



## USA Cycling Meeting of the Board of Directors

Via Zoom video

December 8, 2020 - 9:00 a.m. mtn

Nancy Cowan, presiding Secretary called the meeting to order followed by a formal roll call:

BA Anderson	<input type="checkbox"/> Present - ABSENT
Matt Barger	<input checked="" type="checkbox"/> Present
Erica Clevenger	<input checked="" type="checkbox"/> Present
Rob DeMartini	<input checked="" type="checkbox"/> Present
Lucia Deng	<input checked="" type="checkbox"/> Present
Stephen Ettinger	<input type="checkbox"/> Present - ABSENT
Ed Ewing	<input checked="" type="checkbox"/> Present
Beth Hernandez	<input checked="" type="checkbox"/> Present
Gina Kavesh	<input checked="" type="checkbox"/> Present
Kristin Klein	<input checked="" type="checkbox"/> Present
Nancy Leon	<input checked="" type="checkbox"/> Present
Reggie Miller	<input checked="" type="checkbox"/> Present
Alex Nieroth	<input checked="" type="checkbox"/> Present
Rafi Ortiz	<input checked="" type="checkbox"/> Present
Michael Patterson	<input checked="" type="checkbox"/> Present
Sean Petty	<input checked="" type="checkbox"/> Present
Bob Saffell	<input checked="" type="checkbox"/> Present
Travis Smith	<input checked="" type="checkbox"/> Present
Bob Stapleton	<input checked="" type="checkbox"/> Present
Alison Tetrick	<input checked="" type="checkbox"/> Present
Arielle Verhaaren	<input checked="" type="checkbox"/> Present
Julia Violich	<input checked="" type="checkbox"/> Present
Brook Watts	<input checked="" type="checkbox"/> Present
Robin Thurston (Advisory)	<input type="checkbox"/> Present - ABSENT
Brendan Quirk	<input checked="" type="checkbox"/> Present

Board Vice Chairman Alex Nieroth motioned for approval of the August 18, 2020 board meeting minutes. Motion was seconded by Board Member Julia Violich. All in favor, no one opposed, minutes approved.

Chairman, Bob Stapleton's opening comments included his view on the road ahead, welcoming the newest board members, and a thank you to the outgoing board members, as well as thanking the management team and CEO for a great job navigating through a tough Covid year. Some technical difficulties with sound, Bob's connection ended, and Rob DeMartini, CEO, continued by giving an overview of the day's Agenda.

Rob DeMartini, CEO, refreshed the board members on 2020 objectives and revenue goals, Covid obstacles, presented the "We Champion" concept & programs, discussion around providing free bikes, the Let's Ride Camps, free Junior memberships, the addressable market and the need for a big shift in our voice to include a cultural shift (Inclusive, Supportive & Collaborative); Building of internal capabilities; Operation Capability Building and We MUST live up to the We Champion Promise. Kelsey Erickson clarified the Let's Ride Camp plan, and discussion amongst board members around the plan, coaching curriculum, roundtables with clubs and next steps, including obtaining equipment for camps.

Bob Stapleton was able to dial back in and continue his conversation around the organization's forward looking, transforming USA Cycling, challenges the organization is focused on: to get racing & events back on its feet; athlete performance, keeping members engaged, "We Champion" and the consumer & brand promise, with the programs to back those up.

Bouker Pool, on behalf of the Commercial Team, gave an update on Membership & Marketing. Despite the current situation with Covid, there were successes, to include uptick in engagement and traffic with our website and social media outlets. Refocused on marketing operation efforts – Performance, Programs, & Participation. Looking ahead to 2021 Goals, Bouker gave an overview on the strategy for an Acquisition & Retention plan, and plan for tracking, latest benchmarks, and welcoming new members communication. Board discussion around membership price increase and acquisition target number. Also focused on Olympic athletes in Tokyo, and telling stories. Discussion around brand "cool" factor and creative assets.

Jim Miller, from Elite Athletics, gave an update on Tokyo readiness, objectives and medal goals; Covid challenges, the new Olympic Development Academy and benefits of that type of pipeline, scholarships and grants will be part of the ODA plan; update on applications and process and reaching out to coaches. Kelsey Erickson joined in and gave an explanation and detail on the Let's Ride program and logistics, first five camps, and info on coaches & CEUs. Discussion around educational materials for these camps, conversation about OutRide, and insurance coverage for camps. Kelsey discussed SafeSport and board discussion around social media and the athlete's higher level of responsibility and accountability.

Chuck Hodge, representing National Events gave a recap on 2020 Rides & Events, 2021 the path forward, including update on virtual events, collegiate challenge and partnerships/platforms, bringing events back, supplementing and incentivizing race directors and events, flexibility in how we do things now and tailoring business plans allowing us to work deals with event promoters. Overall changes in how we measure things, new easier permitting system. Presented a video on Esports Trials. Quick conversation around Local Association agreement changes.

Todd Sowl, CFO updated the board on the 2020 Forecast, 2020 Covid challenges, where we will end up financially year-end, insurance premium update and a brief rollout of the proposed 2021 “conservative” budget plan and how it’s taking shape, explaining key revenue assumptions going into 2021. Final budget plan will be unveiled and presented for discussion and approval at the January 2021 board meeting. Board discussion around auto-renewal timing, pricing and projection.

Rob DeMartini recapped a 2020 Summary and 2021 Direction. Starting to increase our relevance with the community, exciting new programs i.e. ODA, Let’s Ride. Can’t lose our current members, need to keep members engaged. Need to push Youth. We need good Tokyo performances. Internal goals are aggressive, with a responsible conservative budget. Focus on growing membership. Brief discussion around holding on to current members, diversity, change and bringing new people in.

Nancy Cowan, Secretary, rolled out Board dates for 2021 and 2022.

Final Comments by Rob DeMartini thanking the outgoing board members for their time, contributions and service on the board.

*Into Executive Session.*

*Out of Executive Session.*

No other business. Sean Petty motioned for an adjournment, seconded by Brendan Quirk, all in favor, no one opposed, meeting ended.