th place– Matt Reed (best Olympic format male finish)
- ♦ PATCO Championships
 - Elite Men: Gold Medal – Matt Charbot
 - Silver Medal – Jarrod Shoemaker
 - Elite Women: Gold Medal – Jillian Peterson
- ♦ Held a coach education CEU or Certification Clinic in every USAT region and re-established Level III.
- ♦ Successful Olympic Team selection process, camp and race.
- ♦ Creation of new High Performance Plan for the 2012 Quad.



2. 2008 Key Learnings

- ♦ National Team Coach - Even though smaller countries seem to have success with the national team coach model, having a centralized coach is not a great model for USAT.
- ♦ Coaching Education - While we have tremendous quantity of coaches and the demand for certification is very high still, the quality of the coach we have been turning out is very poor and we need to reorganize our curriculum to spend more time on developing coaching skills and teaching technique in a more practical format. The new coach mentoring program has been our best vehicle for increasing coaching knowledge, but our Level I and II courses have not been very effective over the last decade.

3. 2008 Top Cross Unit Successes

- ♦ Olympic Trials - Every unit came together to make this USAT's best event to date.
- ♦ Art and Science - National Events, Marketing, and Sport Performance coordinated a high quality conference for our coaches.

4. 2009 Strategic Planning Guidelines

- ♦ Collaboration - Work with Membership department to define Youth structure.
- ♦ Coaching Education
 - Develop "Level 0" Regionally based coaching "certification" based on the Registered Triathlon Leader manual.
 - Expand certification clinics.
 - Grow web based educational opportunities.
- ♦ Athlete Performance Milestones
 - Six (6) medals for women at the 2009 World Championship Series.
 - One (1) woman in the top 3 and two (2) women in the top 10 for the 2009 World Championship Series.
 - Four (4) medals for men at the 2009 World Championship Series.
 - One (1) man in the top 5 and two (2) men in the top 15 for the 2009 World Championship Series.
 - One (1) medal at the U-23 World Championships.
 - Two (2) athletes in the top 10 at the U-23 World Championships.

5. Three Challenges Ahead

- ♦ Travel - our team is constantly on the move with camps, races, and clinics.
- ♦ Communication - with decentralizing our program and increasing the number of coaches, athletes, teams, and committees involved.
- ♦ Strategy - learning the new ITU system and how to maximize competitive advantage.

6. Three Opportunities Ahead

- ♦ World Championship Series - meeting the milestones will assist with increased funding from USOC.
- ♦ Collegiate Recruitment Program - new athletes into the pipeline.
- ♦ Youth - creating fans of our sport, growing the athlete development pipeline base, adding and maintaining membership.



Long-Term Strategic Planning Review

Details to Embrace

Below are components of the USAT 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 USAT. 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 Race Directors.
 - 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 USAT 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 USAT. 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 USAT 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 USAT 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 direct 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 USAT 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

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.

The Economy

USAT needs to be very concerned with the current economic downturn and the impact on the multisport lifestyle. We need to track various levels of involvement across all constituency groups and be prepared to react to any negative activity.