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**Action Items:**

1. MSA to accept the committee lineup as proposed during the strategic planning meeting, and make the necessary changes after convention, but inform the committee chairs of the changes before convention to facilitate a smooth transition for affected committees.
  2. MSA to email the Club Development Task Force final report to the upcoming HOD.
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President Rob Copeland called the meeting to order at 7:33 p.m. EDT. Also present were Meg Smath, Jim Miller, Patty Miller, Mike Heather, Julie Heather, Todd Smith, Mark Gill, Tracy Grilli, Tom Boak and Leo Letendre.

## Introduction

Rob asked for a summary of which committees and appointments have turned in their annual reports and budgets.

Julie said she has all annual reports under her jurisdiction except for Anthony Thompson's, and he has promised his soon. All her budgets are in.

Mike noted that the Planning Committee is asking for a budget of \$0 because it is recommending dissolution of itself. All the rest of Mike's budgets have been turned in. He is still waiting for the Coaches annual report.

Mark said Communications has turned in their report but need to make some corrections.

Leo is not expecting annual reports from Rules, Legislation or Long Distance until after the proposal deadline. He still needs the Registration report. He has received budgets for the Insurance Coordinator, Registration Committee, Legislation Committee, Officials Committee, and Long Distance Committee. He was not sure whether he had received the budget for Rules.

Meg has received both the budget and annual report for the Editorial Committee, which have been turned in to Jeff Moxie and Tracy, respectively.

## Officer reports

### **Past President:**

*IT Task Force.* A separate document is attached to this report on discussions with USA Swimming.

*National Publication Renewal Task Force.* The task force has conducted five conference calls and two meetings with DMC so far. A meeting with DMC is scheduled for 7/12 and a task force meeting for 7/17, as they come to the final stages of the financial negotiations. Jim is optimistic that this will be able to be presented to the BOD prior to the end of the month.

*ASUA Representative.* The 2nd Masters Pan American Championships will be held August 31–September 3 in San Juan, Puerto Rico. August 30 will be a registration and warm-up day for the event. The ASUA Masters Technical Committee meeting will also

be conducted on August 30. Thirty-eight countries from the Americas and Caribbean nations are invited to attend this swimming festival. Entries are limited to five individual events total and no more than two on any given day in addition to relays. These championships are like other FINA events in that the youngest age group is 25-29 and everyone has to be attached to a team to compete. Entries close on August 20, so there is still time to plan for this event.

The event website is [www.asua-aquatics.org/masters.htm](http://www.asua-aquatics.org/masters.htm).

This facility is state of the art, just completed in December 2006. This is a great opportunity for USMS athletes to experience international competition in the Caribbean and relatively close to home.

As we are all aware, ASUA has a rotation process to determine the presidency of the organization. Mr. Mendoza's term is coming to a close and Canada is next in line for the presidency. As of this date Jim is not aware of an announcement from Canada re their selection to follow Mr. Mendoza.

### ***Legal Counsel:***

Patty has been working with the National Publication Renewal Task Force on contractual arrangements with our vendor. She reviewed the RFP for online registration services from a legal perspective. Her comments were minor. Todd and the online registration group appear poised to move forward quickly with the RFP.

### ***VP Community Services:***

Mike has held a conference call with his division to explain the strategic planning process and results. He followed up with emails to offer wording to the affected committees that need to change mission statements or committee names, offering to do the formatting for submission to the Legislation Committee, for the sake of expediency.

### ***VP Local Operations:***

Julie compiled the "State of the LMSCs" for the strategic planning meeting with the assistance of the zone representatives.

The Zone Rep job description has been modified and sent to the Zone Committee for comment. This information needs to get to delegates before the Zone Rep elections, so it can be considered as part of the selection process.

The Club Development Task Force is continuing to meet on a regular basis to track the completion of objectives that are part of its strategic plan.

Nothing has been done regarding the formation of the LMSC Task Force. Julie will start that when she returns from vacation.

Tom Boyd has created a "why quit" survey that Julie will use as a test with some of the SPMA members. Again, this will not be done until August.

Julie has five of the eight annual reports from Zone Reps. All budgets for committees are turned in to Jeff Moxie. She still has the Zone Committee report and agenda, an agenda for the New Delegate Orientation and a review of the Records and Tabulation report and agenda to complete.

The Catalina Channel Swimming Federation is now a USMS club. We will be sanctioning the swims of USMS members. In the past these swimmers were required to join USA Swimming to perform the swim.

### ***VP Member Services:***

Mark deferred to Tom Boak for a report on Long Course Nationals. Tom said that 788 entries have been received at this time. He made the decision not to implement the increase of the entry fee to \$80 for late entries because of concern about the number of entries.

Mark was not sure about the status of his division's annual reports and budgets since he had just returned from vacation. He asked if he still needed to submit a budget if he had not spent anything as VP of Member Services the previous year. Rob suggested he still submit a nominal amount for conference calls.

### ***Secretary:***

Meg has been busy, as usual, trying to catch up on minutes for two task forces and the strategic planning workshop. The delegate declarations from LMSCs have been coming in. The following LMSCs have declared: Allegheny Mountain, Colorado, Southern Pacific, Pacific Northwest, Florida Gold Coast, Lake Erie, Missouri Valley, Hawaii, Georgia, Maryland, Kentucky, North Carolina, Minnesota, San Diego-Imperial, Gulf, New Jersey, Illinois, Midwestern, Southeastern and Potomac Valley. Metropolitan has acknowledged her call for delegates, but has yet to supply names. She has also received a few at-large requests. A few LMSCs have asked for more at-large appointments than usual because the convention will be near them this year. Jim cautioned against LMSCs asking for at-large delegates when they have not yet used all their regular delegate slots. Rob will keep this in mind when he makes at-large appointments. The deadline for submitting at-large requests is July 15, and the working calendar calls for the appointments to be made by July 20, which may be difficult to adhere to. Meg said that since convention is later than usual this year, Rob could take a little longer to make these appointments.

### ***Treasurer:***

Tom has asked the Worlds LOC for a report through June 30, 2007. The response from Barbara Thomas was inadequate, so he has emailed her again, hoping for the QuickBooks data file before the meeting this week.

The 2006 audit has been completed by Clifton Gunderson, and the 2006 tax returns have been filed. This is the earliest this task has been completed in recent years, and was accomplished in large part because of the efforts of Margaret Bayless.

Investment activity continues to be strong, with all CDs held by the corporation at 5 percent or better. The account with Chase has been closed and the funds have been moved to UBS Financial. So, we now have only two accounts: UBS in Arizona and Smith Barney in Seattle.

### ***National Office Administrator:***

Tracy worked with Todd Smith and Esther Lyman in creating membership analysis reports for the strategic planning meeting.

For the July/August issue of *Swimmer*, the mailing was slightly delayed due to the National Office not receiving the postage amount from Cummings. Margaret Bayless questioned her about this during the strategic planning workshop in Chicago; Tracy

checked her records and confirmed that she had not received the request. She contacted Grant Murphy, and he contacted Cummings. She received the numbers on Tuesday 6/26, sent the reimbursement request and the check was sent on Friday. She got her advance issues and this one is a beauty!

Tracy began the paper entry process on Tuesday for LC Nationals. She has received approximately 100 via snail mail. The third online payment voucher has been processed and sent.

The NEW National Record certificates for pool and long distance have arrived. The 2006 pool certificates have been printed and sent. Long distance are next and will be out soon.

### ***Executive Director:***

Todd has worked to understand the registration process currently used by USMS and how it might be incorporated into the online registration system needed by the membership. A Request for Proposal (RFP) has been developed and delivered to a dozen companies that specialize in membership database management to solicit their interest in creating a customized solution for USMS. Proposals are due back by July 24.

Tom Boyd and Todd worked together to develop the first draft of the USMS Strategic Plan. This was sent to President Rob Copeland on Thursday, July 5, 2007. The draft does not yet contain the committee missions, objectives and goals (MOGs) section, which will be added as an appendix when returned by the divisional vice presidents.

Todd said there is still much to learn and he strives to understand more each day.

## **Strategic planning meeting: Impressions and overview**

Rob said he felt the meeting was phenomenal, and thanked all for their participation and support. From this point on committees will be held accountable to their MOGs. The committees will need to devise measurable goals for next year based on the completed strategic plan. He expressed much thanks to Tom Boyd for facilitating the meeting. Leo commented that when he held a follow-up conference call with his committee chairs, all were excited about participating in the strategic planning process. Meg will forward the draft of the strategic plan put together by Todd and Tom to all who participated in the workshop. She will also send the minutes of the meeting that she recently completed to all who participated. We discussed making strategic planning materials available to our membership and the public, but came to no decision about what to make available and by what means. Part of the final strategic plan might identify what we want to post on our website. Patty encouraged us to think about using the right communication tool for this, as well as future materials.

## **Status of committee restructuring and realignment**

**Julie moved that we accept the committee lineup as proposed during the strategic planning meeting, and make the necessary changes after convention, but inform the committee chairs of the changes before convention to facilitate a smooth transition for affected committees.** The motioned was seconded by Jim. The motion passed. Meg will update the organization chart, which will also be published in the rule book next year.

## **Club Development Task Force final report**

Julie would like to make the report available to the House of Delegates before convention, but was concerned that it is too large to include in the pre-convention packet. **MSA to email the report to the upcoming HOD.** We will try to send it early enough so that it will not conflict with the convention packet. Jim suggested we also send a welcoming letter to delegates detailing their responsibilities (e.g., read the materials thoroughly before arriving at convention). Rob will write such a letter and Meg will send it as delegates are declared.

## **Worlds LOC financial status and documentation**

Rob asked if the financial statements indicate revenue from sale of shirts and other items, and Tom said yes, under promotional items. The accounting for the money owed to Stanford has still not been formalized. Mark will talk to Jody Smith of Stanford about an acknowledgment of final payment. The LOC is still trying to collect \$2000 to \$4000 in hotel fees.

## **Online registration and RFP**

Todd said that questions from vendors were due today, and he has received them from one vendor. He has had responses from eight of the eleven vendors. July 24 is the deadline for responses. The task force hopes to make its selection in seven days, then begin the phase 1 rollout by November 12. Testing is scheduled to begin October 1. He would like to invite the selected vendor to attend convention and demonstrate the product.

## **Zone Rep job description**

Julie clarified that she would like potential candidates to have a better understanding of what the job entails. She will include the one-page description in the Zone Committee's report in the pre-convention packet. She will send the current draft to the EC for comment.

## **Planning for convention**

Patty asked us to consider what we want to accomplish at convention. Leo said he's been telling his committees to get their business done, as required, but then think about how they can better serve our members. Rob will introduce Todd during the first session of the HOD, and also deliver a "State of USMS" address.

At the midyear meeting, the BOD recommended a flat membership fee through USMS, but has not discussed the issue in detail since then. The legislation has been submitted to the Legislation Committee and will be considered at convention.

## **IT Task Force**

Jim submitted a written report (attached), and said he was struck by the similarities between USMS and USA Swimming's experience. Tracy commented that much of what Jim learned in his discussion with USA Swimming was in synch with comments of our

webmaster. Jim said the report is intended for Todd to take into consideration, and that we are long overdue in upgrading our IT capabilities.

## **Mid-year meeting for 2008**

We discussed possible sites and dates for next year's midyear meeting. Julie asked that we avoid the weekend of January 17–20. Jim suggested we show support for the International Swimming Hall of Fame by meeting in Fort Lauderdale. Rob will check into their schedule to see when the ISHOF and IMSHOF induction ceremonies are scheduled.

## **Final announcements**

Rob encouraged everyone to attend the ASUA championships in San Juan. We will add a link to the meet information after entries close for LC Nationals. Tracy will include an announcement in *Streamlines* and also send an email blast.

## **Next EC and BOD meeting dates and adjournment**

The next meeting of the Executive Committee will be August 20 at 7:30 p.m. EDT. The scheduling of the next BOD meeting will depend on the progress of the National Publication Renewal Task Force.

Mike suggested establishing a risk management coordinator as an agenda item for the next EC meeting. Jim Wheeler will be asked to put together a description of this volunteer position.

The meeting adjourned at 10:02 p.m. EDT.

Meg Smath  
Secretary

# **IT Research Summary**

**Jim Miller, M.D.**

## **Introduction**

The following summary resulted from an extensive interview with John Brubidge, IT Director for USA Swimming. The interview was conducted as part of the exploration by the USMS Information Technology Task Force into options for expanding to meet USMS's IT needs.<sup>1</sup> It was suggested that USMS could learn from the experience that USA Swimming had in growing its IT capabilities and staffing.

## **Starting Point**

Interestingly, USA-S had a similar starting point to that which USMS is facing. When John took his position, he started from scratch. Until that time the IT services, email service and computer support all came from the USOC. USA-S had 90 different databases, acting independently of each other. John started with one developer on staff.

Initially, USA-S engaged consultants through an RFP process to accomplish its IT needs while building its IT Department. This allowed USA-S's IT Department to be developed while serving a corporation with 65 full-time employees and a vast volunteer network. USA-S's philosophy of using outside consultants first and adding employees secondarily differs from USMS's tendency. Their favored consulting group is STRATERA, located in Denver, Colorado. John spoke favorably of STRATERA's flexibility and knowledge of their sport, accumulated over several years of interaction.

USA-S has come a long way since the time that John began, which spans just the last few years. Currently the positions that exist are:

- IT Director
- Two in-house developers serving to develop and update programming (one has just been added within the last month to create these two positions). Programs such as coaching support, local support, page production for the website and all issues of application development are turned over to the IT Department.
- One developer serving exclusively the SWIMS Application. This application serves USA-S by developing tracks that serve unique needs of the organization such as the National Team, the Sports Medicine Network of Task Forces, Membership Tracking (i.e., records, times, events) and other uses. This single application cost \$1 million to develop and was outsourced to STRATERA for development.

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<sup>1</sup> Please reference the IT needs and status materials presented to the USMS Board of Directors by Mark Gill and me at the BOD's midyear meeting as background for this summary.

- One help desk technician—provides full time support for the staff and volunteers including set-up of individual laptops. USA-S uses Microsoft XP 2003 (soon to go to 2007 version).
- Network administrator—oversees the application of the network and determines the access needs for each position. This person establishes the links needed by each employee/volunteer to their areas of need within the system (i.e., limited access based upon the individual's need).
- Webmaster—interestingly, this is not under the IT Department. In USA-S it historically came under the Business Development Group, which focuses on marketing and promotions. The webmaster focuses on the presentation and aesthetics of the web product. John feels that this position actually bridges the cooperative efforts of the IT and Business Development Departments.
- In addition, there remains considerable custom work that is done through outsourcing. A new example of this is the nutrition tracking program that is available to their athletes.

John made it very clear that if a job is outsourced, be prepared to pay for it. Routine rates vary but are in the area of \$80–\$120 per hour of service.

### **Integrative Management**

The first topic that USA-S considered when it began growing its IT capabilities was what were their needs and how are they prioritized. To accomplish this, they began a discovery process to build the system and direct the building of the system. A management panel was formed, composed of representatives from the major areas of the corporation. The panel included representatives/experts from:

- Membership
- Times/Records
- National Team
- Management
- Budget

This group has been so successful in leading the process that they are now the management panel for the IT Department, deciding priorities and budget management. They meet on a weekly basis.

### **Recommendation**

The key to beginning the process is the insight into the needs of the corporation. The needs of USMS are different than those of USA Swimming. For example, USMS does not share USA-S's National Team needs, USA's committee structure is less involved than USMS's and USA's discussion forums are much more restrictive than USMS's. However, the process is not different. It comes from the principles of management and service to our members, as dictated by the Mission Statement and the Core Objectives. Thus, I would recommend that the steps need to be (in this order):

1. Strategic planning (now).



2. Discovery process (formed from the efforts of the Strategic Plan).
3. Hiring of an IT Director with management, implementation and directional authority with a budget that supports these efforts.
4. Outsourcing to create complex development (similar to our experience with online registration).
5. Expansion based upon budgetary capacity derived from the discovery process and the management team that covers the paramount needs of the corporation.