



UNITED STATES CURLING ASSOCIATION  
Board of Directors Meeting  
May 16-17, 2015  
DoubleTree by Hilton, Bloomington, MN

**DRAFT** pending Board Approval v20150705

### Call to Order

Board Chair Carlson calls the meeting to order at 8:40a.m.

#### 1. Roll call

**Present-** Dave Carlson, Dave Flippo, Jeff Hannon, Cyndee Johnson, Nick Kitinski, Rich Lepping, Jim Pleasants, Courtney Schmidt, Sean Silver, Chris Sjue, Scott Stevinson, Carl Thomas, Nick Wellen, Craig Brown, Allison Pottinger, Doug Pottinger, Jessica Schultz, Tabitha Peterson, Jennifer Stannard.

**Absent-** None

A quorum is present.

**Non-Board-** Kent Beadle, Russ Lemke, Hawley MacLean, Leland Rich, Michael Shalhoub, Mark Swandby, Beau Welling, Jared Zezel, Derek Brown, Victor Huebner, Gordon Maclean (Recording), Kim Nawyn, Rick Patzke, Sandy Robinson, Michelle Schleibaum, Eric Tebbins, Shawn Olesen, Kelly Skinner, Dave Staveteig

#### 2. Appointment of Parliamentarian

Dave Carlson appoints Jeff Hannon parliamentarian.

#### 3. Addition/changes to Agenda

A. Add Talking Points discussion on Sunday prior to adjournment.

#### 4. Discussion and approval of Meeting Minutes from February 3, 2015 USCA Board of Directors Meeting

Nick Wellen moved to approve minutes, seconded by Scott Stevinson. There were no additions or changes. Motion carries unanimously on a voice vote.

#### 5. Discussion regarding improvements on electronic board meeting

- A. Chair suggests that an in person meeting be held in August due to issues that may be before the board and due to budgetary discussions scheduled to be held then. These might better done in person. Will continue to explore electronic for future meetings.
- B. Alternative online software options were presented that have worked well for others in the past. Citrix GoToMeeting and Zoom were specifically mentioned.
- C. Potential for streamlining that meeting to just do budget and CEO report online, eliminate the rest of meeting agenda for the fall meeting, it was also mentioned that our meetings run very long and need to be condensed. The Chair will take these into consideration for the August meeting agenda.

#### 6. Standing Committee Reports

- A. Ethics (Shalhoub)
  - i. Conflict of Interest Policy and Questionnaire- File is in Dropbox. Formal approval motion to approve as presented by Johnson second by Flippo. Unanimous approval on voice vote.
- B. Nominating/Governance (Rich)- The committee is moving more towards governance and less nominating.
  - i. Expertise Grid distributed to board members to be filled out. Members were urged to fill those out to see if collectively, there are holes in our board in terms of expertise. One task of the Nominating Committee is to seek out areas of

**(6.b.i Continued)**

- expertise not covered by current individuals on the board in the support of management. This allows us to go out and seek those individuals with particular skills that we may not currently have among us. The board is only as strong as its skill diversity. Request was made for current board members to seek out and forward names of individuals that meet certain needs to the attention of the committee.
- ii. Nomination of candidates for Board Elected Directors: Committee nominates Beau Welling and Hawley MacLean for full two year terms.
    - a. Call for floor nominations was made three times. No further nominations.
    - b. Stevinson moved to close nominations, seconded by Johnson.
  - iii. Lemke relieves Rich for next nominations. Nomination of candidates for World Curling Federation Representatives: Nominations Committee nominates Beau Welling and Leland Rich.
    - a. Call for floor nominations was made three times. Nomination from floor by Carl Thomas: Gwen Krailo-Lyons from GNCC. No further nominations.
    - b. Lepping moves to close nominations, seconded by Silver. Procedure is that election will be Sunday. Election will be for two positions with three nominees. Per past practice, this vote will take place in 24 hours. Time will be allocated Sunday for nominees to speak on their own behalf. Vote will be by paper ballots. Chair charges the Secretary with the task of making ballots prior to that vote.
  - iv. Vote for Board Elected Directors- Motion for election of Board Elected Directors by acclamation by Hannon, seconded by Stannard. Unanimous approval on voice vote.
- C. Judicial (Beadle) – Pleased to report that there has been no activity by this committee.
- D. Audit/Finance (Silver)
- i. Activity update-
    - a. New controller has been hired, full details in the ICEO's report.
    - b. USCA/WCF supported loan to the Charlotte Curling Association has closed,.
    - c. FY2014 Audit finalized with unqualified approval.
    - d. FY2016 budgeting underway, very positive developments for FY2015.
  - ii. Financial Summary-
    - a. Large positive revenue variance and negative expense variance, net estimate profit \$139K. These variances were primarily from significant membership growth, positive revenue from national events, tight controlling of costs by the national office, including the delayed hiring to fill vacancies and strong financial support from USOC in 2015.
  - iii. Cash and Equity positions stronger than last year.
  - iv. Projection for FY 2016-
    - a. Board driven expense increases with desire to fund new programs to meet the 2014-18 Strategic Plan
    - b. USOC expectation of increased HP support from USCA
    - c. Need to relieve staff pressures.
  - v. Committee will be proposing a \$2 dues increase to all categories to support Strategic Priorities and Mission Statement.

**7. Treasurer's Report (Huebner/Patzke)**

- A. FY 2015 Summary- Excellent results for dues collection and controlling office expenses. Biggest disappointment is in fundraising.
- i. Lack of fundraising success along with increased demands for supporting more members and more member programs contributes to need for dues increase. Currently \$600K in bank. Ending year on very positive note. Besides membership dues increases (\$20K), positive variances of note were; delayed hiring to fill staff vacancy (\$30K), budgeted legal fees not needed (\$15K), Paralympic Grant (\$50K), CEO search process below budget, Curling Night in America TV programming funded primarily by grants and sponsorships.
  - ii. Discussion- Results of past year's fundraising campaigns were compared to previous efforts, specifically former pin program and broad based direct mail campaigns versus the directed mail campaigns and the attempted New York event of this year. It was also noted that expectations for some significant contributions did not come to fruition. The success of the webstreaming funding effort was noted, thanks to efforts from specific board members, but as this was an unbudgeted expense the effect on the budget was neutral.
- B. FY 2016 Dues-
- i. Discussion- Items that are a benefit to members were highlighted in the focus of the proposed increases, examples included webcasting the Nationals, and the Members Assembly. It was noted that there are grumblings every time there is dues increase. Directors need to help communicate in positive terms to membership why there is an increase. The communication needs to include specific reasons to show membership why this is needed
  - ii. Motion to approve a \$2 dues increase for FY2016 by Silver, second by Stannard.
    - a. It was noted and acknowledged that the \$2 would not even fund the open staff position. There was some debate over whether there could be a membership falloff this year that would be in line with previous post-Olympic years. It was suggested that the issue might not be with individuals but that entire clubs might drop out because of the budgeting process some clubs use that does not itemize USCA dues in their communications with their members. Question was raised as to where the additional dues income came from in the past year. The reply was that most of the increases came from existing clubs rather than new clubs. It was suggested that we may need to address long term strategic approach to dues increases .
    - b. The question was called. Unanimous approval of dues increase on a voice vote.

**8. Strategic Planning (Carlson)**

- A. Full text of Strategic Plan and its Footnotes are attached to the end of this document.
- B. The Goals and Initiatives found in the Strategic Plan are in their final prioritized order. Intent is for this to be an organic document. Motion to approve this document as the USCA Strategic Plan for 2014-18 by Hannon second by Stevinson. Unanimous approval on voice vote.

## 9. Aspiring Athlete Development Task Force Report (Flippo)

- A. The Chair formed a task force with Flippo as board liaison to staff, addressing two of the strategic plan issues dealing with developmental aspects of our athletes
  - i. There was a brief discussion as to whether this was an operational issue and therefore outside of the board's authority to form the task force, rather that this should have come from staff. Several board members expressed concern about slipping back into the operational aspects of the organization.
  - ii. The Chair acknowledged the concern and cited the need for this information with regards to the upcoming budgetary process in addition to it being in the form of a report developed with the assistance of staff.
  - iii. Flippo and Nawyn each addressed this issue with clear indications that the division of work on the task force was divided between strategic aspects by board members and tactical aspects by staff and volunteers.
- B. Sport Development Plan- (full report on file titled Sport Development Plan- May 2015) Strategic Initiative 5b is a priority for Membership Development. The task force put forth the following strategic statements as further high-level guidance for future program development by USA Curling staff and supporting operational committees:
  - 1. Create and communicate about programs that develop club curlers and define a pathway for the identification and development of aspiring competitive athletes in order to strengthen the level of curling across the United States.
  - 2. Broaden and strengthen USA Curling Sport Education programs and increase the number of qualified club level and competitive coaches/instructors.
- C. Work done by staff over the last year can be built on through these strategic statements into a broadened program that serves as a pipeline for athlete development and for those with less ambitious goals. This will serve as a source for more potential High Performance athletes in the future along with a more involved recreational curler.
 

Critical factors for success-

  - 1. Mastery of technical skills
  - 2. Game and event appropriate strategy and tactics
  - 3. Sport specific physical fitness
  - 4. Mental preparation
  - 5. Team systems
- D. AMERICAN DEVELOPMENT MODEL (see <http://www.teamusa.org/About-the-USOC/Athlete-Development/Coaching-Education/American-Development-Model>) (see *USA Curling Development Planning Guide - DRAFT (05-15).pdf*) Provides two essential purposes, a framework for development and a framework for assessment.
  - i. Flippo and Nawyn summarized the American Development Model and its application towards the development of the document "USA Curling Development Guide"
  - ii. This ties in to Strategic Initiative 4- The resulting best-practice training tools will directly benefit our members by providing clear methods through which they can improve the skill levels within their own clubs. It will also show them how their efforts (as part of the development pipeline) are ultimately tied to international success. As Dave Flippo aptly surmised, "This isn't about the USOC investing in us; this is about us investing in us."
  - iii. Funding for FY 2016- Need to make this a funding priority- estimate \$40-45K to get off the ground- USA Curling coaching workshops, Evaluation program, Members Assembly workshops. Really has the potential to do a lot and have an effect for years to come.

(9.D Continued)

- iv. Discussion- What is the revenue model for this? Answer- There will definitely be revenue from participatory workshops and programs, we are foundational right now, more revenue will come back in future years that will help recover costs. Concern was expressed on whether this interferes with or imposes on the High Performance Program. It was noted that the HP Director reviewed the model. HP will benefit in long run but that is the top of the pyramid, this program focuses on the base of the pyramid. This can be a feeder program for Juniors in the future. Sports education is moving from HP side to Membership side.

#### 10. Diversity and Inclusion Committee Report (Silver/Patzke)

- A. Working on benchmark metrics with USOC, challenge on reaching out to more youth and youth in urban environments.
- B. Activity update FLAME Program, currently working on translation of current documents and brochures into Spanish. Looking for help finding qualified people to help with this. Also working on transgender items and inclusion policy. This is intended to address Board of Director nomination policies.
- C. D&I Committee wishes to present for board adoption the policy on hiring and board nominations found in the file "D&I nom policy\_051615.pdf". After discussion the vote on this policy is deferred until Sunday to allow board members to consider more fully the document in question.

#### 11. Reports to Board

- A. World Curling Federation (Swandby/Rich/Welling/Stannard)-
  - i. Swandby- WCF has moved to a new office facility. Mixed doubles Olympic decision at the beginning of June. 2022 Winter Olympics between Beijing, China and Almaty, Kazakhstan. If held in Beijing, curling will be at the Water Cube venue for swimming in the 2008 Summer Olympics.
  - ii. Mixed Doubles rules changes possible. U18 Championship at world level in addition to current U21 Championship under discussion. Budget effects possible. Justification is to promote younger development.
  - iii. Stannard- Attended Men's Championship in Halifax had an opportunity to interact with other delegates Congratulated the US Men's team and commented that the field was much more level and US team conducted themselves very well. Reported that John Shuster publically thanked the HP program for doing everything they could to make them a better team even though they were not part of the HP program throughout the season.
  - iv. Welling- Very excited about mixed doubles potential for Olympics.
  - v. Swanby- Page on WCF website regarding mixed doubles, format could be very different than what we are familiar with.
- B. USWCA (Stannard)- Update on officers of USWCA. National meeting theme of USWCA/USCA cooperation. Senior National's will be in Belfast ME, USWCA Nationals in Fairbanks. Working on Scots tour and Canadian tour. USWCA is currently focused on strategic realignment.
- C. Athletes Advisory Council (A. Pottinger)- Quite a bit of turnover this past year. Currently no female USOC representative.
  - i. Cresting Policy (Brown)- Wish for the board to consider adoption of a new Cresting policy (full text in "*Cresting.docx*")
    - a. Current policy allows for up to 5 patches of a certain size. If we open this up a bit for teams to generate more funds, this is a way for the USCA to help athletes

**(11.C.i Continued)**

- b. Discussion -Cresting would be uniform within teams. This can include all sanctioned events, not just AAC oriented events. Question whether this was a board policy item or an operational item (Rules Committee) the last sentence in the proposed policy reads "The USCA reserves the right to review..." this directs the Rules Committee to update if needed. No issues with USOC for non-Olympic related events.
- c. Motion to support by Lepping with provision of USCA staff oversight, second by Wellen. Unanimous approval on voice vote.
- ii. World Team Selection Policy (D Pottinger)- AAC has issues with current system for selecting the world teams. The HP program and World Selection are seen as the same thing by most, and they feel that the HPP has too much power. Transparency is the issue.
  - a. AAC is proposing to change the process for how world teams are selected. The premise is that there is a potential conflict of interest with the HP Director setting the qualification process and also training the HP teams. Would like to have a committee with the HP Director involved in a non-voting role.
  - b. An extended discussion of this proposal followed. It focused on the perceived need for transparency and a shift in the team selection process versus the established policy that the HP Director would operate without board interference and accountable only to the CEO. There was general agreement that the system that is currently in place with the HP Director accountable to the CEO, and the CEO interacting with the AAC and the board would remain in place
  - c. Proposed policy was withdrawn.
- D. USCA Representatives to USOC (D Pottinger) - USOC meeting currently taking place. New athlete ombudsman is on the job. Athlete registry being set up, this allows individuals to buy specific products for specific athletes, similar to wedding registry. Next meeting will be in September in Colorado Springs. Patzke- IOC is getting creative with allowing corporate advertisers who consistently work with athletes to produce non-Olympic related ads during Olympic periods.
- E. Interim CEO Report (Patzke)
  - i. Organizational Development-
    - a. Record membership, US leads the world in club development, major TV exposure in non-Olympic year, Membership Development staff helping clubs retain members post-Sochi, young potential Olympians encouraging for future.
    - b. Tom Doherty (member of the Ardsley CC) will take Sandy Robinson's position; she will work with him through transition. He has Masters in Finance.
    - c. Will fill Event Coordinator position in FY16, budget permitting (planning on moving Jenny to that position)
    - d. FY2016 budget will be challenging
  - ii. Communications- more members means more members and clubs to serve, about 1 million viewers of Curling Night in America series, NBC interested in continuing that, 50,000 webstream viewers of National's

**(11.E Continued)**

- iii. High Performance- Plan distributed to directors.
  - a. Quad plan produced last year, we hit 5 of the 7 performance targets. Incremental adjustments to plan for 2015-16.
  - b. Athlete survey was done of all athletes in the HPP, which, really helped further evaluate what we are doing right and what needs to be improved.
  - c. Combine and camp underway; 26 of the 28 athletes in the HPP at the conclusion of the 2015 season indicated that they wanted to come back in 2016.
  - d. Athletes really liked the pre-season camp in Colorado Springs, sports psychology considered very important, Continental Cup team selection committee process is published. Short discussion regarding WCT events and Grand Slam events. Grand Slams considered much more difficult competition wise than other cashspiels. Short discussion on the evaluation process of the HP program.
- iv. Fund Development-
  - a. Donor Fundraising Efforts (Schleibaum)- Peer to Peer Program has been set up. Developed a template for fundraising that others can use, instructions in Dropbox Folder.
  - b. Third annual Hawaii Charity Curling classic fundraising event is October 1.
  - c. 2016 Continental Cup goal is to net \$50K revenue for USCA.
  - d. Charitable Giving- Working with Hawley on estate planning options.
  - e. Sponsor prospecting- Apex Systems in Minneapolis is interested in HPP other connections mentioned in brief.
  - f. Continental Cup-
    - 7 Troughs Distilling Company (Reno, NV)- Developed special branded Burned Stone Vodka with sales targeted for the Continental Cup. Portion of these sales are part of \$50K net goal. Targeted audience for the vodka, this would be our own recipe, they work with Southern Wine distributor.
    - 4,500 all-session tickets already sold for Continental Cup.

**12. Lunch Break**

**13. CLOSED SESSION-** Motion to move into Closed Session by Brown, second by Johnson, motion approved on a unanimous voice vote.

**21. Adjournment for the day-** Motion to adjourn by Sjue second by Hannon.

**Sunday, May 17, 2015**

**22. Standard Committee Meetings**

**23. Board Meeting Reconvenes** at 10:10am

**24. Present-** Dave Carlson, Dave Flippo, Jeff Hannon, Cyndee Johnson, Nick Kitinski, Rich Lepping, Jim Pleasants, Courtney Schmidt, Sean Silver, Chris Sjue, Scott Stevinson, Carl Thomas, Nick Wellen, Craig Brown, Allison Pottinger, Doug Pottinger, Jessica Schultz, Tabitha Peterson, Jennifer Stannard, Hawley MacLean, Beau Welling.

**Absent-** None.

A quorum is present.

**Non-Board-** Victor Huebner, Gordon Maclean (Recording), Rick Patzke, Sandy Robinson, Michael Shalhoub, Michelle Schleibaum, Mark Swandby.

- 25. Conduct election of any contested position(s)** WCF Representatives Election- Each nominee allowed a short time to speak, Huebner and Robinson will act as clerks.
- A. Thomas speaks for Krailo-Lyons- Gwen has been involved for many years on board, rules and championship committee, most recently was USCA Secretary, current Treasurer for GNCC. Currently a Level III official, works many USCA, WCF events. Time and money support of USCA. Started many clubs help many clubs become viable.
  - B. Rich- Enjoyed being on WCF and has had a good working relationship with many WCF reps. Concludes by indicating support for Welling.
  - C. Welling- Enjoyed and honored to have the experience of being on the board, honored being a WCF representative in the past and would enjoy doing that again. Added that he was asked to speak at WCF on behalf of the combined interests of the US, Canada , and the UK.
  - D. Discussion- Welling and Rich well known at the WCF and have made good relationships there. Question regarding the WCF term and limits. WCF term is three years by our By-Laws, Welling has served one term, Rich two terms at this point. There are no term limits on our WCF representatives.
  - E. Ballots were distributed by the Secretary, cast and collected by the Secretary. Ballots were turned over to Huebner and Robinson for counting.
- 26. Old Business-** None
- 27. New Business**
- A. Diversity and Inclusion Policy- Motion by Silver approve the Diversity and Inclusion Policy as written, second by Johnson. Unanimous approval on voice vote.
  - B. Kitinski- Motion to create a policy to restrict individuals from: 1) resigning from coaching staff to return to player status, 2) resigning from search committees and applying for the position that committee is charged with searching for, and 3) on individuals resigning from the board to take paid coaching position.
    - i. Concern on item 1) regarding "right to compete" issues, mixed opinion whether there could be conflict of interest of HP coaches returning to playing. Potential for a grievance here but we have a process in place to deal with such a case.
    - ii. Concern expressed on item 2) regarding potentially restricting the best person for the job, should not be doing both, but if you resign from the search committee there is no conflict. Ethics committee discussed the situation when Dean Gemmell resigned from the CEO search committee. It determined he was free to do that, apply for the position and go through the process as long as he was treated like everyone else who applied.
    - iii. Regarding item 3) an athlete expressed concern of potential conflict of interest of voting to create a coaching position then applying for that position, however this may conflict and restrict with staff's ability to hire.
    - iv. General concern about making a blanket policy and that this is a matter that should come from the Ethics Committee
    - v. Kitinski withdraws motion. Chair refers the proposed motion to the Ethics Committee for consideration with any findings referred to the Governance Committee for potential action.
    - vi. Ethics Committee Chair Shalhoub indicates that with Shultz's ascension to the board, another athlete is needed for the committee.
- 28. Recognize Departing Directors-** Chair acknowledges the departure of board members Nick Kitinski and Jim Pleasants.
- 29. WCF Representatives-** Election results announced by the Chair, the USCA WCF Representatives will be Beau Welling and Leland Rich.



30. **Next meeting-** Because of the extensive list of issues that do not lend themselves to teleconference and in recognition of the World Seniors Gold Medalists coming from Washington the next meeting is being set to take place in Seattle in August. Doodle poll will be set up to determine the exact date.
31. **CLOSED SESSION** - Motion by Flippo to move to Closed Session, second by Stevinson
34. **Board votes** to extend offer for position of CEO to Rick Patzke.
35. **CEO Performance Incentive Compensation Plan**-Proposed: To recognize and reward extraordinary results/successes the concept of a Performance Incentive plan is adopted . The general outline of the plan is:
  - A. Any bonus would be payable based on the following criteria: Revenue Enhancement, High Performance on the ice; and Membership.
  - B. Before qualifying for any bonus, the annual performance evaluation must be at the minimum: meeting expectations.
  - C. Revenue Enhancement and Membership are budgetary items which are proposed annually by the CEO and reviewed and adopted by the board thereby establishing the floor.
  - D. High Performance goals are established annually through the High Performance plan submitted to the USOC for approval.
  - E. Motion to adopt plan by A Pottinger second by Brown. Motion passes on a unanimous voice vote.
38. **Open Session-** Motion to move to Open Session by Wellen, second by Welling.
39. **Adjournment-** Motion to adjourn by Sjue, seconded by Lepping. Unanimous approval on voice vote.

## 2014-2018 USA Curling Strategic Plan (Rev. 5/1/15)

### Vision:

The United States Curling Association is committed to the sustained growth of the sport through competitive excellence.

### Mission:

The mission of the USCA will be to enable the United States athletes to achieve sustained competitive excellence in Olympic, Pan American or Paralympic competition and to promote and grow the sport of curling in the United States.

As the **National Governing Body** for the sport of curling, the USCA strives to grow the sport and to win medals in world championships and Olympic Games.

### Values:

USA Curling is inspired by the following ideals in all sport contexts. Our values guide our behaviors.

- **Integrity** through honesty and respect for fair play
- **Teamwork** through coordinated effort to utilize individual capabilities
- **Tradition** through respect for the history of the sport
- **Relationships** through sustained personal interactions and social engagements
- **Spirit** through embracing the village like community aspect of curling

### Strategic Areas/Primary Goals:

USA Curling will concentrate its efforts in the following strategic areas:

1. **Financial Sustainability:** Increase substantially on an annual basis the gross revenue of USCA and materially diversify the funding sources of the USCA.
2. **High Performance:** Achieve consistent international competitive success and maintain and strengthen the depth of talent in the USA.
3. **Public Relations/Communication:** Achieve timely, effective and sustained communication and public relations with Members and the public through various mediums about the mission, the programs and services, and the successes and initiatives of the USCA.
4. **Club and Membership Development:** Facilitate the growth and development of membership, development of new clubs, transition of existing arenas to dedicated ice facilities, and sustained viability and growth of existing dedicated ice facilities.
5. **Program Development:** Refine and promote programs and services which are recognized by the Members of the USCA to enhance the value of membership in the USCA.

### Initiatives for Each Strategic Area/Primary Goal:

1. **Financial Sustainability**
  - A. Create and implement a marketing plan that establishes the parameters of a corporate sponsorship program that optimizes USA Curling commercial assets.
  - B. Create working models for fundraising events that improve financial resources for USA Curling and which also promote ongoing participation in the sport.
  - C. Create and implement a development plan that establishes a viable charitable giving program which supports and reinforces the USA Curling mission.
  - D. Ensure that fees for membership, participation in championships and for programmatic services are commensurate with actual costs, value provided and with industry standards.

## 2014-2018 USA Curling Strategic Plan (Continued)

2. **High Performance**
  - A. Secure opportunities for development of current High Performance Program athletes through improved competitive opportunities, on and off ice training and financial support.
  - B. Create and apply objective based evaluations of the High Performance Program (Athletes and Staff) which support increased competitive success through accountability.
  - C. Provide for and secure world-class leadership and innovative technology for the High Performance Program.
  - D. Develop program to systematically identify and develop future High Performance Program athletes from youth through aspiring competitive athletes jointly supported by the Members and the USCA.
  - E. Host international events, national championships, and the Trials events in a manner that simulates Olympic competition.
3. **Public Relations/Communication**
  - A. Provide and broaden the scope and frequency of exposure of the sport of curling on national television, webstreaming and social media platforms.
  - B. Create and implement a purposeful strategic method of timely and effectively communicating with the Members and the public about the mission, programs and services and the successes and initiatives of USA Curling.
  - C. Improve and enhance the website of the USCA as to its ease of use and the value it provides to the Members.
  - D. Create and implement a purposeful strategic method of timely and effectively communicating with the Members and the public about the High Performance Program and the athletes in the program.
4. **Club and Membership Development**
  - A. Provide purposefully focused club services that emphasize utilization of best practices for club sustainability.
  - B. Provide leadership and resources to assist start-up efforts, as well as facilitating the sharing of best-practices between Members.
  - C. Promote curling nationwide to strengthen awareness of club programs and opportunities for sport involvement.
  - D. Continue to organize and promote grass root championships and programs, in addition to high performance focused championships, and thereby encourage social connections amongst curlers, promote ties to the USCA, and give curlers a chance to test and improve themselves through national competition.
  - E. Provide opportunities to expand USA Curling into diverse demographic and geographic areas and with new and diverse constituencies.
5. **Program Development**
  - A. Measure relevance of programs and services to Members based upon whether they support and assist club vitality and integration into the USCA family.
  - B. Promote development programs for young and progressing athletes based upon systematic and skill-appropriate progression.
  - C. Eliminate, improve, or expand existing USA Curling programs based upon a comprehensive evaluation of their effectiveness and financial viability.

## FOOTNOTES TO 2014-2018 USCA STRATEGIC PLAN(Rev. 5/1/15)

The ranking of the initiatives within each goal are based upon the collective responses of the directors, standing committee members and staff.

### **Financial Sustainability:**

For **Financial Sustainability**, the initiative addressing "create and implement a marketing plan" had a clear number one priority. The initiative "create working models for fundraising events" and the initiative "create and implement a development plan for viable charitable giving" were a close second and third with each other.

1.A. What is meant by "commercial assets" is intended to include the digital media/webstreaming capabilities of USCA and television broadcast opportunities, including without limitation, with NBC, ESPN or other media companies. Over time it's also anticipated that the passion to which individual curlers bring to the sport may be translated into a heightened level of support for USA Curling in the form of goodwill.

### **High Performance:**

For **High Performance**, the initiative "create and apply objective evaluations" and the initiative "secure opportunities for development of current H/P athletes" were a close first and second priorities.

2.C. The point is not to micro-manage who the CEO may select as leadership of the High Performance Program or the technology. Rather, the point is to identify that it is a strategic initiative of USA Curling that we seek the best in the world and not be limited by a perception of "what we think we can afford."

2.D. What is meant by "jointly supported by the Members and the USCA," is based upon the premise that by combining the time, talents and treasure of both the USCA and its Members, this provides greater depth of support for the developmental program. In addition, it is intended that by having joint support by the Members to the program, that there will be greater participation in and "ownership" of the developmental program by the Members. It is contemplated that an Ad Hoc Task Force populated by the CEO or designee, staff and volunteers, would work out the details of this developmental program incorporating those programs and services already existent and implemented by USCA in the various skill building areas.

### **Public Relations/Communications:**

For **Public Relations/Communications**, the initiative "provide and broaden scope and frequency of exposure of sport" and the initiative "create and implement purposeful strategic method of timely and effectively communicating with members and public" were a close first and second priorities.

3.C. This initiative was included based upon the 2012 survey results from the clubs and continuing anecdotal reports from the individual curlers.

3.B. The goal is to encourage individual curlers and the public throughout USA to be "fans" of our High Performance athletes which, in turn, gives heightened support to the program and its athletes.

## FOOTNOTES TO 2014-2018 USCA STRATEGIC PLAN (continued)

### **Club and Membership Development:**

For **Club and Membership Development**, the initiative "provide purposefully focused club services" was a clear number one priority. The initiative "provide leadership and resources to assist start-up efforts" was a clear number two priority.

4.A. Identifies one of the several initiatives aimed at creating greater relevance of the programs/services offered by the USCA to the Clubs, States and Regions. See, also Initiatives 5.a. and 5.b.

4.C. The promotion of curling nationwide is inclusive of initiative 3.a. regarding exposure of the sport.

4.D. This is to recognize explicitly one of the founding purposes of the USCA and to recommit to fulfilling that purpose by both maintaining and expanding those championships sanctioned by the USCA.

### **Program Development:**

For **Program Development**, all three initiatives were close in priorities. The initiative "measure relevance of program and services" and the initiative of "evaluating USA Curling programs" lend themselves to being immediately addressed. The initiative of "promote development program for youth and progressing athletes" is implementable over a longer term but will incorporate elements already existent.

5.A. The measurements of "club vitality" and "integration into the USA" are multifaceted. These measures would include both objective and harder to quantify subjective elements. As for the execution of this initiative, there is the choice of engaging in a time intensive research study or in continuing with the current on-line surveying conducted following the event or course. The choice has a direct impact on staff work load and influences what are realistic expectations.

5.B. A "progressing athlete" is an all-encompassing term meaning to include those individuals who are seeking to improve their skill level, who are neither youth nor junior curlers. This initiative has a broader application to the curling population than initiative at 2.e. However, it is expected that there will be joint use of many of the systems and techniques used in implementing initiative 2.e. with the initiative at 5.c. It is anticipated that one area of significant focus is the continued development and strengthening of the coaching program and increasing the number of qualified coaches at all levels.

5.C. It is assumed that each local club will have the ultimate responsibility for its development and sustainability. The USCA's focus is to identify and provide relevant programming and services as a resource for the clubs to apply to their local situation.