Evolving USSA's Alpine Domestic Development System in Partnership with Clubs

McKinsey's summary report - with appendix

1/22/13

April 24, 2013

Contents

- **Project overview and executive summary**
- Summary assessment of current USSA governance/ organization, communications, and club/ member support
- Recommendations and planned path forward
- Appendix – details of assessment, key findings and recommendations

Why did USSA undertake this project?

USSA aspires to deliver Best in the World performance for all teams well into the future – but has some concerns about the depth/ breadth of the talent pool and overall participation levels beyond 2014, especially in alpine athlete development

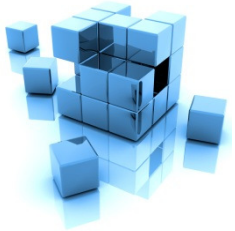
USSA leadership clearly sees the need for a stronger partnership with the clubs as critical to enhancing alpine athlete development and achieving the Best in the World vision – given the critical role clubs play in recruiting, coaching, retaining and developing alpine athletes of all ages and potential; *clubs are the foundation of the USSA organization*

This will require all of the parties in the USSA 'system' – including the USSA NGB, the regional bodies, and the divisions/ states to work together more effectively to support the clubs and athletes – recognizing and being responsive to club needs that extend well beyond elite level athletes

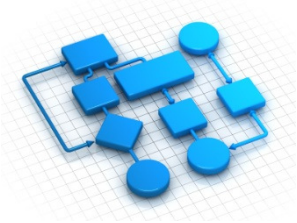
Core question that McKinsey was engaged to address
(in a pro bono effort, from Nov'12 through April '13)

How can USSA partner more effectively with its clubs to deliver an optimal alpine athlete development program and ensure Best in the World performance well beyond 2014?

Project objectives



Define the key elements of a world-class alpine development program to support the "Best in the World" vision - and roles that the clubs, the divisions/ states, regional organizations, and USSA should play



Determine how best to evolve USSA's governance, decision-making, communications and infrastructure in support of the clubs/ members to deliver an optimal alpine development program aligned with "Best in the World"

Develop an overall roadmap for change - including how best to gain alignment/ support from the regional bodies, divisions/ states and clubs

Focus on the alpine development program, but with consideration of learnings and implications for other disciplines as well

The project has been guided by a broad-based Steering Committee, working closely with an engaged McKinsey team

Steering Committee

- **Dexter Paine** (co-chairman)**,** Chairman, USSA; Former USSA and collegiate racer and father of current USSA/NHARA ski racer
- **Jim McCarthy** (co-chairman), Former Chairman, USSA; Former Board Member, USOC
- **Luke Bodensteiner**, Executive Vice President, Athletics, USSA; Olympian
- **Bob Dart**, Alpine Board Member, USSA and longtime Winter Park competition manager
- **Chris Kaltsas**, Headmaster, Stratton Mountain School
- **Bill Marolt**, President and CEO, USSA; Olympian
- **Tiger Shaw**, Former U.S. Alpine Ski Team and Olympian; USSA Foundation Trustee; father of 3 USSA racers
- **Steve Strandberg**, USSA Foundation Trustee
- **Andy Wirth**, CEO, Squaw Valley and former chair of the Steamboat Springs Winter Sports Club
- **Alice Ruth**, USSA Foundation Trustee; mother of 2 USSA racers
- **Aldo Radamus**, Director of Ski Club Vail; former USST coach; father of 1 USSA racer

Executive Committee

- Dexter Paine
- Jim McCarthy
- Luke Bodensteiner

McKinsey team

- Lynn Dorsey Bleil, Senior Partner, USSA alpine parent (U12)
- Andrew Black, Engagement Manager, PSIA Level III instructor
- Charlotte Moats, Associate, former J/O alpine racer
- Erica Good, Associate, former college alpine racer
- Laura Perlman, Associate, former college alpine racer

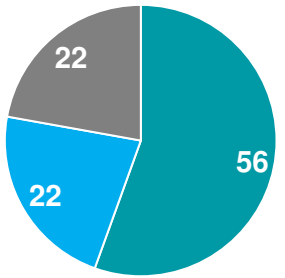
McKinsey conducted interviews with 100 individuals, across a wide range of USSA stakeholders and other experts

Stakeholder	Potential respondents	Target number	Number completed
USSA leadership and other national leaders	▪ USSA Board/ Foundation Board ▪ USOC leaders ▪ FIS leaders	~15-20	22
Club and Region/ division leadership	▪ Region/ division leaders ▪ Club leaders ▪ Coaches	~35-40	43
Athletes and parents	▪ Elite level ▪ Other	~10	8
Analog organizations (other national alpine, other sport organizations)	▪ Leaders of various organizations	~10	16
Affiliated and industry experts	▪ McKinsey experts, others	~5	10
	TOTAL	**75-85**	**100**

Many club leaders and coaches were or had been parents of athletes

The athlete and parent perspective was supplemented through McKinsey's independent analysis of the 2012 USSA general member survey (see next page for details); in addition, several Board members and other USSA leaders are also parents and/or ex-athletes

In addition to interviews, McKinsey analyzed the 2012 USSA general member survey and conducted an additional club leader/coach survey to ensure broad representation

Survey description and focus	Target audience and distribution list	Competed distribution	Geographic distribution
McKinsey club leader/ coach survey ▪ **Focus**: Club goals and objectives, top club and coach pain points, perceived value and awareness of USSA (and desire for new programs, and assessment of information/ communication received and preferences)	▪ Alpine club leaders, administrators and coaches	▪ Conducted January 2013 ▪ **796** respondents (69% coaches, 22% club leaders, 9% club administrators)	 *Respondent distribution very closely followed USSA alpine membership distribution*
USSA member survey ▪ **Focus**: General member value, needs, communication preferences, training practices, and utilization of current programs/services	▪ All members (coaches, officials, athletes and parents)	▪ Conducted April 2012 ▪ **~ 2,000** respondents (10% alpine athletes, 37% alpine parents, 26% alpine coaches)	*(geographic breakdown not collected)*

Executive summary

- **USSA has made tremendous strides over the past ~15 years to become the "Best in the World" – with great success in all snow sport disciplines. However, there are concerns about the breadth and depth of talent and overall participation levels beyond 2014, especially in alpine development**

- **Partnering more effectively with the existing 400+ member clubs will be critical to strengthening the talent pool and ensuring continued success – but will require addressing several challenges:**
  - **A complex, dispersed organization & governance model** – with unclear roles/ accountabilities and some duplication of effort
  - **Inconsistent or ineffective communications and limited transparency around key decisions/ resource allocation** with clubs, divisions/ states and regional bodies – resulting in misperceptions, lack of trust, and some disengagement
  - **Focus on elite teams as the primary driver of the "Best in the World" vision** – leaving many club leaders/ coaches feeling that their needs are not understood and/or supported by USSA
  - **Low levels of awareness / engagement with USSA among parents, athletes, coaches and other members** – leading many to question value for fees paid

- **USSA should take several actions to strengthen the value provided to the clubs and broader membership, working more effectively and in concert with the regional bodies and divisions/ states to better support athletes of all levels and potential:**
  - **Strengthen club and member value** through improved club-level programming/ services and coaches' education – delivered through increased field-based resources – and enhance overall member benefits
  - **Improve communications at all levels** – with more open and transparent communication with club leaders and other stakeholders, better and more frequent delivery of targeted content tailored by audience, and effective forums for best practice sharing among club leaders and coaches
  - **Enhance and streamline governance** in accordance with a "best practice" federated NGB model – clarifying roles, standardizing structures and bylaws, and establishing affiliation agreements for all parties in the USSA "system"

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Summary of key project findings

There is significant support for USSA to become a more club-based organization, but several challenges that need to be overcome …

A complex, dispersed organization & governance model (with the USSA NGB, 3 regions,15 divisions/ states, and several independent 501c3s) – with unclear roles/ accountabilities and limited "controls" – resulting in:

- Varying approaches to athlete development, with inconsistent performance across regions and clubs
- Inconsistent funding sources/ levels at the division/ state level, with varying involvement of USSA in head tax/ dues collection and support
- Significant duplication of efforts and some inefficiencies

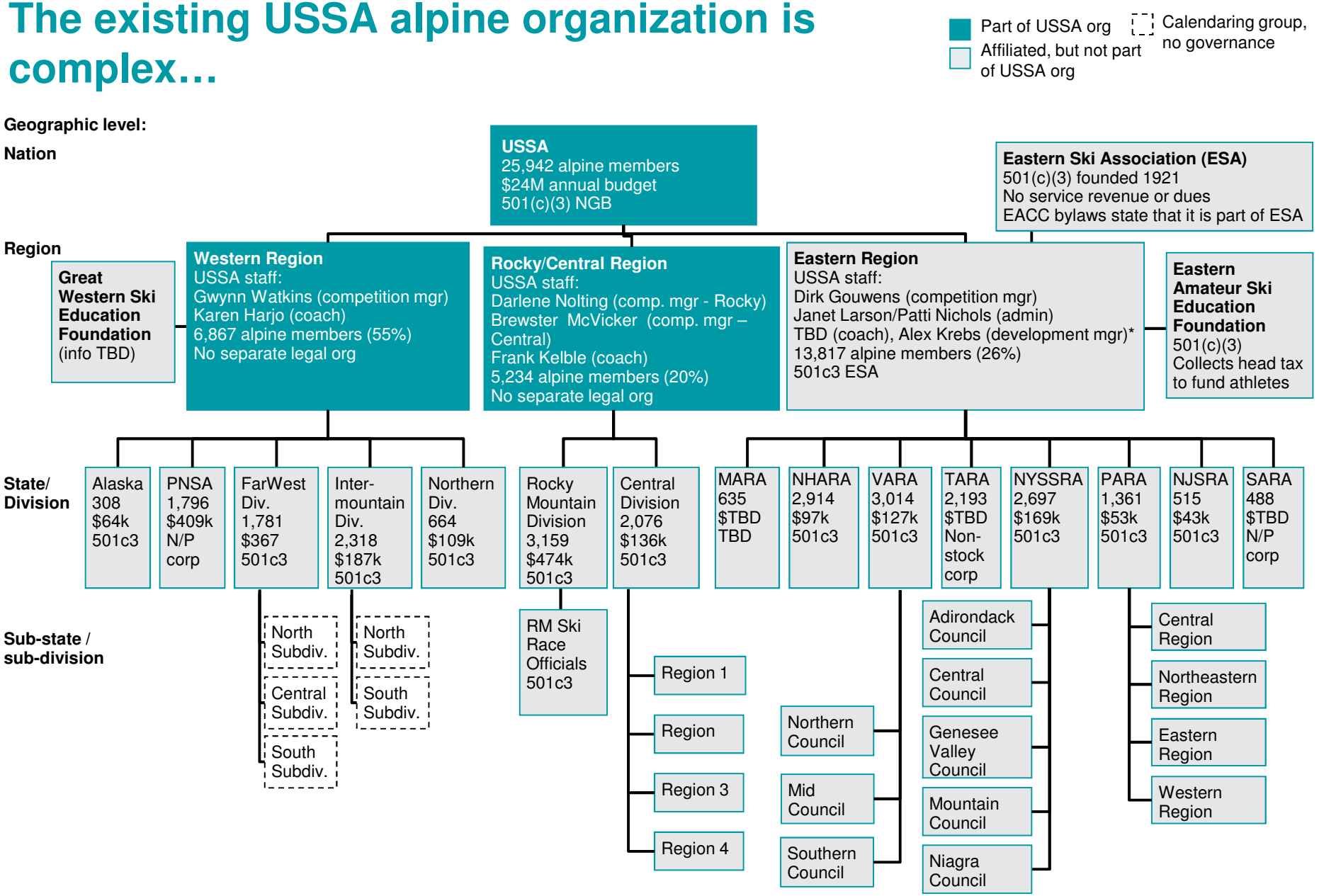
Inconsistent or ineffective communications and limited transparency around key decisions/ resource allocation with clubs, divisions/ states and regions – resulting in misperceptions, lack of trust, and some disengagement

Some lack of engagement around the "Best in the World" vision – which seems quite distant to many club leaders, given broader set of goals and pressing needs (e.g., coaches, costs, athlete retention); some question whether USSA understands and can/ wants to help – given lack of direct field presence/ club support and focus on elite team

Low levels of awareness / engagement with USSA among parents, athletes, coaches and other members – leading many to question value for fees paid

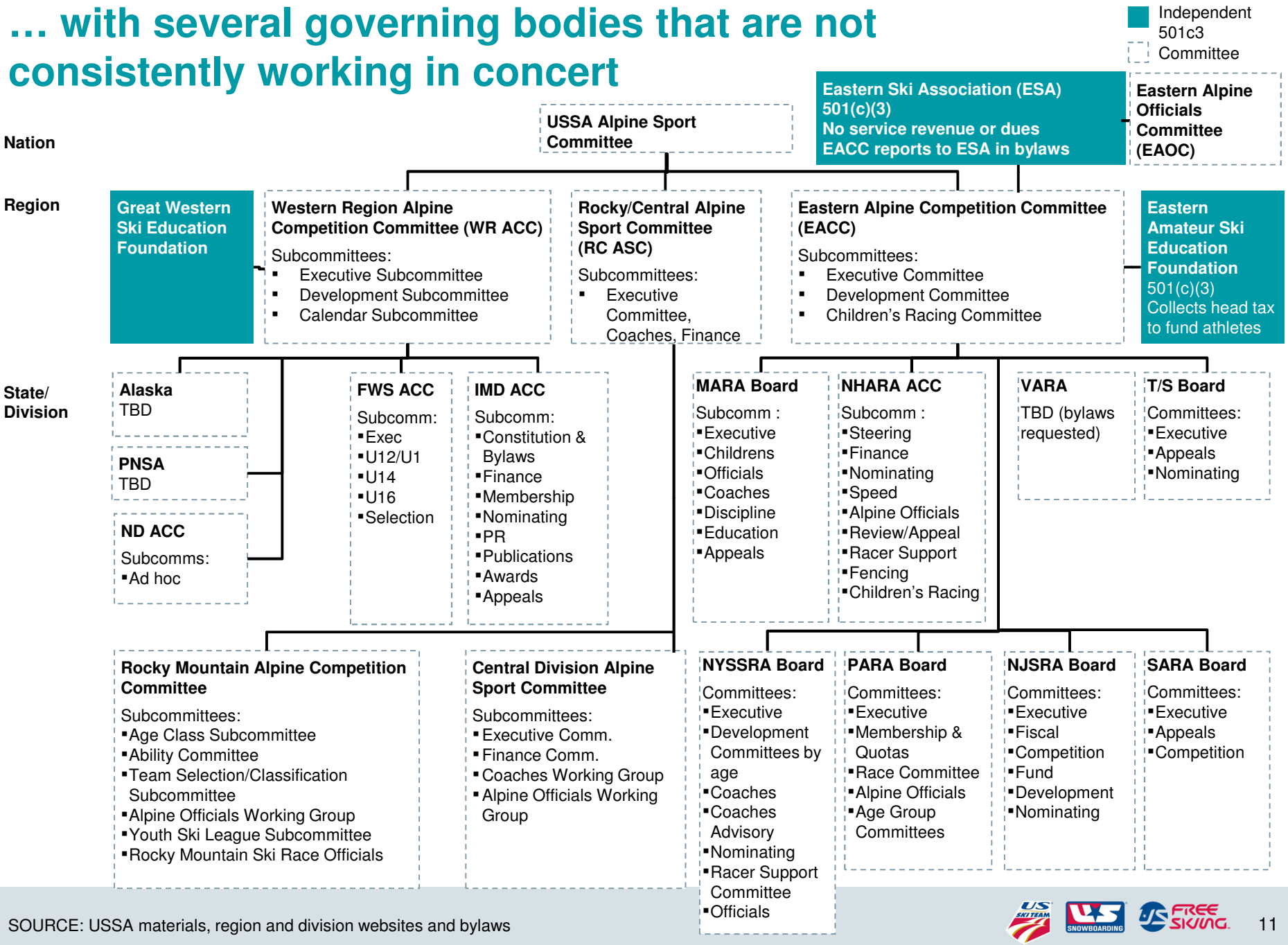
Solutions need to address these areas in an integrated and staged way, recognizing resource limitations and need for broad alignment

The existing USSA alpine organization is complex…



SOURCE: USSA materials, region and division websites, most recently available IRS Form 990s

… with several governing bodies that are not consistently working in concert



SOURCE: USSA materials, region and division websites and bylaws

Summary of feedback from McKinsey's interviews, club leader and coach survey, and the 2012 USSA general member survey

Club, member value and services provided

- Clubs would like to see more tangible value provided by USSA, through more field-based resources:
  - Need the most help delivering higher quality training and coaching, as well as procuring hill space; would like USSA to improve/ make more accessible coaches education, provide club certification, and assist with ski resort relations
  - Would like more specialized training and coaching opportunities for their athletes from U14 up… through more "boots on the ground"
  - Would like more centrally-delivered programs, services, and information on improving their clubs, including: a group buying program, athlete management software, increased/improved coach's education, and a common web platform for managing registration
- General members (athletes/parents, coaches -- and especially officials) see relatively little value from their USSA membership, with low levels of engagement/ awareness of benefits and many unclear what they are paying/ to whom and for what services

Communica-tion

- Members want more "open and transparent" communication about plans/decisions, finances, etc… and many club, division/ state and regional leaders feel they "have to be on the inside" to get the real information
  - Communication about membership benefits, USST selection criteria, athlete development, project scheduling and selection criteria show the most room for improvement
- Club leaders/ coaches see different communication roles for different 'layers' of the USSA organization, with the USSA NGB focusing on sports science/training, athletic development, and rules/ policies; regions focusing on talent ID and athlete management, and divisions/states focusing on event scheduling and parent communication
- Outbound communications are not customized/targeted by audience, infrequent, and often lack relevant content in many cases; also, USSA website navigation and overall delivery formats/ channels could be improved

Governance and organization

- Although clubs generally feel aligned with the mission of Best in the World, and understand the importance of USST performance to their membership and success, many do not feel supported by USSA
- As a whole, effectiveness of overall USSA governance and clarity of roles can be improved
  - Only ½ of coaches and club members feel that the organization as a whole makes decisions fairly and effectively; while satisfaction is higher with region and division level governance and decision-making vs. national, all levels appear to have room for improvement
- Fees/dues are inconsistent and confusing across all of the various bodies, and it's not clear where it's all going

SOURCE: 2013 USSA McKinsey Coaches and Club Leaders Survey

Club and member value & services – more detail on what we heard in interviews and surveys

Club needs and pain points

- Clubs' most critical needs include:
  - Procuring hill space
  - Finding good coaches and training them
  - Attracting and retaining athletes (esp. in High School)
  - Costs to families to chase training opportunities and points
  - 58% of clubs feels that USSA does not care about their needs
- USSA imposes rules that increase costs and complexity, especially for non-scored races (e.g., having to buy certain timing equipment, 8 officials per race, individual insurance requirements, etc.)

"We lose our best kids today to hockey; and that's in a ski town!"
– Regional leader

"The biggest thing keeping me up at night is education of [my] coaches."
– Club director

Club programs and other value added

- Want more "boots on the ground" to deliver programming, not just a web site / CDs; feel that support has diminished in recent years
- SkillsQuest is viewed favorably (89%), but only half say they plan to use it often (due to difficulty implementing for smaller clubs with shorter seasons and less training time)
- Value of USSA membership and fees not always clear
- Upside of current Club Development /'certification' not clear to many smaller clubs, and overall awareness is low

"We need people on the ground at the clubs on a regular basis sitting down with their base, reviewing protocols, identification models, etc."
– Board member and club director

Member value for coaches & officials

- Many coaches see little value in certification – it is expensive, time consuming, and provides no real employment benefit
- Coach education is difficult to access, and need more support beyond the theory (how to train athletes day to day)
- Requirement for officials to pay just to volunteer their time feels unfair to some

"My coaches are just out of college… they can't afford these programs."
– Club leader

Member value for parents and athletes

- Limited awareness of USSA's programs/ value to parents and athletes (e.g., viewed by many as just a point tracking service)
- 91% of members do not use their MyUSSA benefits

"As a parent, I've never heard from USSA."
– Trustee and parent

Communication - more detail on what we heard in interviews and surveys (1/2)

Communication with club leadership/ coaches

- Request for more "open and transparent" communication about plans/decision, finances, etc… a bit of a feeling that you have to be 'on the inside' to get the real information
  - Lack of clear/consistent communication about membership benefits, USST selection criteria / path to USST, and athlete development project schedule and selection criteria show the most room for improvement based on the survey
  - Getting some information "too little too late" on things such as scheduling, development camps, scoring assessment for camps, insurance mandates, etc.
  - Feeling that some information on camps, elite opportunities limited to those with "inside access"
- On important organizational/policy issues, communication occurs largely top-down (lacking effective feedback loop), leading to sense of not being heard and lack of engagement for many (e.g., USSA Academy, intro of SkillsQuest in the East)
- Members getting messaging from many places - including USSA, region, division: causing confusion and delays for many; ideally, members see different roles for communication from each layer of the organization:
  - USSA: Sport science, physical training, sport psychology; qualification criteria; athletic skill development; competition rules; club marketing and fundraising best practices
  - Region: Talent ID and athlete management (presumably in the form of USSA eyes on the ground)
  - Division/ State: Event scheduling, management, communication with parents, resort relations

"By the time information goes through the region and division to me, it's been 1-2 weeks and it might be too late."
– Club Director

"There needs to be much better contact with USSA and the clubs"
– Club director

"I would hope that [USSA] would publish budgets, meeting minutes; that's information that a member should have access to, but it's not transparent." ***– Club director***

"Sports science department is great, but it's not getting out to the clubs and coaches enough."
– Academy director

"Communication goes from Park City to Eastern, Eastern sends it to state chair people, and then to clubs" ***– Regional leader***

"It would be helpful for USSA to help the coaches plan for new equipment regulations and course setting specs. Where are we headed in the next 5 years with equipment? Both at the upper levels and in the children's group."
– Club director

Communication – more detail on what we heard in interviews and surveys (2/2)

Communication with club leadership/ coaches

(continued)

- USSA communication (email, web site, etc.) is not as targeted as it could be by audience type (e.g., coaches, officials, leaders) – so can often get lost/ ignored
- Great club/coach/member content, but low awareness/ communication
  - Great web-based and on-hill resources exist for skill development, but only most engaged are aware of them or can seem to access them
  - Knowledge of Sports Science Department (e.g., dryland training, nutrition) not effectively or consistently communicated to clubs, and a huge appetite/ need for this at the club level

Athlete & parent communication

- Communication is very limited, and not tailored by sport / interest or age of athlete (e.g., what SkillsQuest means to them)
- Terrific Dartfish/other content, but low awareness and not well organized (most just go to the web site to see their points); most parents do not receive the Excellence eNewsletter
- Parents are eager to have more structured communication from their coaches (written progress reports would be helpful) as well as more opportunities to engage and be helpful in their young athlete's development – but often feel 'pushed away'
- Many parents desire clearer communication regarding the costs and commitments that should be anticipated at each level of the sport so that they can plan effectively and make decisions accordingly

"My families are so bombarded with [nonspecific] web sites and emails [from USSA] that they don't know what to do."
– Club director

"I just go to the USSA website to check my scores…wait, there's other content there?"
–Athlete

Governance, mission alignment and organization – more detail on what we heard in interviews and surveys

Alignment with "Best in the world"

- In general, clubs rank making skiing fun and fostering personal development as top priorities, and producing elite athletes less important
- Most athletes rank having fun as their highest motivation for competing
- While the vast majority of club leaders and coaches are aligned with the Best in the World vision, 47% feel they are not supported by USSA in achieving their own club mission, and that their needs are not well understood by USSA

"Our goal is to get athletes to the level where they're engaged with the US Ski Team, but we also want to provide opportunities for kids at any level whatever their goals " ***– Club director***

"There has been decreasing [USSA] concern for balancing general membership and the elite"
– Regional leader and club director

Organization and governance

- A larger minority (~35%) feel that the organization does not communicate effectively or make decisions fairly
- Many feel there is lack of clarity around roles/responsibilities across the national body, regions, divisions - with apparent duplication of effort
  - Varying views on optimal role/ structure of regions – but most see some role at U14+ levels for region level competitions and joint training/ camps as valuable; may be some opportunity to refine region or division/ state boundaries and further streamline in future
  - Varying views on optimal role of states/divisions beyond organizing races/competitions; sense that this could likely be streamlined/ made more efficient than what exists today in some areas
  - Disagreement/questions about funds flows and resource allocation
- Often confusing for parents/athletes as to which organization to sign up with, for what and why
- In some cases trust lacking, especially in the East
- Widely varying club performance across and within regions/divisions, leading to some questions about whether there are broader organizational/ programmatic challenges/ opportunities for improvement

"Regions are an important level of aggregation for our U16 and also U14 athletes – and USSA should do more to support joint training and development at that level."
– State leader

"There are a lot of people who harbor animosity [towards USSA]. They have been very distant"
– Eastern club/region director

Fee payment and structure

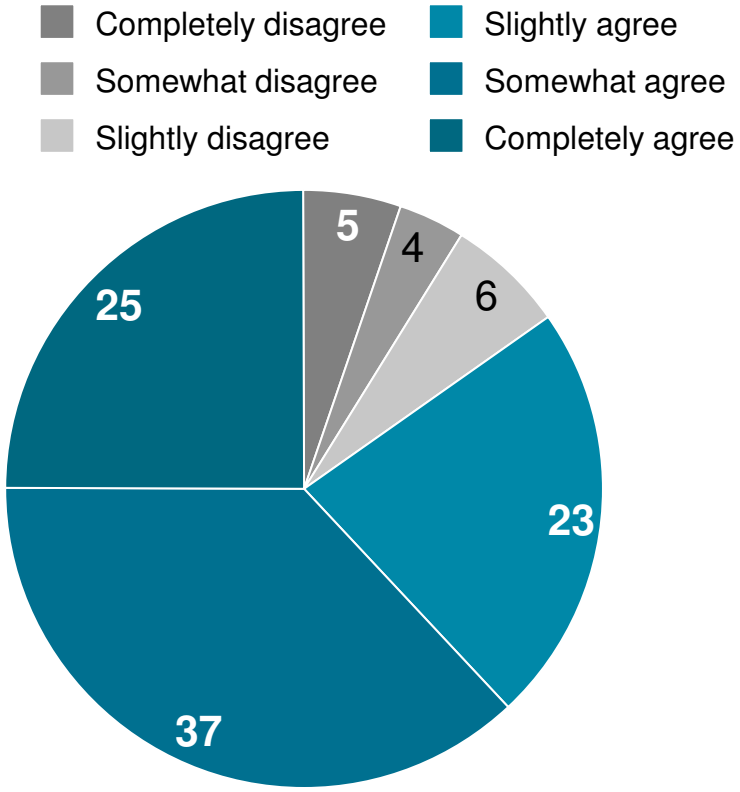
- Inconsistent fee types and charges across regions and states/ divisions, with differing collection methods; no compelling rationale for variation
- Often leads to confusion among athletes/ parents who have to register across organizations, as well as a feeling of being 'nickeled and dimed'
- Limited understanding of what/how USSA collects on behalf of the divisions/ states and where those funds go/ how they flow back

"To enroll as a racer in my program, athletes need to register (and pay) on three different sites; and that's not including race fees; we're making this harder, not easier."
– Club director

Most clubs feel aligned with the vision of being Best in the World, but many do not feel fully supported by USSA

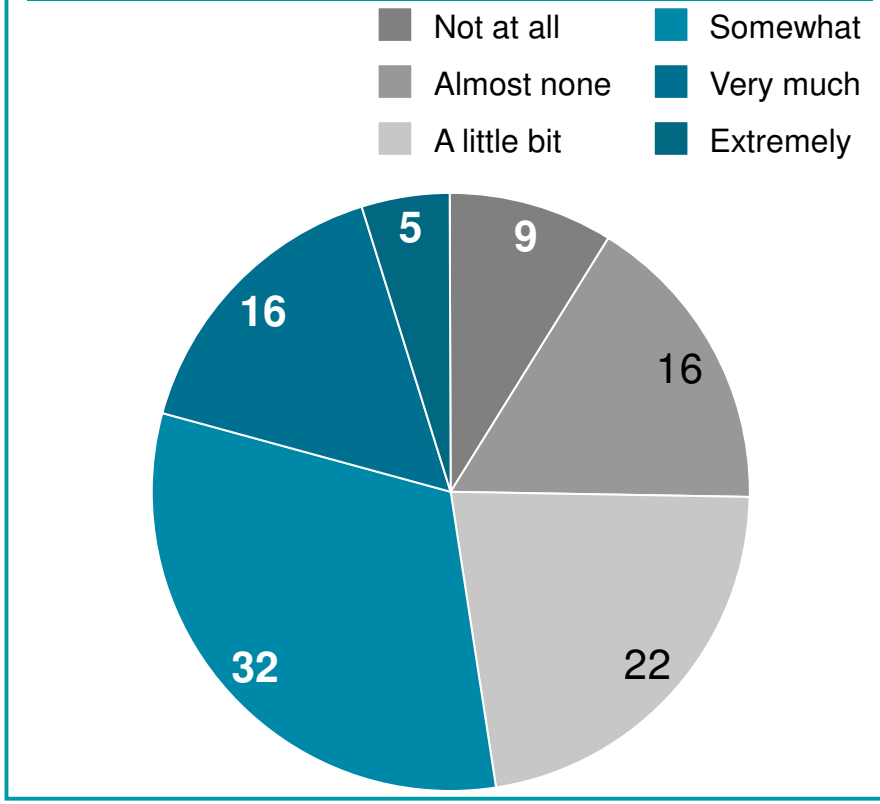
Please indicate the extent to which you agree with the following statement: "Our club is aligned with the USSA's vision of being 'Best in the World'"

Percent (n = 688)



Please indicate the extent to which you agree with the following statement: "USSA supports my club to achieve its mission (including supporting in areas of desired improvement and alleviating problem areas/concerns)"

Percent (n = 690)



SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Questions 16 and 17

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Recommended USSA aspiration for an effective club-based organization: what it should look like and desired outcomes

USSA effectively partnering with the 400+ member clubs to deliver an optimal athlete development experience - working collaboratively with the states/ divisions and regional ACCs/ASCs - to ensure:

- Clear, consistent approaches to alpine athlete development at all phases, starting with the youngest levels - consistent with evolving best practices
- Optimal coaching at all levels, enabled through more effective recruiting and coaches education
- Standardized, effective competitions/ races and training camps/ projects at appropriate levels of aggregation, tailored for phase of development and talent level (e.g., participatory vs. elite progression)
- Effective athlete performance management, against clear and consistent standards/ criteria for advancement
- Effective club certification as well as performance management - against clear and consistent standards, with consequences and rewards
- Efficient and effective delivery of valued 'shared services' to the clubs as well as states/ divisions – leveraging national scale and expertise

Desired outcomes

- Create a broader/ deeper talent pool to feed the elite teams
- Ensure that elite athletes have the necessary skills and support/ funding to succeed
- Ensure all alpine athlete participants have a fun, safe and satisfying development experience - and the opportunity to reach their full potential
- Strengthen the quality and ensure viability of USSA clubs nationwide – as the foundation of the USSA organization

Becoming a more effective club-based organization for alpine (and other sports) will require a shift in mindset and behaviors

Today' s view	Future aspiration
▪ USSA is in Park City	▪ USSA is a national organization, supporting all athletes and clubs
▪ Best in the World = US Ski Team / elite orientation	▪ Best in the World = great elite teams as well as a great development experience for athletes of all levels
▪ Various bodies / layers in the organization operating somewhat independently	▪ USSA operating as a unified, more cohesive "federated" model, in support of the athletes
▪ Information tightly controlled and/or difficult to access	▪ Information shared openly - with easier access, greater transparency and broader dissemination
▪ Decisions made – and content/programming developed – centrally, then disseminated out	▪ Active partnering with club leaders/ other key stakeholders to inform major decisions and ongoing program development – with more "boots on the ground"

Summary of major recommendations for USSA

A — Strengthen club and member value

1. Increase USSA field-based resources to deliver athlete coaching, coach training, comp mgmt and club support - and better integrate to facilitate club, division/ state and region interactions
2. Improve coaches education and tools, and make them more accessible
3. Build and enhance club programs and services (e.g., group buying, marketing support, fundraising guidance, club leadership)
4. Strengthen overall member value proposition

B — Improve communications

1. Involve key stakeholders (e.g., club leaders) early and often in program development and decision-making, with more open and transparent communications and direct contact with USSA staff and clubs (through more "boots on the ground")
2. More actively engage the membership by providing targeted content tailored by audience, through improved delivery vehicles
3. Create forums for best practice sharing among club leaders and coaches

Fully supported and in process of imple-mentation by USSA[1]

C — Enhance and streamline governance

1. Clarify roles and responsibilities at all levels, and establish a direct channel between the USSA and the clubs for development
2. Streamline and standardize governance structures and operating procedures (bylaws), and align missions at all levels
3. Establish affiliation agreements at all levels and club performance management approach
4. Standardize fees and centralize collections to improve member experience and capture efficiencies

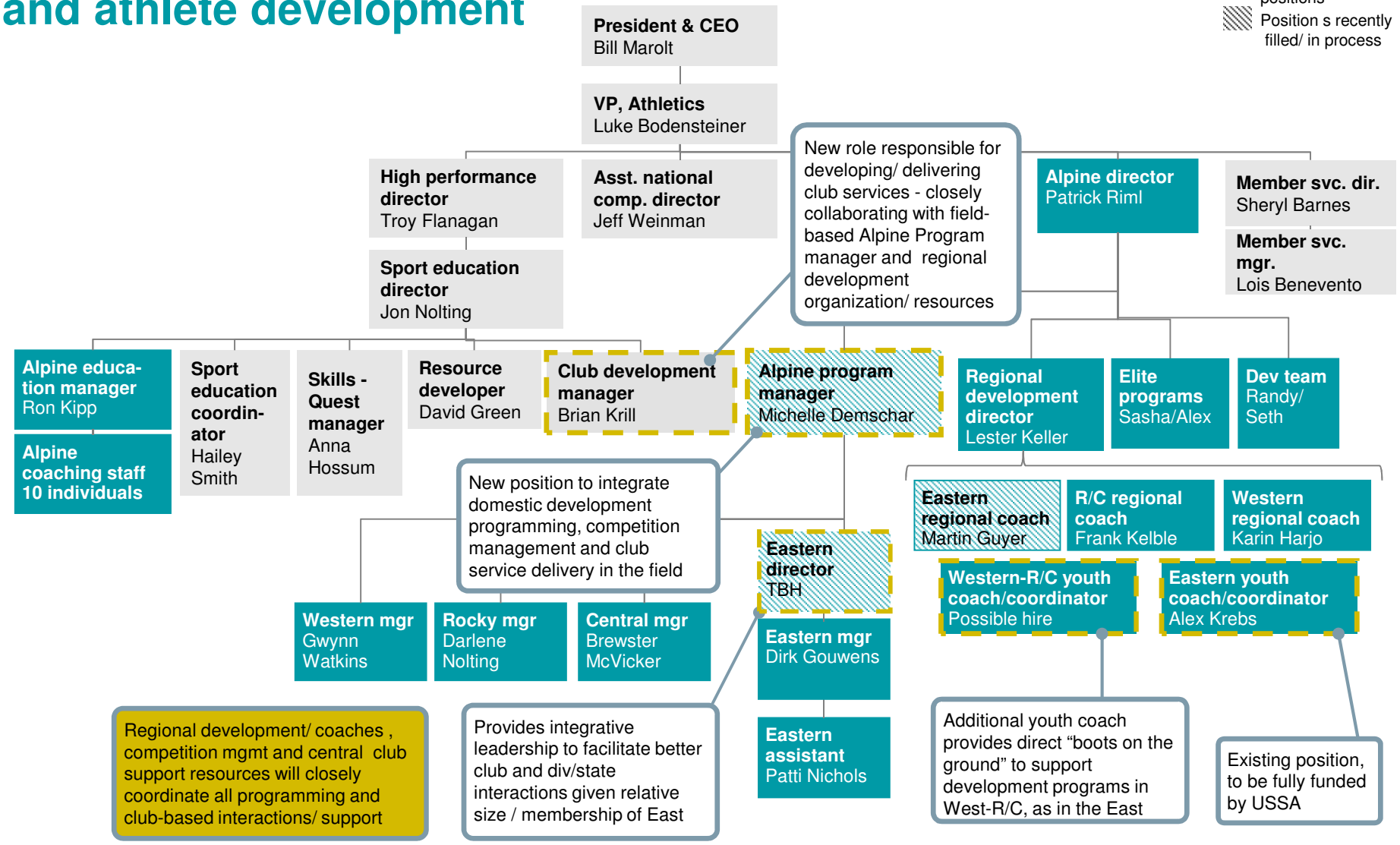
Requires broader support at regional, state/div, and club levels to implement

In accordance with best practice federated NGB model

1 Actions are prioritized across three stages: 1) actions to take now with no incremental cost, 2) high-priority actions to take as soon as funding allows, and 3) additional actions as incremental funding is available. Total incremental cost for all actions currently estimated at ~$1-1.5M.

PRELIMINARY

USSA has already made significant progress in bolstering field-based/ other resources to support clubs and athlete development



SOURCE: USSA 2012 Strategic Plan, USSA staff interviews; McKinsey analysis

Summary job descriptions for key USSA roles

	Reports to	Location	Duties/responsibilities
Alpine Program Manager (Michelle Demschar)	▪ Alpine Director (Patrick Riml)	▪ Park City	▪ Direct and manage all race programming/ competition management ▪ Help plan and integrate domestic non elite programming, coaches education and field-based service delivery to the clubs, divisions/ states and regions
Club Development Manager (Brian Krill)	▪ Sport Education director (Jon Nolting); close collaboration with Alpine Program Mgr (Michelle Demschar)	▪ Park City	▪ Direct and manage all club programs (e.g., club certification, club leadership program, group buying, other club services/ software tools) ▪ Be a general advocate for the clubs, collect feedback, and ensure that their voice is heard
Regional Alpine Development Director (Lester Keller)	▪ Alpine Director (Patrick Riml)	▪ Park City	▪ Direct, plan and manage/oversee the entire regional alpine development system - including camps/ projects and competition planning, selection process, etc; manage regional coaching staff, including youth coaches
Eastern director (and possibly other region directors in future)	▪ Alpine Program Manager (Michelle Demschar)	▪ In-region	▪ Manage all competitions/ registration within the region ▪ Help plan and integrate all in-region USSA programs and services for clubs, and serve as primary point of contact for region, state/ div, club & member issues
Regional coaches	▪ Alpine Development Director (Lester Keller)	▪ In-region	▪ Organize, run and execute all U21/ U18 and select U16 in-region elite coaching
Youth coaches / coordinators	▪ Alpine Development Director (Lester Keller)	▪ In-region	▪ Organize/ run all U16 and below in-region programs/ projects, and support coaching at clubs

Several improvements are under consideration to improve USSA's coaches education – a critical club need

Primary issues with current coaches education:

- **Accessibility**
  - Many coaches work during the week and coach on the weekends
- **Cost**
  - Especially full-time coaches have a hard time justifying the money (and time away from work) to get certified when there is little perceived upside (e.g., no increase in pay)
- **Applicability**
  - While most thought coaches education was very helpful, they need tools to help them in everyday situations

Possible solutions under consideration:

- **Improve Accessibility**
  - Night clinics to capitalize on cheaper hill space (easier for coaches to attend after training or after work)
  - Clinics outside of local and regional competition season
  - Clinic schedule set six months in advance, without cancellations
- **Reduce Cost**
  - Offer more online courses (like the Fast Track program), even if not towards a level of certification
  - Deliver more at-club "free" / subsidized coaching – potentially around key competitions
  - Continue to promote in-house Level 100+
- **Enhance Applicability**
  - Provide more information/tools that are more targeted around what to do with kids at each phase of development, to help them perform as outlined in the ATS

PRELIMINARY

Several enhancements in USSA's club services are planned, many of which will directly impact athlete development

	Owned/ delivered by	Example costing model	Description
Group buying/ discounts	▪ Marketing	▪ Included with club membership	▪ Discounts on equipment through early-season bulk buying ▪ Additional discounts on clothing
Club certification	▪ Club Development manager	▪ Included with club membership	▪ Allows clubs to certify against important criteria, ensure safety/compliance for their athletes, and gain access to USSA-provided club support/ services
Club consultation services	▪ Club Development manager, with contract club consultants	▪ Additional on a per club basis	▪ Gives club leaders an opportunity to have a thorough review of their clubs conducted, with recommendations on operations, marketing/promotion, other best practices
Overall "Club Leadership" program	▪ Club Development manager	▪ Included with club membership; nominal registration fee	▪ Best practices in leadership, hill space negotiations, marketing/promotion, operations/finances, fundraising, etc. - delivered in documentation (like the club handbook) & USSA webinars/ other forums (delivered by USSA and best practice club leaders)
Club-delivered coaches education	▪ Alpine Program manager, with Sport Education support	▪ Included as scheduled; add'l available for subsidized fee	▪ Additional field-based resources will deliver in-club coaches education on topics like SkillsQuest, general racing, parent/athlete management and expectations, etc – to supplement existing education
Club tools/ technology support	▪ Club Development manager	▪ Included for most tools; AMP may be additional	▪ Improved overall IT platform to facilitate improved race registration, scheduling etc - as well as common tools for athlete management and tracking (AMP)

PRELIMINARY

USSA also plans to improve offerings and value provided to athletes and parents

USSA value to athletes and parents for membership:

Current offerings

- Ski Racing magazine
- Operation of centralized MyUSSA site for athlete rankings and information
- Personal accident insurance for competitors
- MyUSSA benefits package
- Webinars for parents
- Development of athletic information / best practices
- Delivery of athletic programs (e.g., SkillsQuest)
- Member discount program
- COE TV clips

Possible near-term enhancements

- Enhanced webinars and online content for parents and athletes (e.g., on how to best support your athlete, the importance of SkillsQuest, best practices for nutrition, conditioning, sports science, equipment, and mental aspects of the sport)
- Explicit communication of what can be expected at each level of progression (degree of financial and personal commitment)
- Improved member discount program (e.g., more offerings, bigger discounts at retailers, exclusive access/ information offers, etc.)
- Easier to access and tailored COE TV clips by age group / ability
- Enhanced affinity/non-racing membership tier for domestic and foreign fans – to include access to exclusive website content, newsletters, SkillsQuest content, merchandise - for a nominal fee

Possible long-term additions

- Centralized web platform to manage registration, payments, waivers, schedules, etc.
- Successful development of mobile athlete and event management app (AMP)
- Lift ticket discounts with NSAA resorts
- Increased US Ski Team interaction and engagement through the website in the form of blogs, videos, interviews, etc.

In addition, plan to better 'package' and communicate USSA benefits that come with membership

USSA plans to improve communications with clubs, states/ divisions and overall membership – general guidelines adopted

- Communicate “early and often” to key groups (esp. with race scheduling, selection criteria), increase transparency in all activities (including more detail in annual report/plan, finances, plans, etc.)
- When central decisions are made, clarify rationale behind them
- Emphasize more in-person communication through formal and informal mechanisms (e.g., town halls – could be connected to championships/events, open feedback during other events, club visits, etc.)
- Ensure there are feedback processes incorporated as part of development process, where feedback is regularly reviewed and evaluated (e.g., fully analyzing/incorporate member surveys, etc.)
- Utilize/ leverage proposed USSA field-based resources (as well as existing ASC/ governance structures) to communicate more effectively and serve as USSA point of contact with clubs, states/divisions and regions

Also plan to hold USSA Congress in a region (vs. Park City) every other year and evolve “Excellence” seminars to foster more club discussion on opportunities for improvement

PRELIMINARY

USSA plans to communicate more targeted and tailored outbound and self-discovered information to improve customer value

	From	To
Emails	▪ One monthly "Excellence" email for all sports and roles ▪ News that is cross-sport	▪ Regular emails targeted by sport and audience (e.g., athletes, parents, officials, etc.) ▪ News that is tailored by self-specified sport and interests
Website	▪ Information is not organized by role/stakeholder or interest ▪ Content not regularly updated, limited new content outside of news	▪ Content (videos, handbooks, information) are organized by stakeholder (club leader, coach, athlete/parent, etc.) and regularly updated – with better overall navigation ▪ Easy to download and share

Based on the 2013 survey, club leaders and coaches are looking for information from USSA on:

- **Sport science, physical training, sport psychology**
- **Qualification criteria**
- **Athletic skill development**
- **Competition rules**
- **Marketing and fundraising best practices**

SOURCE: 2013 USSA/McKinsey survey, interviews

PRELIMINARY

USSA also plans to deliver more targeted information through improved distribution lists and analytics

- ✓ At annual USSA registration:
  - ✓ Ask for additional information that can be used to segment audience (e.g., role, gender, sports/ info interested in)
  - ✓ Require parent email for all racers under 18 in addition to athlete email address
  - ✓ Request members to check boxes to opt into the type of information they would like to receive (e.g., age specific athlete information, Ski Team news by sport, general parent and athletic info, member info/benefits/promotions, etc.)
- ✓ Scrub existing listserves and create/update individual lists for parents, athletes, coaches, officials, club leaders, volunteers, and division leaders (plus additional cuts as useful, e.g. female alpine racers)
- ✓ Develop more robust analytics to assess success of messages (e.g. track open rates, click through), and use statistics to inform ongoing changes/ enhancements

SOURCE: Team analysis, expert and NGB interviews

USSA also plans to facilitate best practice sharing among clubs and coaches, through a variety of forums

Motivation: In the federated model, a key responsibility of the national organization is to develop and facilitate best practice sharing

Considerations in best practice sharing:

- Promote best practices as an opportunity rather than something that is evaluative or linked to financial rewards
- Set up mechanisms that are able to effectively identify best practices and innovations that should be highlighted and the best way to encourage dissemination
- Develop online forums to share best practices and determine if these need to be actively facilitated, or can simply be launched without ongoing monitoring

How USSA plans to facilitate best practice sharing:

- Establish online member-only forums, accessed through USSA portal, to enable coaches and club leaders to connect with one-another and share best practices or tips (as part of "Club Leadership" program)
- Hold USSA seminars/ webinars/ conference calls with interested clubs, coaches, and other members to disseminate best practices and share how-to guidance - featuring club leaders as speakers (as part of "Club Leadership" program)
- Establish blog or separate forum for USSA NGB to post relevant best practices ideas and guidelines for clubs
- Develop process and assign individual at USSA HQ to identify and collect examples of club and coach best practices - and publish in newsletters, other forums
- Ensure more direct contact with USSA staff among club leaders and coaches

C Enhancing and streamlining governance in accordance with 'best practice' federated NGB model will require several actions

1 Clarify roles & responsibili-ties

- Clarify roles, responsibilities and decision-making authority and processes for each level of the USSA organization
- Publish and share roles/responsibilities to ensure common understanding throughout the broader organization
- Improve functioning of existing ASC and its subcommittees by:
  - Using the Development and Education subcommittee more effectively to discuss club-based issues/ opportunities
  - Convene taskforces within ASC when issues arise beyond existing subcommittee roles
  - Clarify and improve linkages from national ASC to regional ACCs/ASCs and div/state level governing bodies

2 Streamline and standardize governance structures and align missions

- Adopt consistent bylaws (e.g., election policies, term lengths, voting procedures, etc.) across national ASC, regional ASC/ACCs and states/divisions (and ensure legal compliance); enforce through affiliation agreements
- Create more consistent sub-committee structure across the regional ACCs/ ASCs and state/division governing bodies to foster greater linkages to the national ASC and facilitate collaboration across geographies
- Publish governance information down to state/division level on USSA website (i.e., committee membership, bylaws, meeting minutes)
- Re-establish formal region-to-region governance body to foster greater alignment on policies/ processes among the 3 regions
- Evolve USSA mission and goals to better support vision of "Best in the World" and encompass roles of clubs; work with regions and states//divisions to better align missions with USSA
- Long-term, potentially explore redefinition of regional/divisional boundaries (e.g., possible elimination of regional layer, establishment of larger divisions)
- Further engage USSA Board of Trustees on key strategic / club-based issues (i.e., corporate marketing opportunities, resort relations, elite athlete funding)

3 Establish affiliation agreements and manage performance

- Establish and enforce affiliation agreements with states/divisions and regional ACC/ASCs
- Redefine club certification approach (excluding athlete performance criteria), re-enforced through clear affiliation agreements and defined incentives for participation (and consequences for non-compliance)
- Create online club performance rankings based on athlete performance (initially based on USSA points, later based on SkillsQuest results); tie to annual club recognition awards (e.g., most improved, top performance)

4 Standardize fees and centralize collections

- Centralize collection of USSA and state/ division member dues as well as head taxes (for scored races) to improve member experience and overall efficiency of collections
- Provide recommended ranges / guidelines for state/ division dues as well as type and amounts of overall head taxes/ race entry fees (e.g., bundled flat fee vs. per race) by athlete level, to foster greater standardization across USSA

These governance recommendations are informed by best practices and lessons learned from other federated model NGBs

Best practice area	Best practice description
Governance structure	Governance structures are defined in bylaws, are consistent across organization, ensure fair and balanced membership representation, and support the organizations' goals
Roles and responsibilities	Roles and responsibilities, including decision making authorities, are clearly defined and divided between the central entity and local affiliates
Organizational transparency[1]	Information on strategy, plans, finances/budget, local and affiliate performance, and value/services provided are accessible by all and regularly shared
Performance management	Performance targets and rule/policy standards clearly defined, with ongoing monitoring of both central and affiliate performance; affiliates enter into revocable affiliation agreements that determine primary policies, rules, procedures, and other requirements for being part of the org
Additional bodies that participate in governance	Ad-hoc or standing bodies and task forces are convened to deal with critical issues as they arise
Mission and vision alignment	Missions of central body and affiliates largely aligned towards common goal (with appropriate tweaking of local missions)

NGBs studied

- Swimming
- Gymnastics
- Figure skating
- Cycling
- Fencing

Other national ski federations also studied (e.g., Austria, Canada, Norway)

1 Addressed in communication section of th

SOURCE: McKinsey nonprofit practice, external research

PROPOSED; FOR DISCUSSION

Roles for key USSA entities in alpine athlete development need to be more clearly defined

Organization | Committee | Direct reporting | Collaborative decision-making | Value creating responsibilities

ATHLETIC DEVELOPMENT
Athlete development, coach training, national rules, club support

- Recruit and retain athletes, coaches and officials
- Develop athletes and coaches
- Host/administrate races

Clubs

Value

USSA field-based staff:
- Disseminate information to states/divisions and clubs[1]
- Deliver coaches education
- Deliver athlete development programs and training content
- Deliver club support programs
- Communicate/ seek feedback and inform HQ program development

USSA HQ staff/ NGB:
- Organize national races and national dev camps/ projects
- Develop coach & athlete education & training content
- Develop club programs & services
- Deliver shared services & procure discounts
- Promote/publicize the sport

USSA field-based staff

USSA NGB

Value

Value

States/divs

Regional ACCs/ASCs

Alpine Sport Committee

COMPETITION SERVICES
Race scheduling, competition management, local rules/ policies

- Organize local/state races
- Organize state/div dev camps
- Set local rules/policies within national guidelines
- Define local selection criteria (in accordance with NGB guidelines)

- Organize regional races
- Organize regional dev camps
- Define regional selection criteria (in accordance with NGB guidelines)
- Represent clubs in informing key ASC decisions

- Inform USSA staff decisions and program development
- Define national selection criteria
- Set national rules/policies

1 Includes selection criteria, policies, event information, sports science, team news, etc.

PRELIMINARY

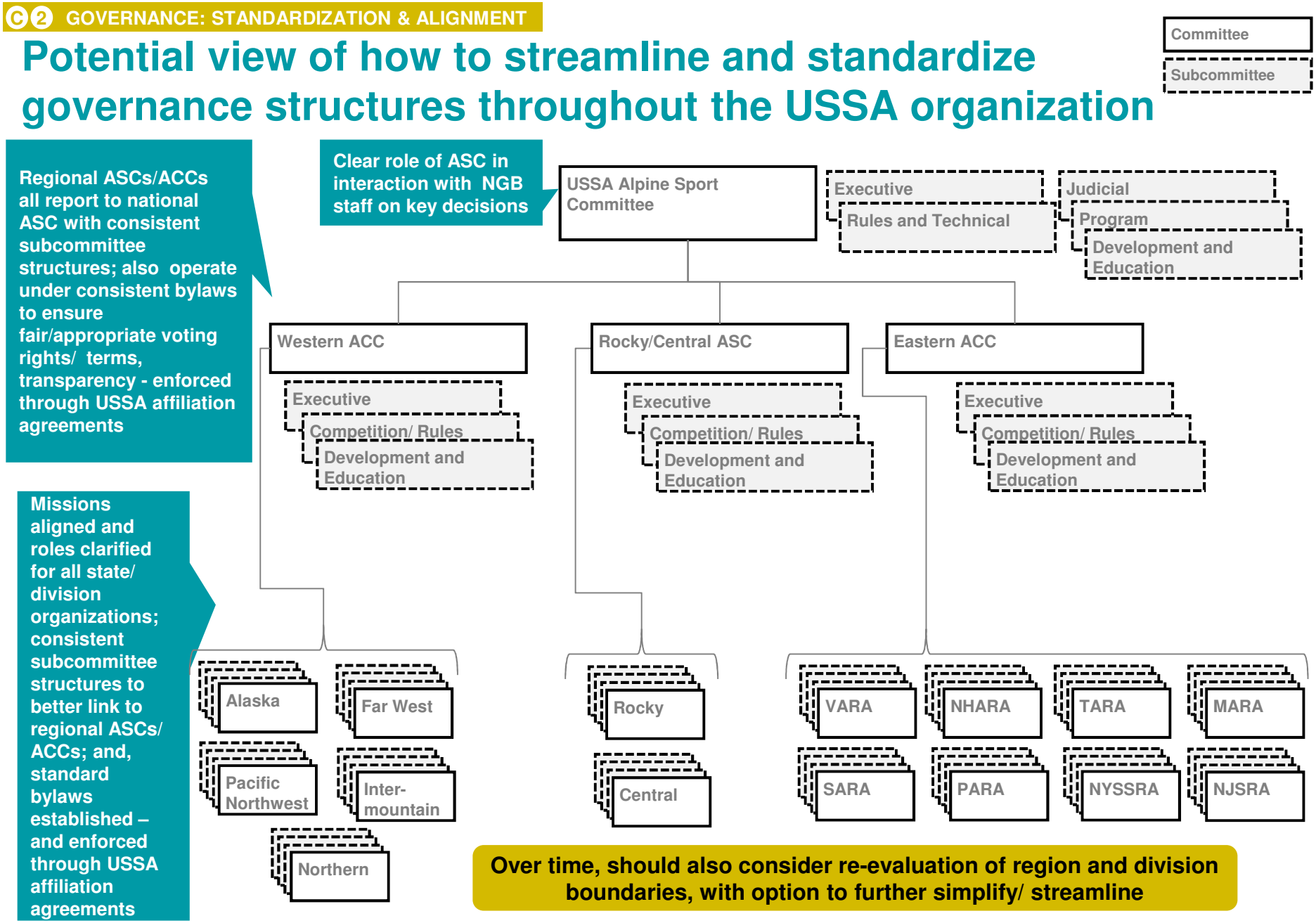
Visions, missions and goals should be better aligned throughout USSA – from the NGB to the Divisions/ States and Clubs

	USSA NGB's current definition	Degree of alignment with Division/State and clubs' definitions, and opportunities to improve
Vision	Make the United States of America the best in the world in Olympic skiing and snowboarding	▪ While not in conflict, somewhat distant to many Divisions/ States and clubs who aspire to a broader development vision
Mission	Provide strong leadership that establishes and supports athletic excellence in accordance with USSA core values	▪ Significant variance in currently defined missions across the 15 USSA Division/ States and member clubs ▪ USSA NGB mission does not explicitly encompass critical roles and objectives of affiliates, nor address key club goals of sport growth, broad participation and a great athlete development experience
Goals	▪ Athletic excellence ▪ Financial strength ▪ Organizational growth ▪ Positive organizational image ▪ Strong partnerships	▪ Significant variation in stated goals across Division/ States and clubs – with inconsistent prioritization ▪ USSA's goals could be more specific, measurable, and time-bound - with more explicit link to club needs/ goals

Opportunity to work together to better align across the USSA organization

SOURCE: USSA website; McKinsey analysis

Potential view of how to streamline and standardize governance structures throughout the USSA organization



A single, consistent set of region and state/division bylaws that are aligned to best practices in nonprofit governance could more fairly represent USSA clubs and overall membership

Bold: Known deviation by region or division/state

	Example best practices
Voting policy	▪ **No proxy voting** allowed ▪ One vote per individual ▪ Allow voting by phone
Terms	▪ Usually 3-year terms ▪ **Usually 2 consecutive term limit** ▪ Optional provision to allow directors to return for more terms after a one-year sabbatical
Nominations & elections	▪ Nominations made 21 days in advance of the vote ▪ Most committee members **elected by constituents** (some will be defined ex officio[1])

	Example best practices
Represen-tation	▪ Ensure balanced representation across clubs/ stakeholders ▪ Cap the number of individuals from the same affiliation, i.e., the same club
Meetings	▪ Allow virtual meeting attendance by phone (preferred method over proxy voting to address geographic distance between members) ▪ **Meetings open to the constituent base** unless involving legal, personnel or disciplinary issues; publication of minutes/ agendas
Quorum	▪ Most commonly at least half of those who should be in attendance

NOTE: Certain bylaws such as eliminating proxy voting are typically required by non-profit corporation state law. At a minimum, regions and states/divisions should review existing bylaws for legal compliance

Eastern region currently not in compliance with some elements

1 Positions populated by members who held specific previous offices according to policy

SOURCE: Board Source: Better Bylaws book and Nonprofit Governance Index 2012; USA Swimming LSC Bylaws; McKinsey analysis

C3 GOVERNANCE: AFFILIATION AGREEMENTS

TO BE DEVELOPED

Affiliation agreements between USSA and the regional ACC/ASCs as well as states/divisions can encourage consistency and organizational alignment

Scope and process:

- Establish affiliation agreements with the regional bodies and states/divisions – as part of an integrated, well-functioning USSA organization
- NOTE: The club certification program will include an affiliation agreement with the clubs

Best practices for affiliation agreements:

- Define commitments from central body and affiliates, ensuring sufficient commitment from both sides
- Delineate requirements for being a part of the organization
- Language of agreement should withstand the test of time, e.g., does not include dates or numbers which may change
- Define a set of escalation steps for non-compliance (e.g., revoking the right to conduct USSA sanctioned races and championships and use of USSA brand)

Potential commitments from regional ACCs/ASCs and divisions/states to USSA:

- Compliance with agreed upon governance practices and bylaws and legal compliance with state nonprofit governance laws
- Participation in USSA athlete and coaches training programs
- Annual submission of race calendar and selection criteria to USSA (by set date)
- Adherence to brand standards and vetting of branded communications with USSA communications department
- Regular monitoring of constituent member satisfaction and incorporation of results and feedback into planning
- Agreement to follow guidelines for Div/State (and region) add on membership fee and scored head taxes, as well as to centralized collections

From regional ACC/ASC only:

- Acknowledgement that they are under the authority of the national Alpine Sport Committee

From Divisions/ States only:

- Submission to USSA of form 990, balance sheet, income statement, bylaws and meeting minutes

Potential commitments from USSA to regional ACC/ASC and divisions/states:

- Use of the USSA brand and logo in communications
- Right to sanction scored regional championships and other races
- Additional sponsorship for top athletes to national races/projects
- Increased club and div/state support, as outlined
- Improved IT platform and timely distribution of agreed-upon fees/head taxes

TO BE DEVELOPED

USSA Club certification should be explicit, separated from athlete performance, and be tied to clear club benefits

Club certification tier structure should be simplified:

- Retain club certified level
- Collapse gold, silver and bronze into a single medallion level for simplicity (or remove medallion entirely)

Focus club certification requirements exclusively on processes and practices:

- Retain club certification requirements for **minimum standards** in key operational areas, e.g., safety, legal compliance
- Retain medallion tier requirements for **high quality leadership, operations and programming** as outlined in the club certification pro forma (optional)
- Remove athlete performance criteria from all tiers

Current benefits tied to certification are intrinsic:

- Validate club in eyes of parents, athletes, resorts, and community
- Attract and retain more athletes
- Ensure compliance with USOC and other laws and regulations
- Ensure compliance with safety standards to protect athletes
- Enhance club's operational efficiency and business sustainability

Explicit value from USSA should also be linked to certification:

Club certified

- Use of USSA brand and logos
- USSA club banner
- Club listing on USSA website in "Find a Club" search results
- Right to host USSA sanctioned events
- Access to centralized club and field-based services

Medallion club

Benefits above plus:

- Medallion status indicator on USSA website in 'Find a Club' search results
- Medallion club certification plaque

TO BE DEVELOPED

Once a club is certified by USSA, an explicit affiliation agreement should be established with USSA

Why have a club affiliation agreement?

- Ensures continued club compliance with athlete safety
- Ensures club alignment with athletic best-practice guidelines to provide optimal athlete experiences and opportunities
- Limits legal exposure/risk from unsafe/ unsound club activities
- Makes explicit USSA's ongoing support to the club and commitment to ongoing athlete development in that club, as well club use of USSA brand/logo and access to other benefits/ services

Key elements of the club agreement:

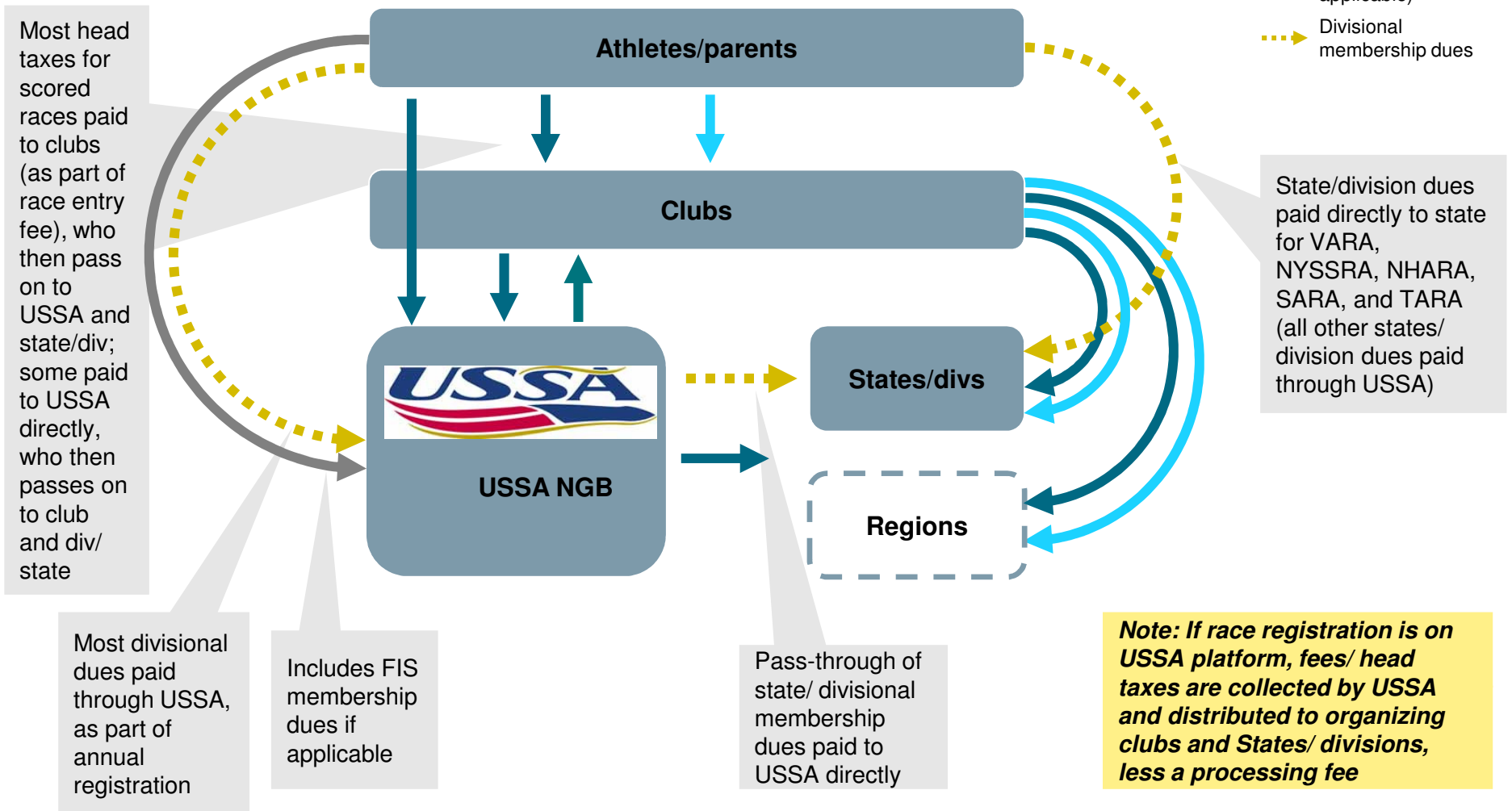
- Requires continued compliance with all of the requirements for club certification (e.g., club sport, safety, legal, etc.)
- Requires clubs to follow USSA guidelines and best practices for athlete development
- Encourages clubs to participate in and recommend their athletes participate in all key USSA programs (e.g., SkillsQuest) and camps/projects
- Head coach must be at least Level 200 certified(TBD), all U14 and above coaches must have Level 100, and the club must provide higher compensation for certified vs. non-certified coaches
- Non-compliance will result in club de-certification

However, USSA must in tandem work to make coaches education/ certification much more accessible and less expensive

C4 GOVERNANCE: STANDARDIZE FEES/COLLECTIONS

PRELIMINARY

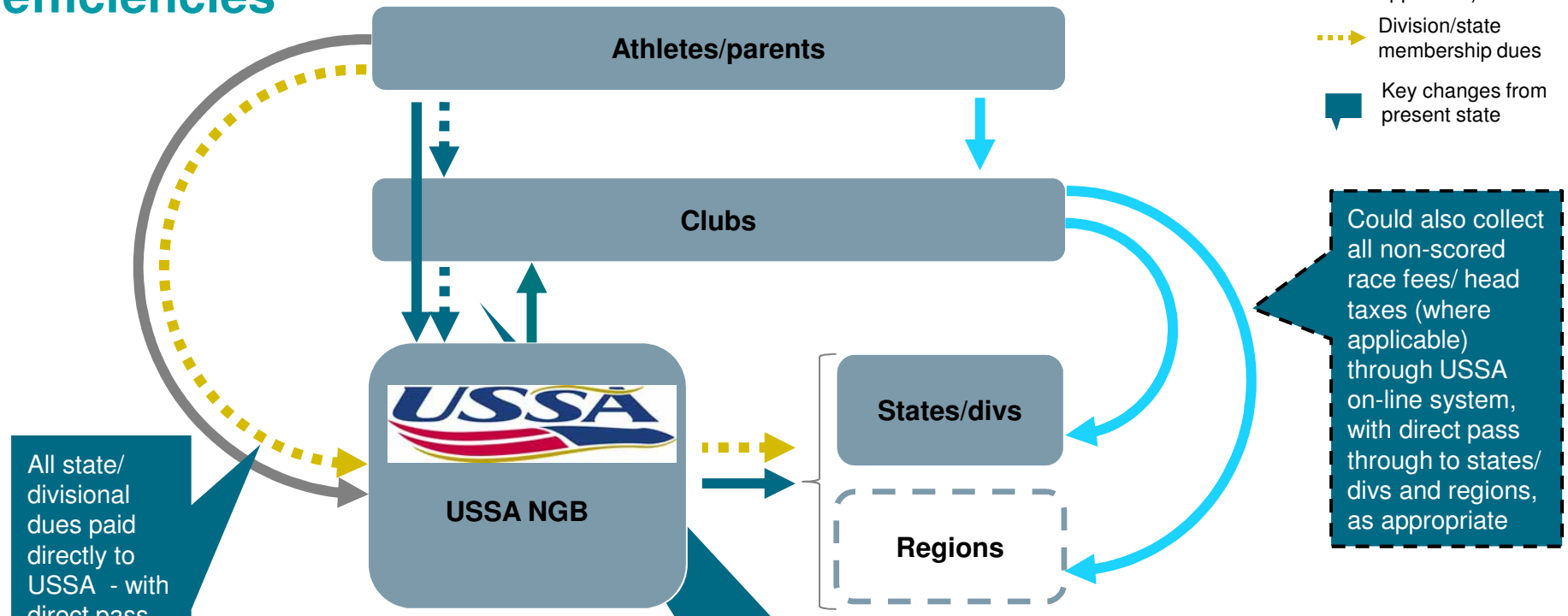
Today, payment of membership dues and fees/ head taxes is complex and inconsistent across the nation, with widely varying levels as well



SOURCE: Interviews

PRELIMINARY

Over time, there is an opportunity to simplify and standardize payment practices to reduce parent/athlete frustration and capture administrative efficiencies



SOURCE: Interviews

Proposed next steps/ path forward for gaining alignment and implementing recommendations

Recommendations on:
A) Strengthening club / member value
B) Improving communications

USSA leadership in process of developing detailed plan for implementation - as part of annual planning/budgeting process for FY14 and beyond; need to fill remaining open positions in development and club services ASAP

Updated plan to be shared at USSA Congress as part of ASC and Board meeting presentations on the project

Recommendations on :
C) Enhancing and streamlining governance (i.e., roles, governance structures/ bylaws, mission alignment, affiliation agreements, fee standardization & collections)

Seek to gain alignment at the USSA Congress and secure endorsement from ASC (at Wed/ Sat mtgs) and Board (at Sunday mtg) on desired direction and guidelines

Launch "governance task force" under ASC sponsorship to develop detailed recommendations and implementation plan over next ~5-7 months (specific charter TBD)

- ~10 key region/ division/ club leaders, from ASC and beyond (TBD); co-chaired by Darryl Landstrom/ Bob Dart, working closely with key USSA staff
- Report back to ASC in Fall, with final recommendations approved at May 2014 USSA Congress/ ASC meeting

Contents

- Project overview and executive summary
- Summary assessment of current USSA governance/ organization, communications, and club/ member support
- Recommendations and planned path forward
- **Appendix – details of assessment, key findings and recommendations**
  - Organization and governance
  - USSA revenue and expense summary
  - Summary of interview and survey findings
  - Summary recommendations with further detail
  - Learnings from best practice “federated model” NGBs and non-profits

Overview of key project phases and activities

Preparation	Phase I	Phase II	Phase III
Project preparation ***Oct through Dec 2***	**Diagnostic and interviews** ***Dec 3 – Dec 21***	**Solution development** ***Jan 7 – Feb 15***	**Gaining alignment** ***Feb 15 – May 2013+***
McKinsey leadership (remotely and at Vail)	*Full McKinsey team (at COE)*	*Full McKinsey team (at COE)*	*McKinsey leadership (targeted support)*
▪ Get up to speed on current state of USSA (strategic plan, governance, subsidiary groups and roles, prior organizational work, etc) ▪ Prepare overall project plan and calendar ▪ Develop interviews guides and list, and conduct preliminary interviews with SC, BOT, other key stakeholders	▪ Understand key elements of a world-class development program (e.g., programs, infrastructure, roles, accountabilities, governance, decision-making) through interviews and research of other world-class organizations ▪ Understand opportunities to improve USSA governance, decision-making, communications and infrastructure through ~75 cross-organizational interviews and surveys	▪ Develop recommendations for optimal USSA roles (at national, region/division and club levels) and potential changes in governance, decision-making, communications and infrastructure to support the "Best in the World" vision ▪ Develop overall roadmap for change (short and longer-term) and plan to engage and align regions/ divisions and clubs on the recommended path forward	▪ Test/ refine recommendations with USSA leadership, Steering Committee, ASC, and key club, state/division and regional leaders (in small group sessions) ▪ Discuss/ align on recommendations at the USSA Congress/ ASC and USSA Board meeting (May 15-19) ▪ Develop roadmap and plan for implementation
Key meetings ▪ Steering Committee kickoff call (10/30) and meeting at Vail (12/2)	▪ Steering Committee progress review (12/19)	▪ Two Steering Committee progress reviews (1/18, 2/15) ▪ East Leaders mtg (Jan 22)	▪ Steering Committee, ASC & regional group discussions ▪ USSA Congress/ Board meeting (May 15-19)

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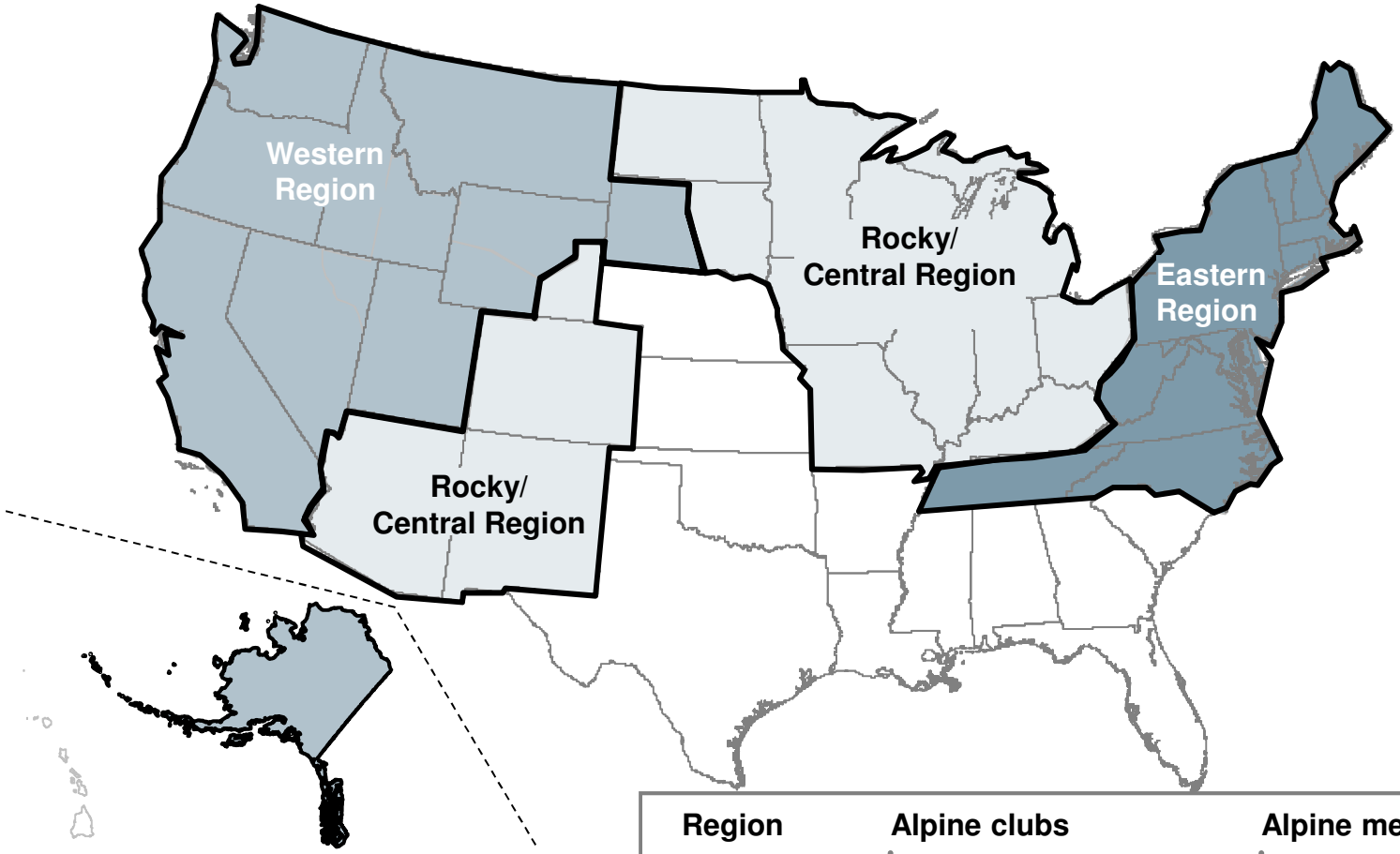
USSA comprises three regions, of which Eastern has the highest club and alpine member counts

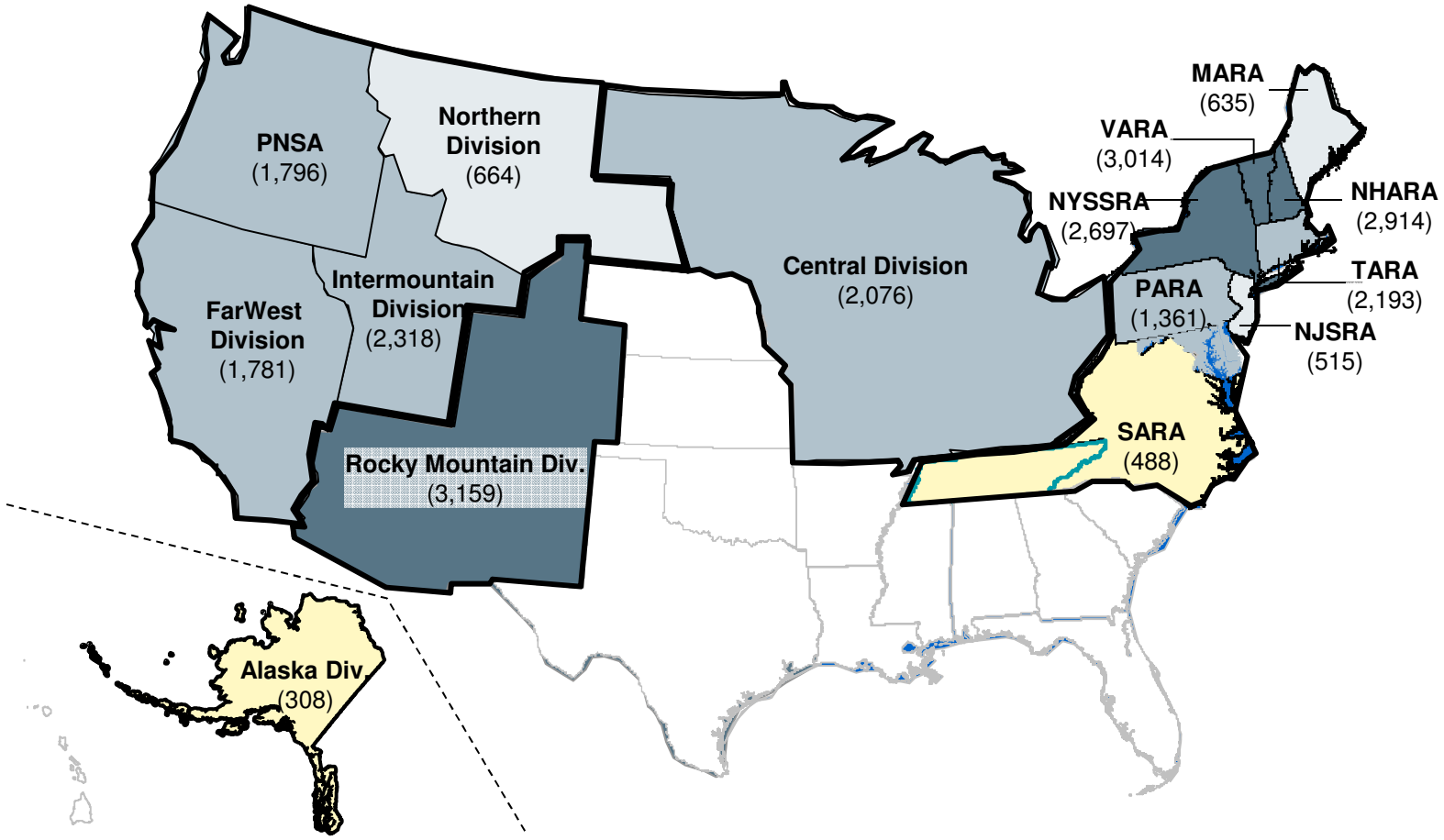


Region	Alpine clubs	Alpine membership[1]
West	104 (30%)	6,867 (27%)
Rocky/Central	76 (22%)	5,234 (20%)
Eastern	167 (48%)	13,817 (54%)

1 Includes all registered members (athletes, coaches, officials, etc.)

SOURCE: USSA, region, division and state websites; USSA membership database

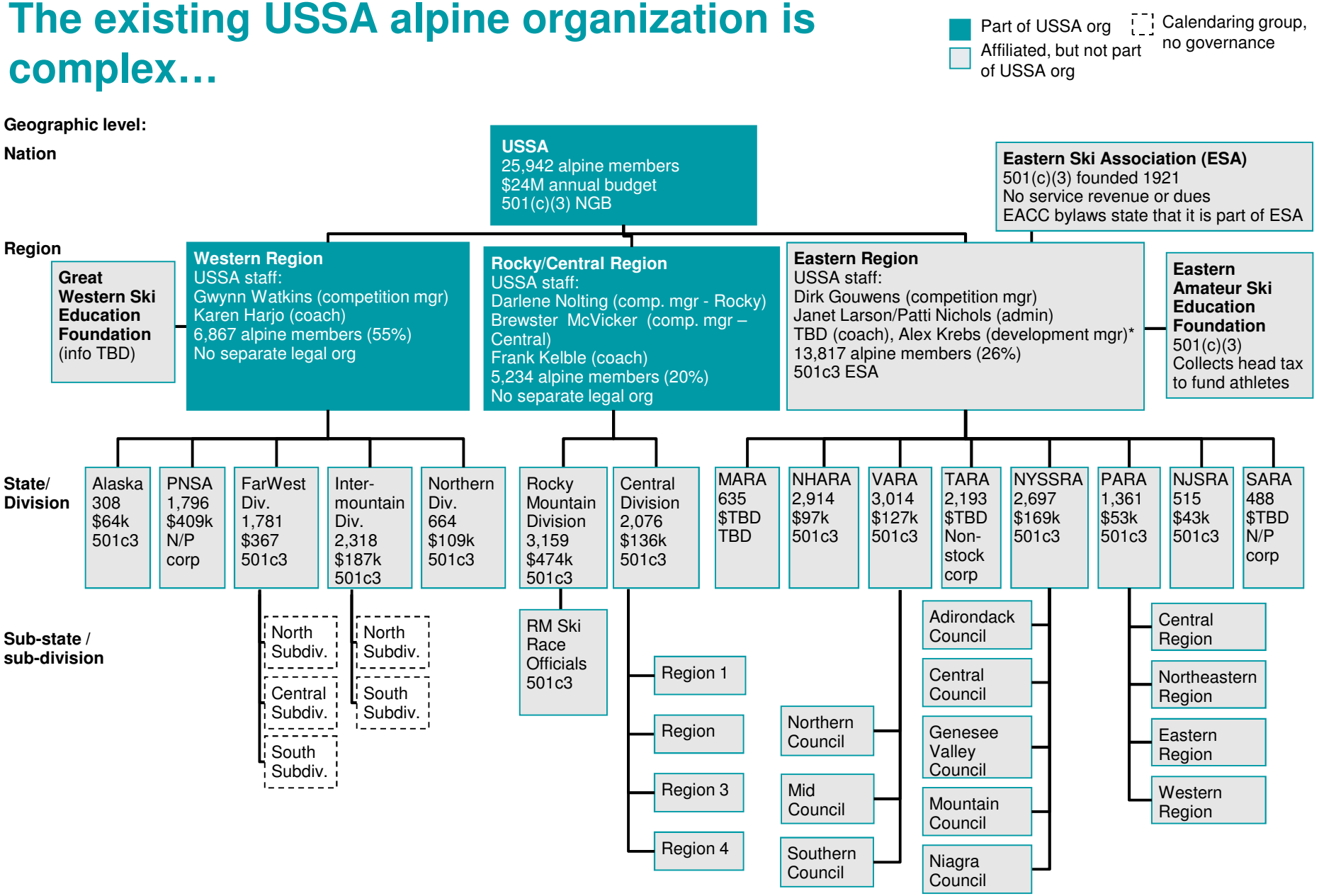
USSA Each region is comprised of several divisions (commonly referred to as "States" in the East)



1 Includes all registered members (athletes, coaches, officials, etc.)

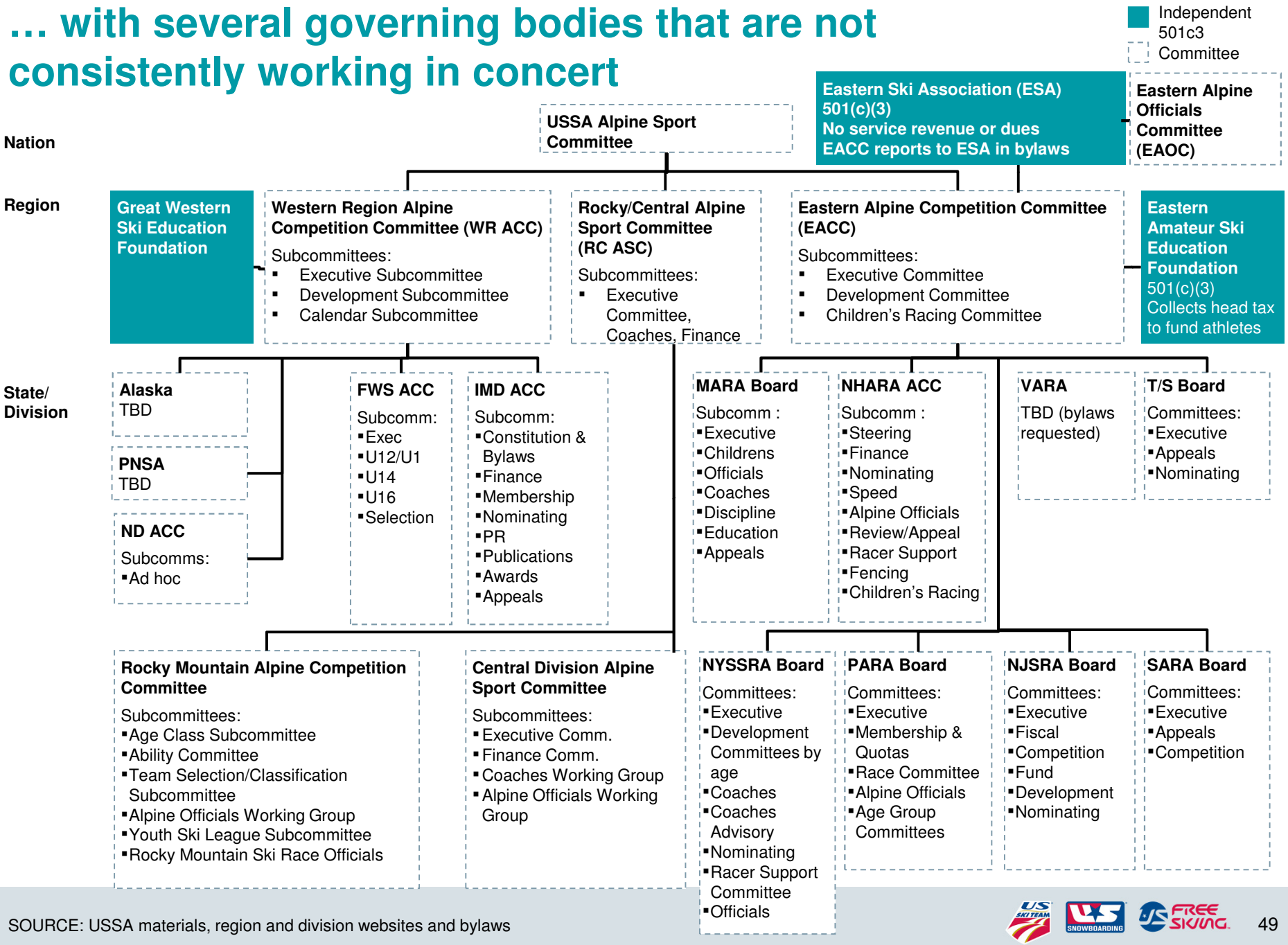
SOURCE: USSA, region, division and state websites; USSA membership database

The existing USSA alpine organization is complex…



SOURCE: USSA materials, region and division websites, most recently available IRS Form 990s

… with several governing bodies that are not consistently working in concert



SOURCE: USSA materials, region and division websites and bylaws

USSA national Alpine Sport Committee/ subcommittee details

Organization
Committee

USSA
Alpine Sport Committee

Functions:
- Develop plans, strategies, and policies with USSA staff for submission to the president and CEO for the development and operations of alpine skiing
- Assist USSA in the operation of the alpine programs
- Develop competition rules, competition calendars, and advancement systems with USSA staff for International and National Level alpine activities
- Contribute sport expertise toward realization of vision and mission of USSA
- Support USSA in identification and training of athletes with elite potential
- Develop and coordinate competitor development programs keeping in mind participation elements and athletic excellence components of the sport and aspects of a national athlete development plan
- Enhance public awareness and favorable perception of USSA and competitive alpine programs in all forms and at all levels
- Nominate a representative to the USSA board of directors

Governance:
- ASC and sub-groups limited to current USSA members
- The vote for Alpine Sport Committee members occurs at USSA Congress. Each ASC member has one vote regardless of number of positions.
- Election occurs every 2 years by members of the various committees or membership groups
- The Alpine Athlete Representative elected to the USSA Board serves a 3-year term
- The ASC chair is elected by the ASC every 2 years and may serve a maximum of four 2-year terms
- Must meet at least once a year with 30 days notice
- Proxy votes not allowed

Members:
Darryl Landstrom (Chair and Program Chair)
Bob Dart (Immediate Past Chair and Alpine Representative to the USSA BOD)
Gina Gassman (Athlete Representative)
Chip Knight (Athlete Representative)
Scott Macartney (Athlete Representative and Alpine Representative to the USSA BOD)
Mike Morin (Development/Education Chair)
Patrick Riml (USSA Alpine Director)
Paul Van Slyke (Rules and Technical Chair)
Tom Winters (FIS Representative)
Jeff Weinman (Secretary - non-voting)
Todd Kelly (Regional Chair and Western Region Representative)
Craig Krueger (Western Region Representative)
Roger Perricone (Rocky/Central Region Representative)
Joe Paul (Rocky/Central Region Representative)
Chuck Hughes (Eastern Region Representative)
Connie Webster (Eastern Region Representative)
Karen Korfanta (At-Large)
Bill Slattery (At-Large)

USSA Alpine Executive Committee (ASEC)

USSA Alpine Judicial Committee

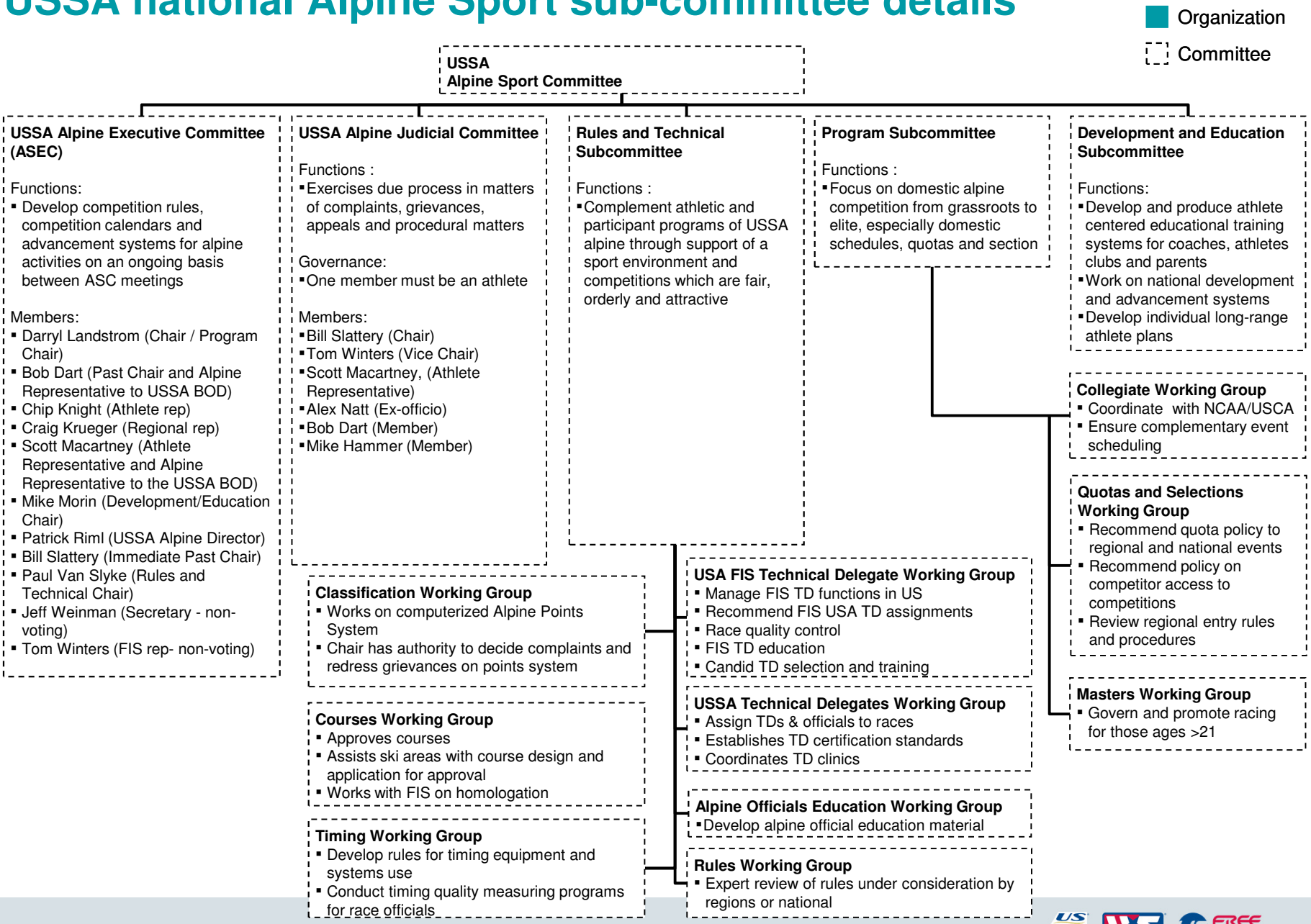
Rules and Technical Subcommittee

Program Subcommittee

Development and Education Subcommittee

SOURCE: USSA materials, region and division websites

USSA national Alpine Sport sub-committee details



SOURCE: USSA materials, region and division websites

Details on Western Region ACC and sub-committees

Committee

Western Region Alpine Competition Committee

Functions:
- Promote elite level alpine competition within the boundaries of the Western Region, recognizing the region's role at the elite level and the division's roles at the entry level and club levels of the sport;
- Coordinate the efforts of the five divisions within the Western Region in areas of common interest, concern, and responsibility
- Promote the development of elite athletes from the five divisions of the Western Region;
- Maintain a governance structure that provides for the collective needs of the five western divisions, and represents the five western divisions to the USSA Alpine Sport Committee

Members:
- Karen Korfanta (Chairperson)
- Todd Kelly (Vice Chair)
- Craig Krueger (Past Chair)
- Bill Gunesch (Treasurer)
- Lucy Schram (Secretary)

Executive Subcommittee
Functions:
- Oversee regional budget and funding
- Liaise with Great Western Ski Education Foundation
- Manage quota issues
- Represent to National Alpine Sport Committee
- Act for whole committee between regular meetings

Members:
- Chaired by Chairperson of WR ACC (Karen Korfanta)
- Chairman, Vice-Chairman, past Chairman, treasurer, secretary, and the Regional Director

Development Subcommittee
Functions:
- Interface with staff on team selection and quota management, regional preparation and competition projects, regional coaching policy, children and youth issues
- Represent Western Region's views to National

Members:
- Chaired by VC of WR ACC (Todd Kelly)
- Regional Coach, the Regional Director, the Regional Manager/Youth Coordinators and one rep from each division

Calendar Subcommittee
Functions:
- Oversee recommendation of regional event sites to Regional Director
- Recommend procedures and guidelines for site-selection process
- Screen site bids for events
- Make siting policy recommendations to full committee during USSA spring Congress
- Make final decision on event relocations when necessary with Western Region Director
- Provide philosophical input to Regional Director and national Calendaring Working Group on matters affecting the design of calendars by USSA
- Regional Director is charged by USSA as "Calendar Commissioner" for his/her area for FIS and Junior Olympic events and has authority to produce final annual calendar

Members:
- Chaired by ex-chair of WR ACC

SOURCE: USSA materials, region and division websites, Western Region policies and procedures

Details on Rocky/Central Region ACC and sub-committees

Committee

Rocky/Central Region Alpine Competition Committee (R/CASC)

Functions:
- Select the site for J3 and J4 R/C championships
- Establish quotas for J3 and J4 Championships, J2 Nationals, Nor-Am, US Nationals
- Seeding policy for the J3 and J4 Championship

Governance:
- Comprised of 5 members appointed from Rocky division and 5 members from Central division; one from each region must be an athlete
- Members voted in by the divisions
- Meets once a year at Spring congress

Members:
- Pat Callahan (Chair)
- David Waller (Vice Chair)
- Darryl Landstrom (Central Region)
- Bill Slattery (Central Region)
- Tom Barnes (Central Region)
- Joe Paul (Central Region)
- Bob Dart (Rocky Region)
- Roger Perricone (Rocky Region)
- TBD (Rocky Region)
- TBD (Rocky Region)

Executive Subcommittee

Function:
- Acts on behalf of the R/CASC when out of session

Members:
- Chair
- Vice Chair
- Rocky representative
- Central representative

No further standing subcommittees exist within the R/CASC

SOURCE: USSA materials, region and division websites, Rocky/Central operating procedures

Details on Eastern Region ACC and sub-committees

Committee

Eastern Alpine Competition Committee (EACC)

Functions:
- Develops and manages regional race schedule
- Designs and supervise regional athlete advancement; i.e. establish quotas and selection procedures
- Develop and coordinate athlete development activities within the regions
- Coordinate coaching and travel

Governance:
- ACC nominations received by Vice chair; also accepted day of
- Voting in elections done by existing members at spring meetings
- One vote per person regardless of number of positions held

Members:
- Connie Webster (Chair)
- Julie Woodworth (Vice Chair)
- Additional voting members: Tao Smith, Doug Williams, Chip Knight, Jamie Kingsbury, Willie Ford, Mike Morin, Kirk Dwyer, Laurel Lashar, Andrew Gannon, Rob Dowd, Mike Brown, Dan Chayes, Sean McKee, Laura Sullivan
- Non-voting members: Mike Davenport, Horst Weber, Chuck Hughes, Dan Marshall, Peter Dodge, Bev Oliver

Executive Committee

Functions:
- Act for the EACC when not in session
- Convene an ad hoc appeals committee

Members:
- Connie Webster (Chair)
- Julie Woodworth (Vice Chair)
- Mike Morin
- Kirk Dwyer

Development Committee

Functions:
- Undefined in operating procedures

Members:
- Mike Morin (Chair)
- Peter Dodge, Peter Dodge, Adam Chadbourne, Peter Stokloza, Doug Williams, Steve Utter, David Smith, Danni Koch, Stever Bartlett, Connie Webster, Julie Woodworth, Kirk Dwyer

Children's Racing Committee

Functions:
- Undefined in operating procedures

Members:
- Kirk Dwyer (Chair)
- Dan Chayes, Gerd Reiss, Lori Ford, Jim Backman, Fred Turton, Jason Barcoff, Sally Utter, Chip Cochrane, Connie Webster, Mike Morin

SOURCE: USSA materials, region and division websites, EACC operating procedures

Example of state/division org/governance structure: NYSSRA

Organization
Committee

Eastern Region

NYSSRA
Chuck Schweitzer (President)

- Develop, manage and control competition schedules and advancement systems
- Implement the policy of USSA

NYSSRA Board of Directors
Chuck Schweitzer (President)
Jason Barcoff (1st VP)
Maren Hosmer (2nd VP)

- Adirondack Council
- Central Council
- Genesee Valley Council
- Mountain Council
- Niagra Council

Council functions:
- Schedule races up through U12
- High school racing
- Dry land training

- Executive Committee
  - Act for the board when out of session
- Development Committees
  - Track current USSA/FIS age structure
- Coaches Committee
  - Function undefined in bylaws
- Coaches Advisory Committee
  - Function undefined in bylaws
- Nominating Committee
  - Function undefined in bylaws
- Racer Support Committee
  - Function undefined in bylaws
- Officials Committee
  - Function undefined in bylaws

Revenues (2010)
- Membership fees: $94k
- Race revenue: $71k
- Gifts/grants: $4k
- Total: $169k

Expenditures (2010)
- Salaries: $63k
- Racer support: $18k
- Travel: $14k
- Racing expense: $13k
- Rent/depreciation: $12k
- Service expense: $10k
- Education: $6k
- Publications: $5k
- Insurance: $4k
- Other: $9k
- Total: $154k

Membership stats
- Total alpine members: 2, 697
- Total alpine memberships: 3,188

- Governance:
- NYSSRA roles (president, VP, etc) elected by board
- NYSSRA board members serve 2 year terms
- Board votes on submitted nominations for board members
- Annual spring board meeting
- Potential for removal after 2 consecutive missed meetings

SOURCE: USSA materials, region and division websites, NYSSRA 2010 form 990, NYSSRA bylaws

Unlike the other regions, the Eastern region has an independent 501(c)(3)

	Mission	Regional board	Administrative location	Regional organization	Regional partners
Eastern Region	• Foster well developed programs and athletes by providing structure, direction, resources, and support required for athletes to reach their potential	✗	Lake Placid, NY	Eastern Ski Association 501(c)(3) with minimal income/assets	Eastern Amateur Ski Education Foundation (EASEF) for athlete sponsorship
Rocky/ Central Region	• Manage business affairs and joint competitions of Rocky/Central region	✗	Lakewood, Colorado (Freestyle and Nordic) and COE, Park City, Utah (Alpine)	N/A	N/A
Western Region	• Promote elite level competition • Coordinate efforts of five divisions in region • Promote development of elite athletes • Maintain governance of western divisions and represent these to USSA	✗	COE, Park City, Utah	N/A	Great Western Ski Education Foundation collects head tax and pays back into programs

SOURCE: USSA, state and division bylaws, interviews

Among the regional ACCs, there are some differences in how board members are elected as well as in voting rights and other bylaws and practices

			ASC/ACC governance				
	Governing committee	**Subcommittees**	**How individuals are elected**	**Term length / max terms**	**Meeting frequency**	**Voting rights**	**ASC/ACC responsibilities**
Eastern Region	EACC	• Exec. Comm. • Development Comm. • Children's Comm.	• Nominations received by Vice chair; also accepted day of • Elections for open seats **done by existing members** at spring meetings[1] • Voters: chair, vice chair, past chair, comm. Chairs, 2 at-large members, state ACC chairs, 3 athlete reps	2 / 4	Full EACC meets 1x /yr in spring; Exec comm. meets again in fall sometimes with full EACC	Multiple votes per person, proxy voting allowed	• Regional race scheduling • Designs and supervise quotas and selection procedures • Develop and coordinate athlete development activities within region • Coordinate coaching and travel
Rocky/ Central Region	RC ACC	• Executive • Coaching • Financial	• Members **voted in by the divisions**, TBC	TBD	Once a year at spring congress	TBD	• Manage 2 regional races • Nor Am selection quotas
Western Region	WR ACC	• Exec. Sub. • Dev't Sub. • Calendar Sub.	• Voting **decided by 2 members from each division**, 3 athletes, 1 past chairman, 1 NCAA rep., 1 alpine official	3 / 2	2 times / yr (fall and spring)	1 vote per person (no-proxy); chairman only votes to break tie; other officers only vote if representing division	• Promote elite level competition • Coordinate efforts of five divisions in region • Promote development of elite athletes • Maintain governance of western divisions and represent these to USSA

1 State ACC reps are elected by their own consituencies

SOURCE: USSA, state and division bylaws, interviews

PRELIMINARY

Within each region, the states/ divisions primarily organize races, but also provide varying additional programs and services (1/2)

In addition, Eastern region holds 5 officials clinics each fall

	Organizes sanctioned races	Camps (# of dedicated / # of non-dedicated)[1]	Scholarships	Named state/division teams	Coach training/ certification	Alpine officials clinics
Eastern Region – MARA	✓	2 / 3	✓ $2,000	✗	✗	5
Eastern Region – NHARA	✓	0 / 7	✗	✓	✓ clinics	8
Eastern Region – VARA	✓	7 / 2	✓	✓	✓ clinics	10
Eastern Region – TARA	✓	0 / 1	✗	✗	✗	4
Eastern Region – NYSSRA	✓	3 / 1	✗	✓	✓ Clinics+ own cert.	3
Eastern Region – PARA	✓	0 / 1	✗	✓ PA sponsored coach at events	✗	3
Eastern Region – NJSRA	✓	✗	✗	✓	✗	1
Eastern Region – SARA	✓	✗	✗	✗	✗	✗

Offerings vary greatly across the Eastern region, i.e., SARA vs. VARA

1 Dedicated camp is one not tied to a sanctioned race in the days preceding or following

SOURCE: USSA 2012-2013 race data as of 12/7/12 USSA, state and division websites, interviews

Within each region, the states/ divisions primarily organize races, but also provide varying additional programs and services (2/2)

		Organizes sanctioned races	Camps (# of dedicated / # of non-dedicated)[1]	Scholarships	Named state/division teams	Coach training/ certification	Alpine officials clinics
Western Region	Alaska Div.	✓	0 / 6	✗	✓	✗	✗
	PNSA	✓	0 / 3	✓ Indirect[2]	✓	✓ 1 clinic	✗
	FarWest Div.	✓	1 / 6	✓ $6,000	✓[3]	✗	✗
	Intermountain Div.	✓	0 / 1	✓ $500 pp if on named team	✓	✗	2
Rocky/Central Region	Northern Div.	✓	0 / 1	✓ $600	✓	✗	✗
	Rocky Mountain Div.	✓	1 / 6	✗	✓	✗	11
	Central Division	✓	0 / 6	✗	✓	✗	✗

Allocation of resources toward camps and scholarships varies

Coach training typically USSA organized

1 Dedicated camp is one not tied to a sanctioned race in the days preceding or following
2 PNSA encourages application to scholarships by FWSA, PNSEF, Level Field Fund etc
3 Includes Far West Ski Team, FW Dev. Team, FW Pace Team, FW Emeritus Ski Team, FW Honorary Ski Team, FW Academic Team

SOURCE: USSA 2012-2013 race data as of 12/7/12 USSA, state and division websites, interviews

There is also significant variation in relative size, revenues and revenue/ member among the divisions/ states

Note: Revenue figures approximated from Form 990s and likely understate total revenue

Region	Division/state governing body	USSA processes member dues?	Alpine members[1] #	Alpine clubs #	Total revenue[2] $K	Revenue per member[3] $
East	Vermont Area Racing Association	✗	3,014	28	127	42
	New Hampshire Alpine Racing Association	✓	2,914	32	97	33
	New York State Ski Racing Association	✗	2,697	37	169	63
	Tri-State Alpine Racing Association	✗	2,193	27	Not available	Not available
	Pennsylvania Alpine Racing Association	✓	1,361	16	53	39
	Maine Alpine Racing Association	✓	635	13	Not available	Not available
	New Jersey Ski Racing Association	✓	515	5	43	83
	Southern Alpine Racing Association	✗	488	9	Not available	Not available
West	Intermountain Division	✓	2,318	28	187	81
	Pacific Northwest Ski Association	✓	1,796	30	409	163
	FarWest Division	✓	1,781	28	367	206
	Northern Division	✓	664	14	109	164
	Alaska Division	✓	308	4	64	208
Rocky/ Central	Rocky Mountain Division	✓	3,159	38	474	105
	Central Division	✓	2,076	38	136	66
Total			**25,791**	**347**	**~2,200**	

1 Includes all registered members (athletes, coaches, officials, etc.)
2 Total revenue as reported on IRS form 990 of each organization; is likely well understated due to other sources of revenue not factored in (e.g., donations, foundation support, etc.)
3 PNSA and Rocky Mountain Division are multi-sport; revenue per member calculated across members of all sports

SOURCE: USSA, region and division websites; USSA membership database

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USSA's overall revenue has been relatively flat over the past 3 years, with overall operations at roughly break-even

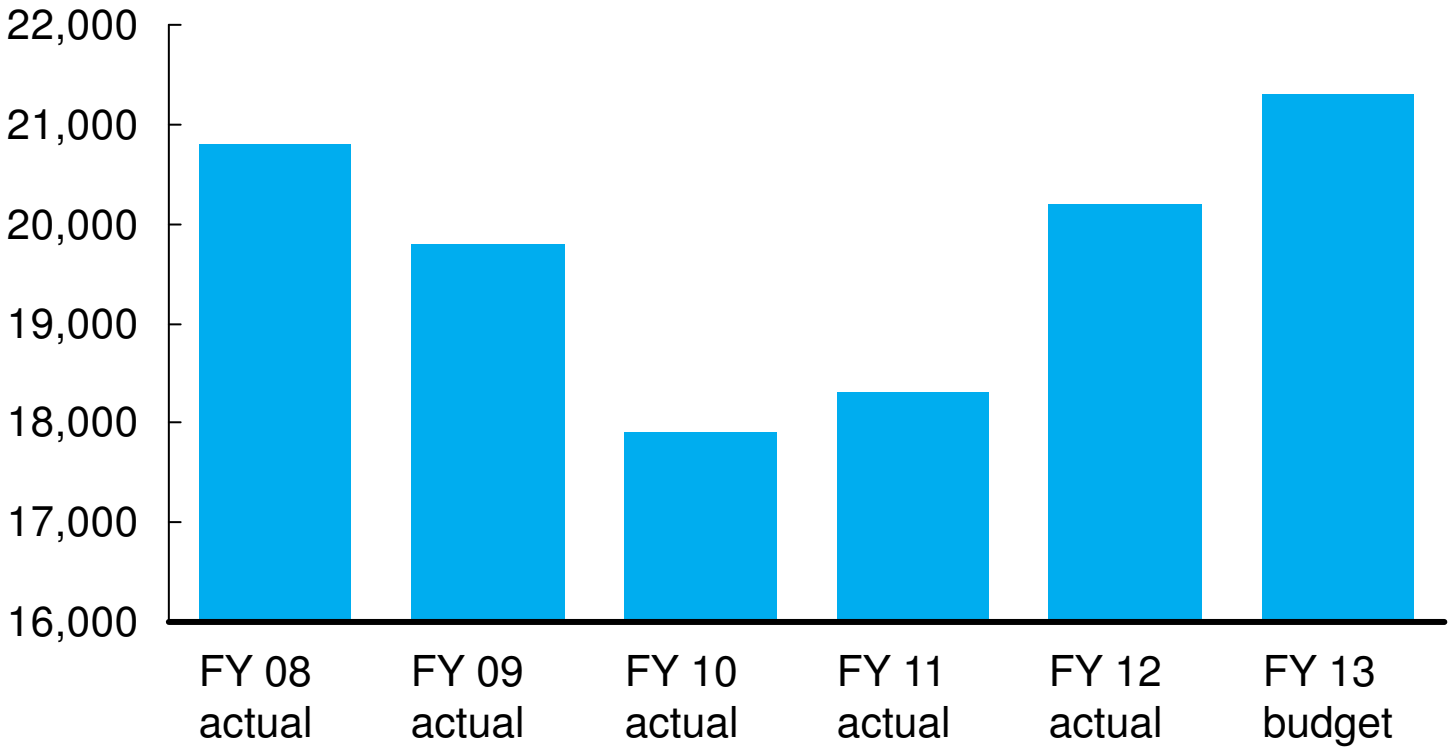
Summary Combined Operating Activity the Fiscal Years Ended April 30. 2012, 2011 and 2010

Revenue (by department areas)	**2012,** $	**2011,** $	**2010,** $
• Marketing sponsorship and right fees, net	5,687,000	4,370,000	5,748,000
• Contributions and annual fundraising, net	4,409,000	3,970,000	4,043,000
• Olympic hospitality program, net	420,000	2,380,000	1,501,000
• Membership and competition dues and fees	4,274,000	4,309,000	4,256,000
• Grants from the USOC	3,714,000	3,384,000	4,360,000
• Athletic grant from endowment	1,741,000	1,562,000	1,251,000
• Other revenue	3,941,000	2,973,000	2,058,000
Net revenue available for programs	**24,186,000**	**22,948,000**	**23,217,000**
Expenses			
• Elite team athletic programs	(12,489,000)	(10,469,000)	(9,997,000)
• Olympic year athletic program costs	…	…	(930,000)
• Training center costs	(1,619,000)	(2,267,000)	(2,305,000)
• Domestic athletic programs	(3,280,000)	(3,344,000)	(3,186,000)
• Events	(4,529,000)	(4,586,000)	(4,658,000)
• General and administrative expenses	(2,217,000)	(2,240,000)	(2,083,000)
Change in unrestricted operating net assets	**52,000**	**42,000**	**58,000**

SOURCE: 2012 USSA Annual Report

Despite flat revenues, USSA has been able to increase overall athletic funding

Athletic spending – elite, development and events

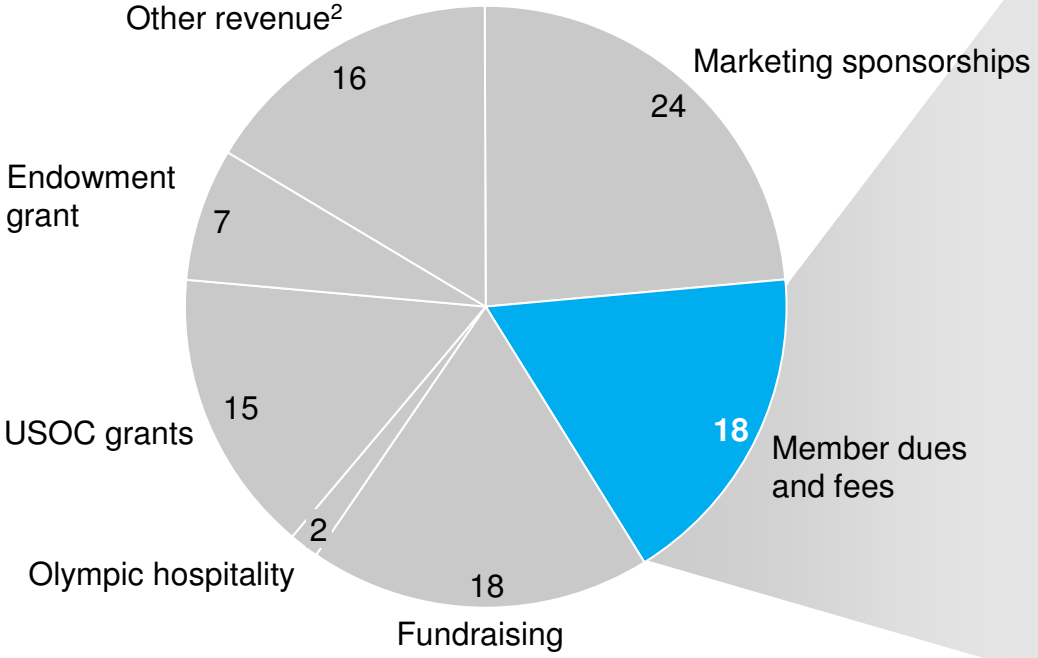


SOURCE: 2012 USSA Annual Report

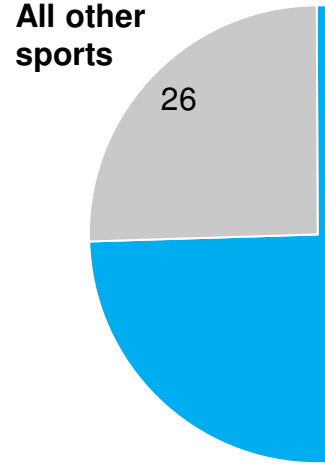
Member revenue/fees comprise only ~20% of overall USSA revenues/ funding, with the majority coming from Alpine

FY 2012 USSA total revenues[1]
Percent

100% = $24M



Member dues and fees
100% = $4.3M



Alpine clubs pay an additional $200K in club insurance (captured in "Other revenue") for **total revenue of $3.4M** as per following page

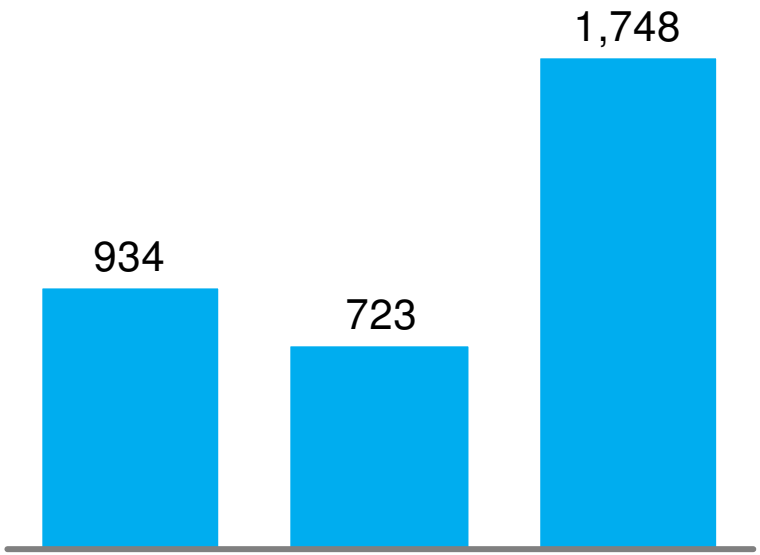
1 Fiscal year ends April 30
2 Includes FIS base grants, travel grants, unique one time donations, merchandising, medical pool suppliers, and club insurance
3 Includes athlete, coach, official, and club membership dues, FIS membership, calendaring and head tax charges and FIS, USSA homologations, fees paid for coaches education, and regional processing fees

SOURCE: FY 2012 USSA Annual Report, USSA 2012 membership, revenue, and expenditures data, Jeff Weinman

PRELIMINARY

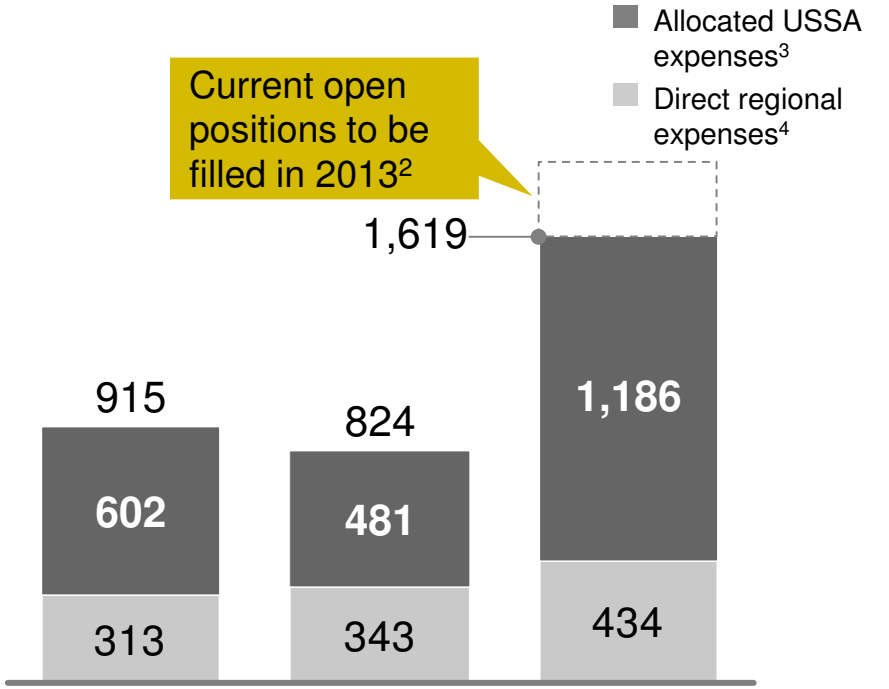
Revenue contribution from and funding/resources allocated to regions, FY 2012[1]

Alpine member revenue to USSA
$ thousands



Total $3.40m

USSA direct and allocated alpine spending
$ thousands



$3.36m

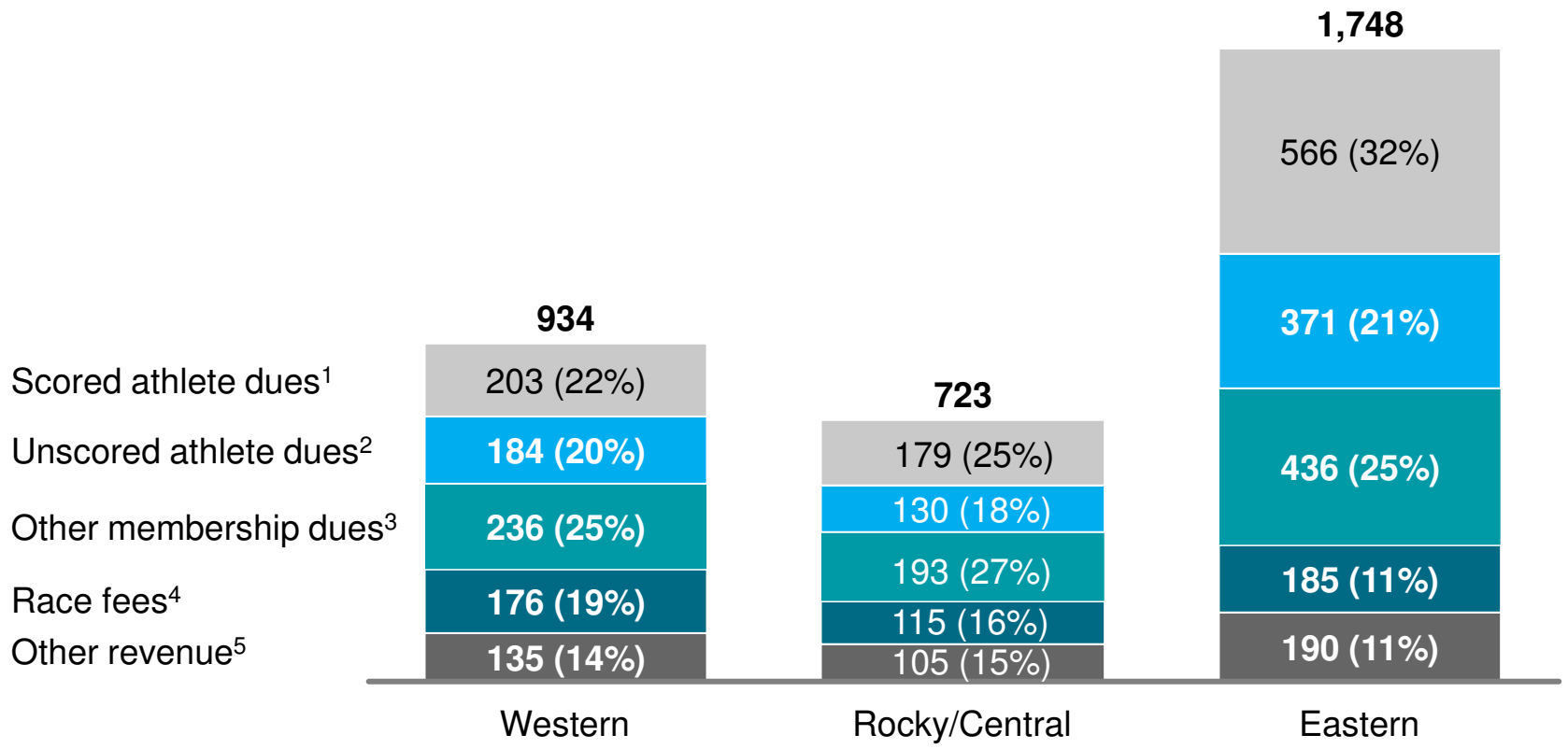
1 Fiscal year ends April 30
2 Open positions include program director, head coach, and assistant coach
3 Includes membership-related expenses and general admin allocated to regions (see detail on regional detail breakout page)
4 Includes cash and service equivalents

SOURCE: USSA 2012 membership, revenue, and expenditures data

Composition of USSA fees collected from members and clubs within each region

FY 2012 Alpine member dues and revenue by region

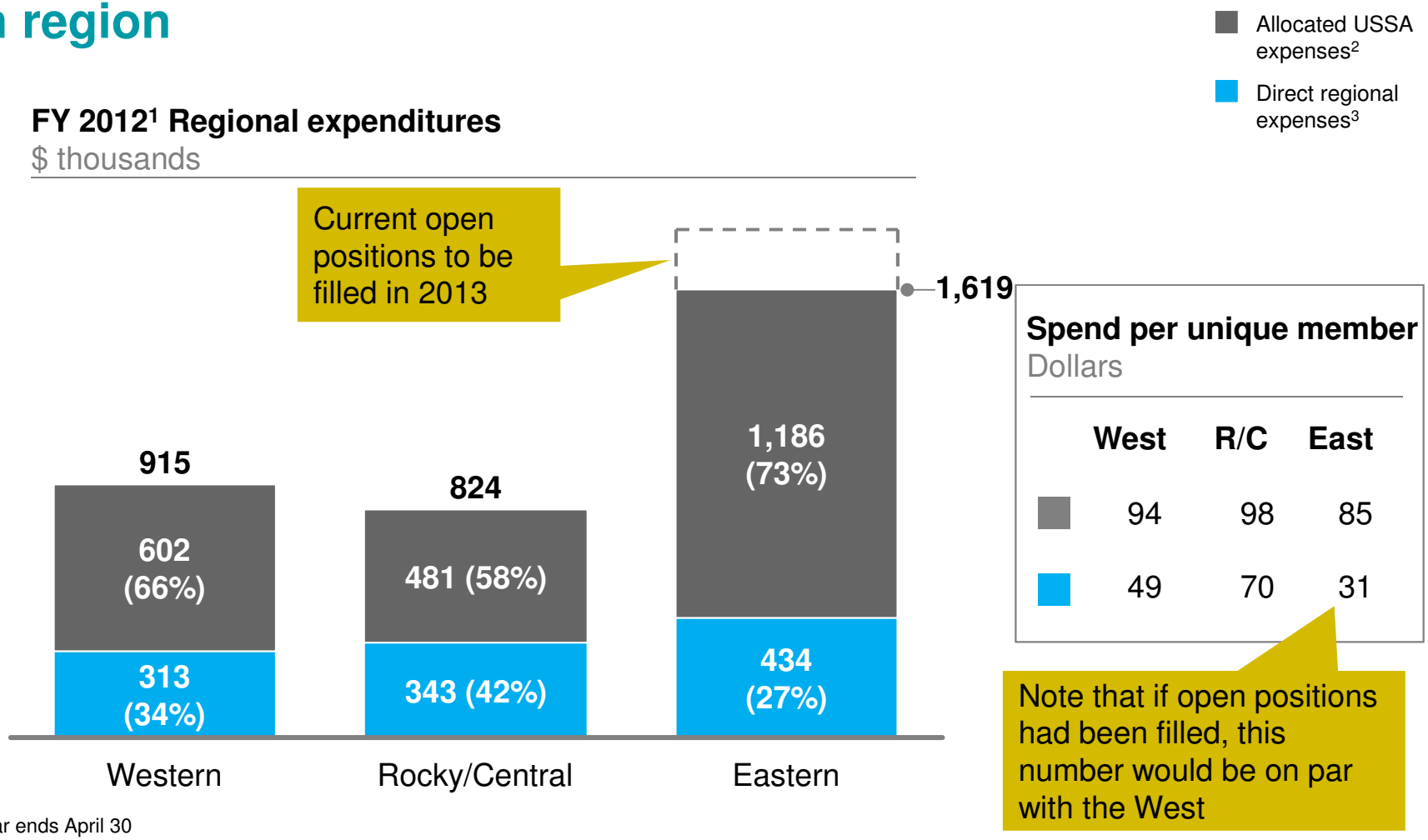
$ thousands



1 Includes USSA Competitor and FIS dues
2 Includes USSA Student and Youth dues
3 Includes USSA Coach, Official, and Club dues, and membership late fees
4 Includes head tax and USSA and FIS calendaring fees and homologations
5 Includes club liability insurance, coaches education, and processing fee revenue

SOURCE: USSA 2012 membership, revenue, and expenditures data

Composition of USSA's direct and allocated expenses for each region



1 Fiscal year ends April 30
2 Includes insurance administration, congress, FIS travel costs, postage, rent, legal, annual report, communications, audit, finance, athletic director, and board admin overhead costs, and cost to bring US Ski Team to NorAms and Nationals (estimated at 50% of total), USSA support staff costs, USSA race support staff and costs (e.g., scoring software, rankings support, alpine officials), insurance premiums/costs, and other services costs (IT, bank processing fees, Ski Racing Magazine subscription, and FIS contracts)
3 In-region cash spend including regional staff, operations, and development costs, championships and race supplies , camps and trainings, coaches education, payments to FIS on behalf of Region, background screening, and additional support materials costs

SOURCE: USSA 2012 membership, revenue, and expenditures data

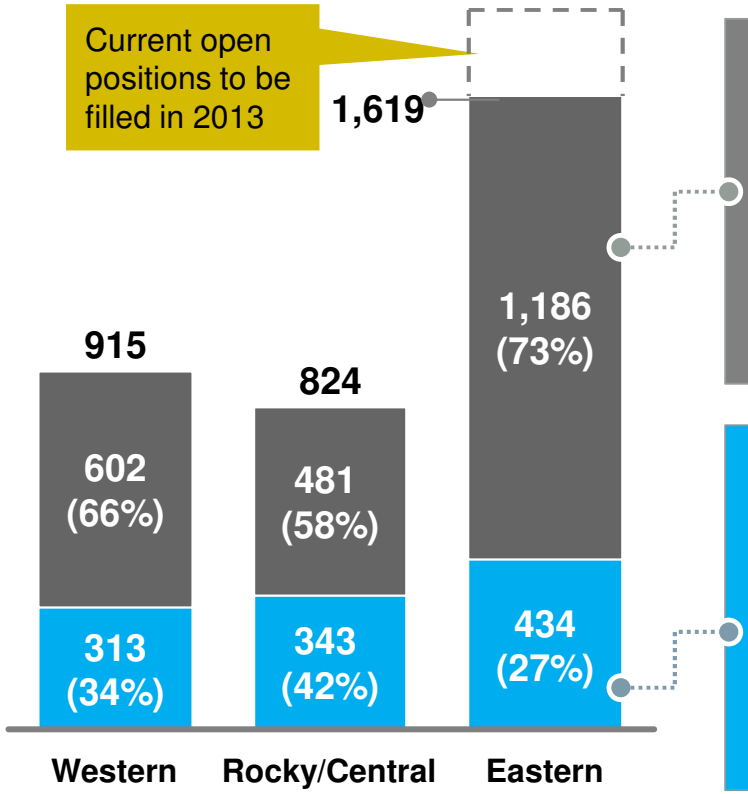
PRELIMINARY

Composition of USSA's direct and allocated expenses for each region (with Eastern detail)

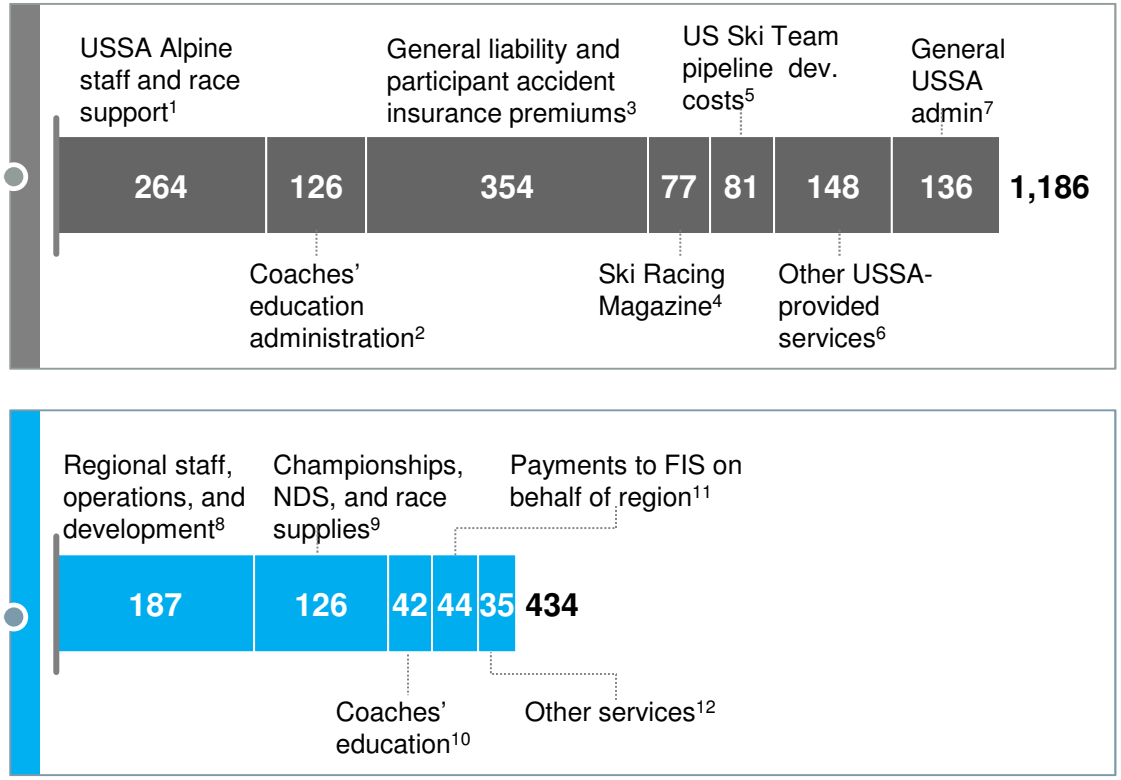
Allocated USSA expenses

Direct regional expenses

FY 2012[1] Regional expenditures
$ thousands



FY 2012[1] Eastern expenditures
$ thousands



1 Fiscal year ends April 30
Note: see next page for additional footnotes

SOURCE: USSA 2012 membership, revenue, and expenditures data

Expenditures footnotes

1. Includes Athletic Director, Alpine Program Director, Competition Services, Rankings and Alpine Officials staff, Scoring Software, and Member Services Staff costs attributable to membership; allocated primarily on Eastern share of USSA membership, with race related costs allocated primarily on calendar fees as a proxy for race starts
2. Includes Coaches Education Administration; allocated by share of coaches membership in the East
3. Payments for general liability and participant accident insurance; allocated based on Eastern share of USSA membership
4. Ski Racing magazine subscription; allocated based on Eastern share of USSA membership
5. Pipeline development cost of bringing US Ski team to Nationals and NorAms; allocated equally across regions (1/3 for the East)
6. Includes IT department, insurance administration, Congress Costs, FIS travel, bank processing fees, and FIS homologation costs; allocated primarily on USSA membership/revenue
7. Includes postage, rent, legal, annual report, communications, audit, finance department, and Board administration costs related to membership; allocated based on Eastern share of USSA membership
8. Actual expenditures
9. Includes Junior Championships, Nationals, NorAms, competition guides, race supplies, and tri-regional projects; allocated based on location for Junior Championships, based on Eastern share of USSA membership for supplies and comp guides, and divided equally to regions for Nationals, projects, and NorAms based on quotas (1/3 for the East)
10. For general coaches education (materials, DVDs, etc.) based on share of membership in East; for national coaches education events, allocated based on attendance from the regions; for regional events, based on actual in-region expenditures (NOTE: Expenditures would have been higher in a typical year, as in 2011/12 many clinics were cancelled due to poor snow conditions)
11. Actual expenditures
12. Includes mailings, background screening, and renewal content costs; allocated based on Eastern share of athlete membership, Eastern share of coach/officials membership, and Eastern share of club membership, as appropriate for each type of content

SOURCE: USSA 2012 membership, revenue, and expenditures data

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Details on McKinsey's survey analysis (as a supplement to the ~100 live interviews conducted, as outlined)

2013 USSA McKinsey Coaches and Club Leaders Survey

- In January 2013, McKinsey conducted this survey to examine how USSA can better serve their clubs
- The survey was sent to roughly 3300 coaches and club leaders, and had 794 responses (212 club leaders, 663 coaches) and 632 completions
- Geographic distribution was 53% East, 22% West, and 24% Rocky/Central (vs. actual membership of 53%, 26% West, 21% R/C)
- The analysis provides key insights into prevailing attitudes towards the USSA, the current issues club leaders and coaches are facing, and the club services that could be most valuable

2012 USSA Coaches and Member Survey

- McKinsey also analyzed select results from this annual survey performed by USSA in April 2012
- This survey was sent to roughly 30,000 USSA members and coaches, and had roughly 2000 responses (including 207 alpine athletes, 740 alpine parents, and 552 alpine coaches)
- The 2012 analysis provides more detailed insights into communication preferences, training practices, and utilization of current services

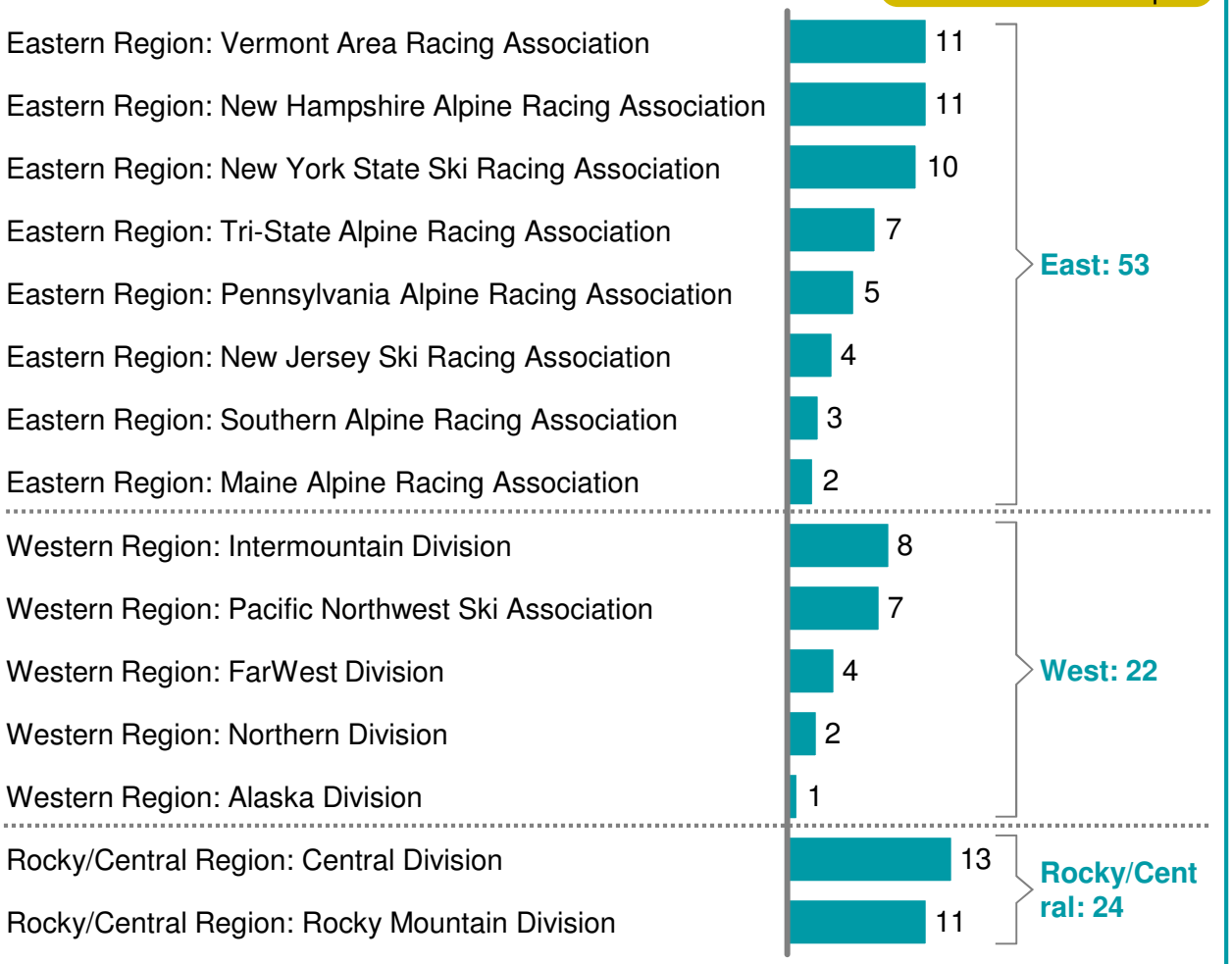
SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey; 2012 USSA Member and Coaches survey

Geographic distribution and Role profiles of 2013 USSA McKinsey Club Leader and Coach Survey respondents

Geographic distribution of survey respondents

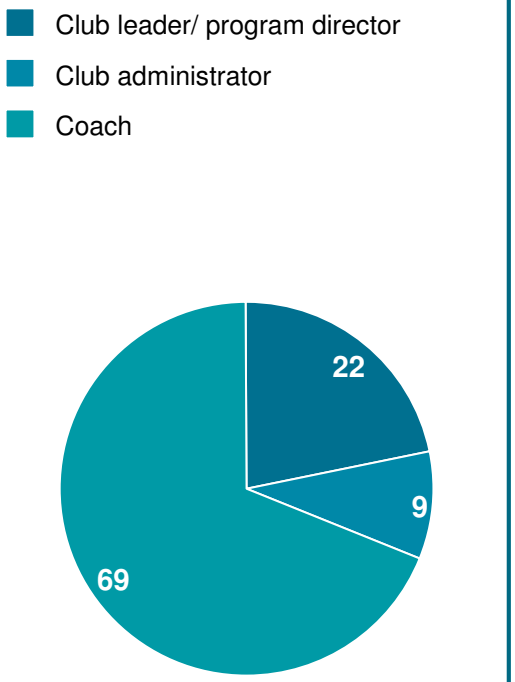
Percent of clubs from each division and region (n=795)

Distribution very closely matches actual membership



Primary roles of respondents

Percent (n=795)



SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Q1

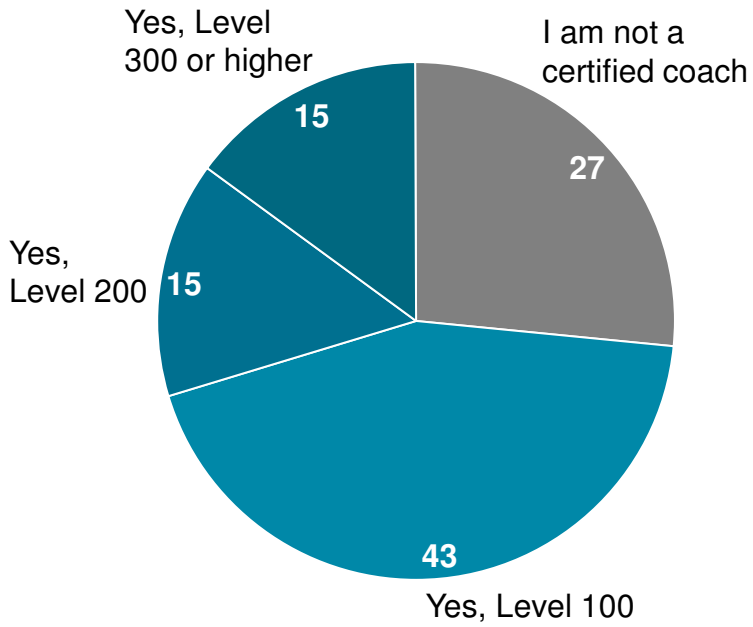
Most coach respondents have over a decade of coaching experience and some level of certification

On average:

- Coach respondents have been involved with USSA for 18 years, and have been coaching for at least 14 years

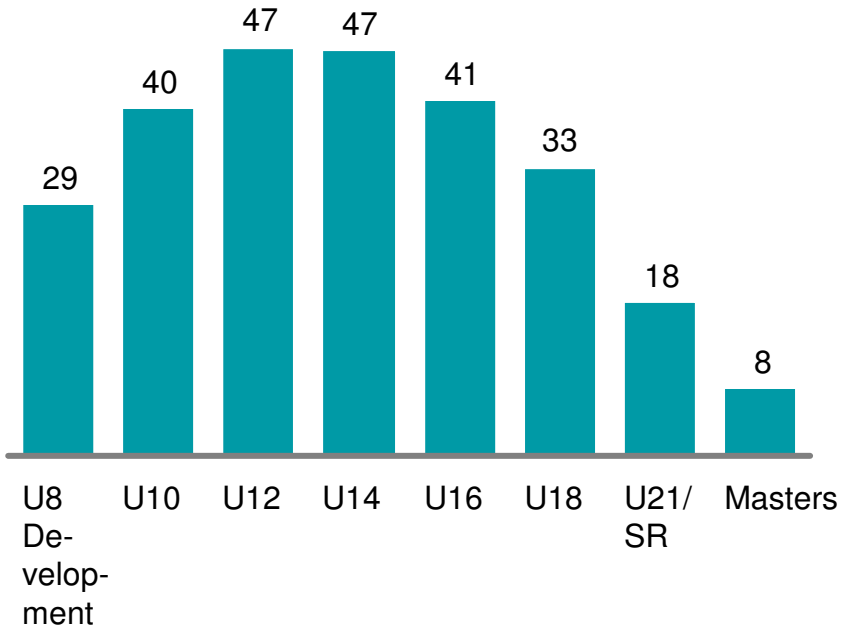
Are you a certified coach? If so, please provide your level of certification

Percent (n = 763)



Primarily what age group(s) do you coach? Please select all that apply?

Percent (n = 709)



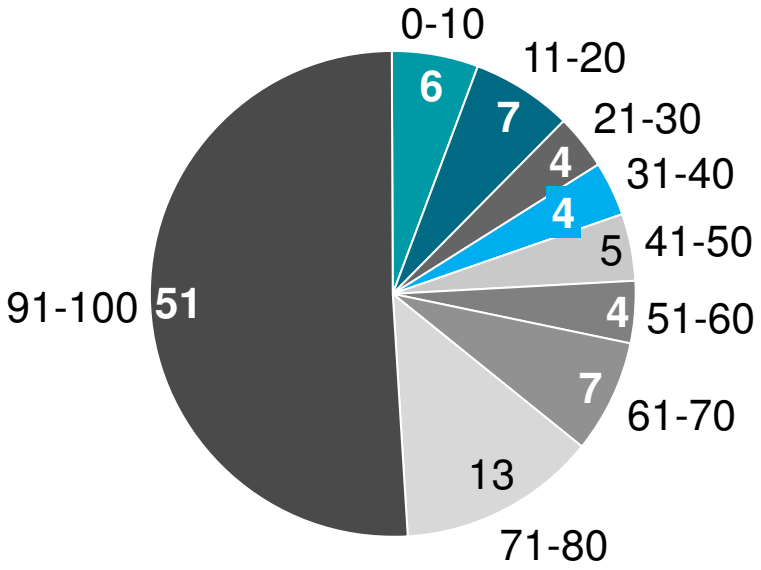
SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Questions 3, 4, 5, and 6

The majority of responding clubs are not affiliated with a ski resort or an academy, and only about half use the USSA logo

- The average responding club size is 124 racers
- 45% of these clubs are owned by or affiliated with a ski resort
- Only 23% of these clubs are associated with an academy or other academic institution
- 82% of these clubs are non-profit organizations

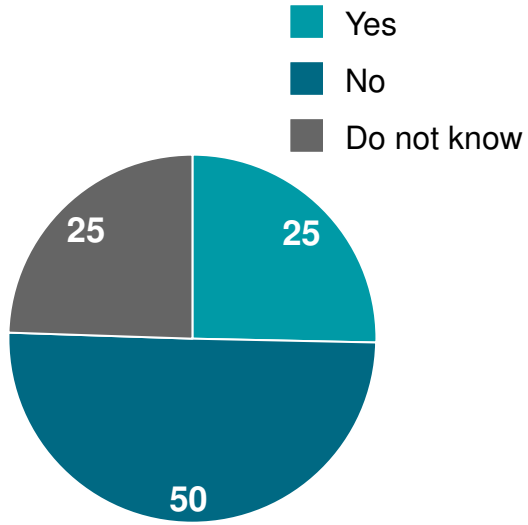
What percent of your racers are USSA members?

Percent (n = 689)



Does your club currently use the USSA logo on its website or other promotional materials?

Percent (n = 691)



SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Questions 9, 10, 11, and 12

Summary of feedback from McKinsey's interviews, club leader and coach survey, and the 2012 USSA general member survey

Club, member value and services provided

- Clubs would like to see more tangible value provided by USSA, through more field-based resources:
  - Need the most help delivering higher quality training and coaching, as well as procuring hill space; would like USSA to improve/ make more accessible coaches education, provide club certification, and assist with ski resort relations
  - Would like more specialized training and coaching opportunities for their athletes from U14 up… through more "boots on the ground"
  - Would like more centrally-delivered programs, services, and information on improving their clubs, including: a group buying program, athlete management software, increased/improved coach's education, and a common web platform for managing registration
- General members (athletes/parents, coaches -- and especially officials) see relatively little value from their USSA membership, with low levels of engagement/ awareness of benefits and many unclear what they are paying/ to whom and for what services

Communica-tion

- Members want more "open and transparent" communication about plans/decisions, finances, etc… and many club, division/ state and regional leaders feel they "have to be on the inside" to get the real information
  - Communication about membership benefits, USST selection criteria, athlete development, project scheduling and selection criteria show the most room for improvement
- Club leaders/ coaches see different communication roles for different 'layers' of the USSA organization, with the USSA NGB focusing on sports science/training, athletic development, and rules/ policies; regions focusing on talent ID and athlete management, and divisions/states focusing on event scheduling and parent communication
- Outbound communications are not customized/targeted by audience, infrequent, and often lack relevant content in many cases; also, USSA website navigation and overall delivery formats/ channels could be improved

Governance and organization

- Although clubs generally feel aligned with the mission of Best in the World, and understand the importance of USST performance to their membership and success, many do not feel supported by USSA
- As a whole, effectiveness of overall USSA governance and clarity of roles can be improved
  - Only ½ of coaches and club members feel that the organization as a whole makes decisions fairly and effectively; while satisfaction is higher with region and division level governance and decision-making vs. national, all levels appear to have room for improvement
- Fees/dues are inconsistent and confusing across all of the various bodies, and it's not clear where it's all going

SOURCE: 2013 USSA McKinsey Coaches and Club Leaders Survey

Club and member value & services – more detail on what we heard in interviews and surveys

Club needs and pain points

- Clubs' most critical needs include:
  - Procuring hill space
  - Finding good coaches and training them
  - Attracting and retaining athletes (esp. in High School)
  - Costs to families to chase training opportunities and points
  - 58% of clubs feels that USSA does not care about their needs
- USSA imposes rules that increase costs and complexity, especially for non-scored races (e.g., having to buy certain timing equipment, 8 officials per race, individual insurance requirements, etc.)

"We lose our best kids today to hockey; and that's in a ski town!"
– Regional leader

"The biggest thing keeping me up at night is education of [my] coaches."
– Club director

Club programs and other value added

- Want more "boots on the ground" to deliver programming, not just a web site / CDs; feel that support has diminished in recent years
- SkillsQuest is viewed favorably (89%), but only half say they plan to use it often (due to difficulty implementing for smaller clubs with shorter seasons and less training time)
- Value of USSA membership and fees not always clear
- Upside of current Club Development /'certification' not clear to many smaller clubs, and overall awareness is low

"We need people on the ground at the clubs on a regular basis sitting down with their base, reviewing protocols, identification models, etc."
– Board member and club director

Member value for coaches & officials

- Many coaches see little value in certification – it is expensive, time consuming, and provides no real employment benefit
- Coach education is difficult to access, and need more support beyond the theory (how to train athletes day to day)
- Requirement for officials to pay just to volunteer their time feels unfair to some

"My coaches are just out of college… they can't afford these programs."
– Club leader

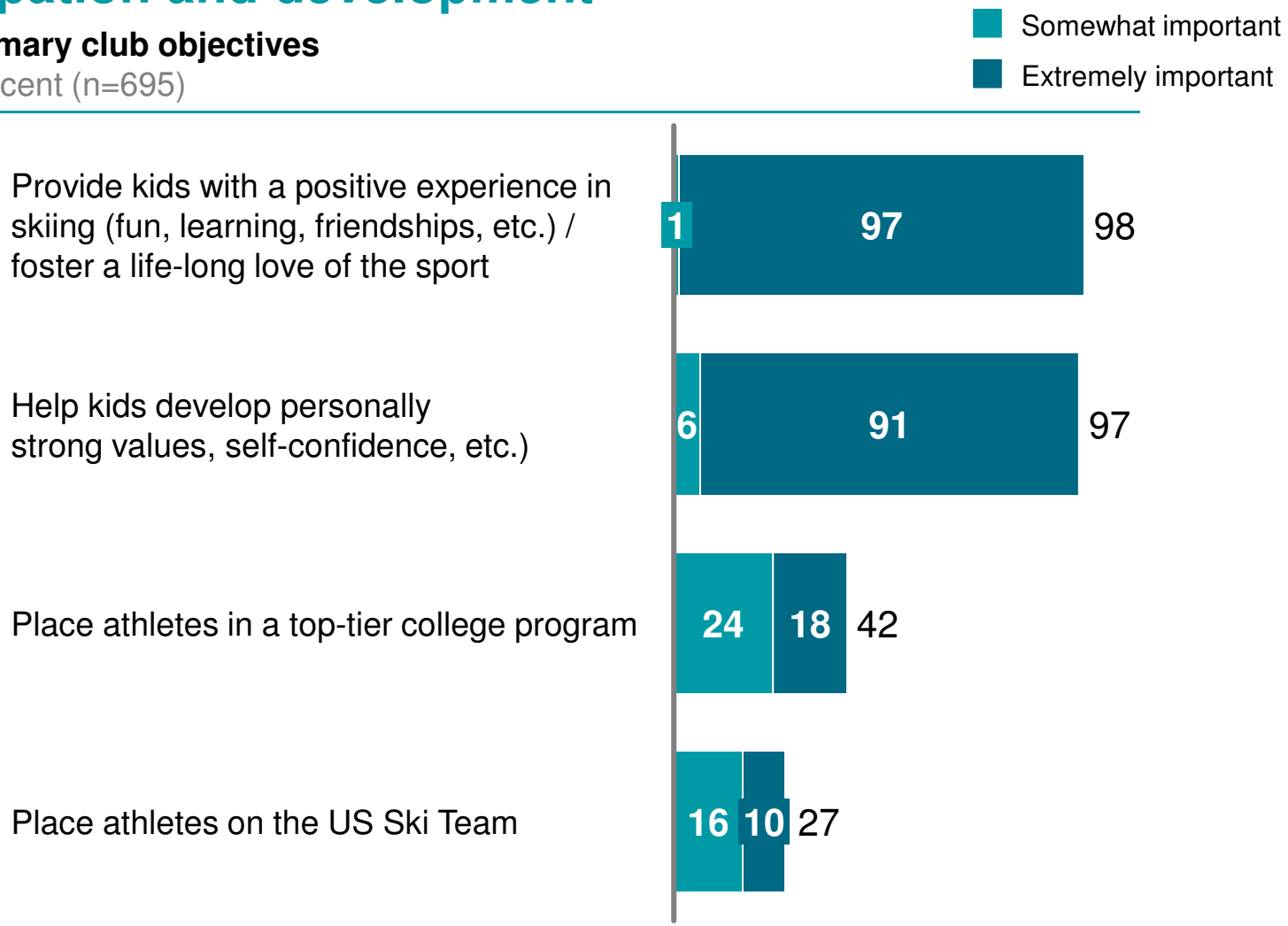
Member value for parents and athletes

- Limited awareness of USSA's programs/ value to parents and athletes (e.g., viewed by many as just a point tracking service)
- 91% of members do not use their MyUSSA benefits

"As a parent, I've never heard from USSA."
– Trustee and parent

Club leaders/ coaches are focused on a range of athlete objectives, with the priority on broad participation and development

Primary club objectives
Percent (n=695)

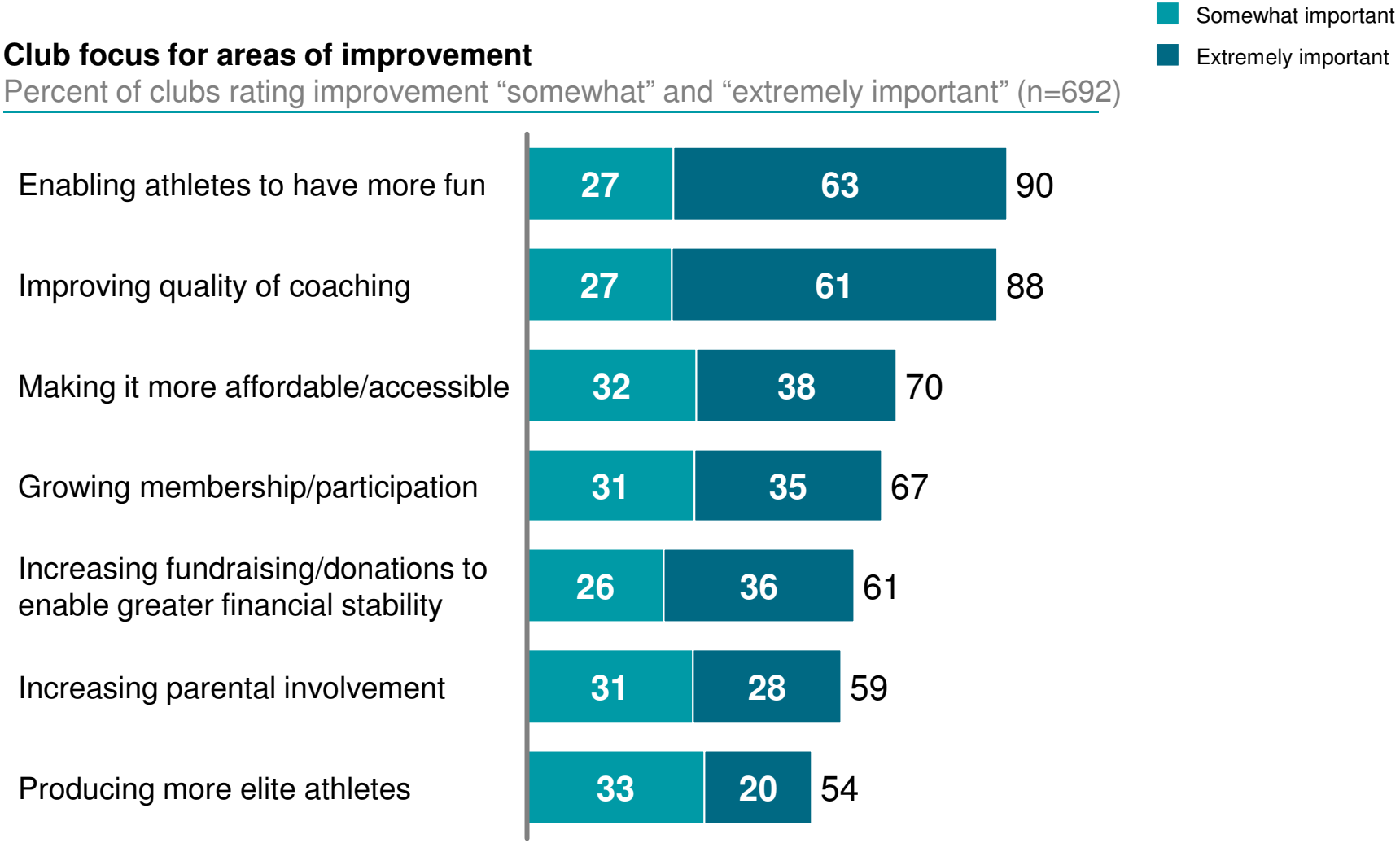


SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Q13, Q16, Q17, Q19

In alignment with their objectives, clubs are focused on improving the athlete experience and coaching quality

Club focus for areas of improvement

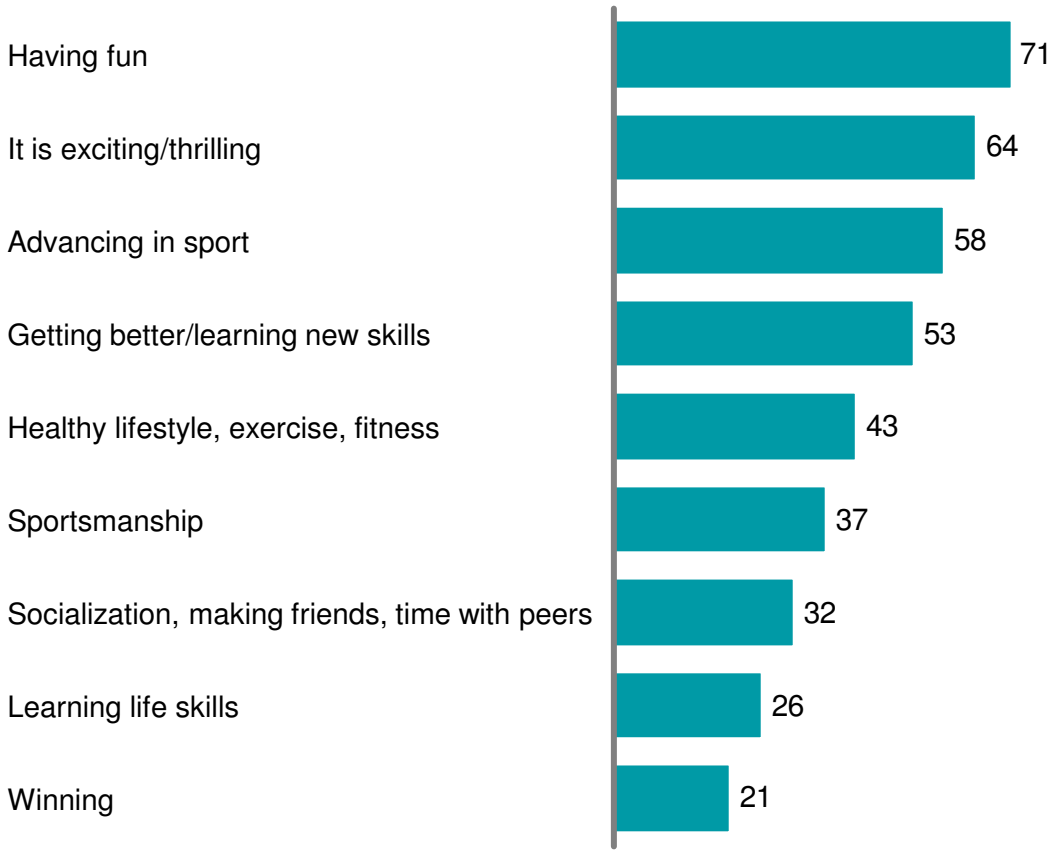
Percent of clubs rating improvement "somewhat" and "extremely important" (n=692)



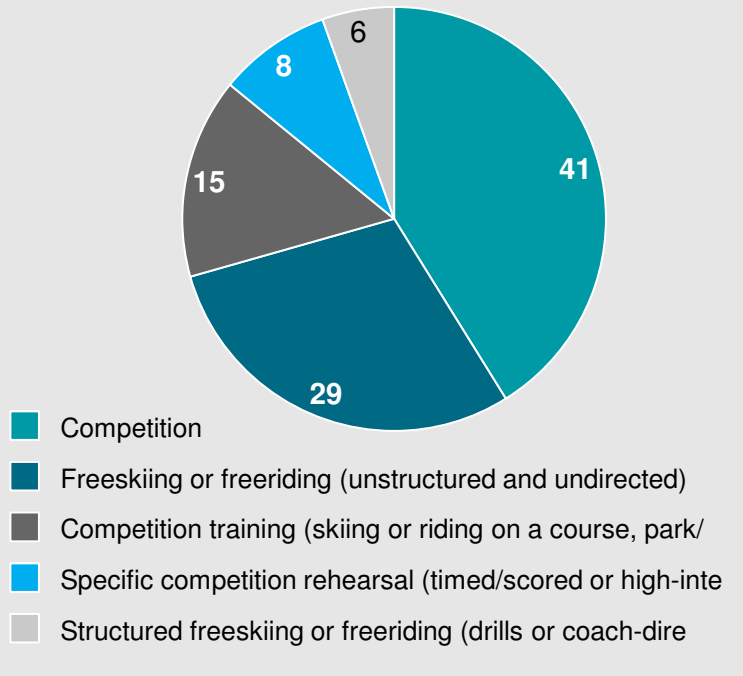
SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Q14

Athletes express many reasons for participating in skiing, but having fun tops the list, and winning ranks last

Most important reasons for participating in skiing or snowboarding
Percentage of respondents who score given answer choice as "very important" (n=207)



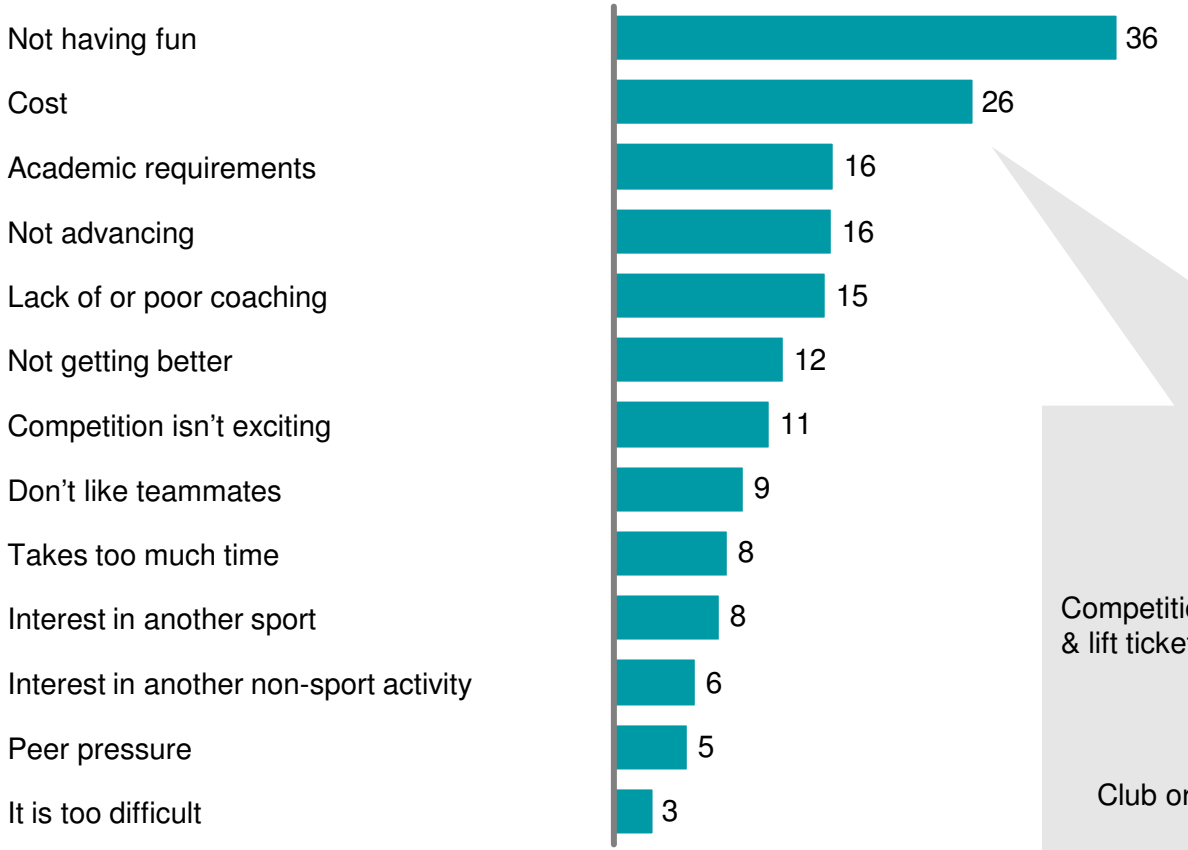
Ranking of "most fun" activities
Weighted percentage of activities described as "most fun"

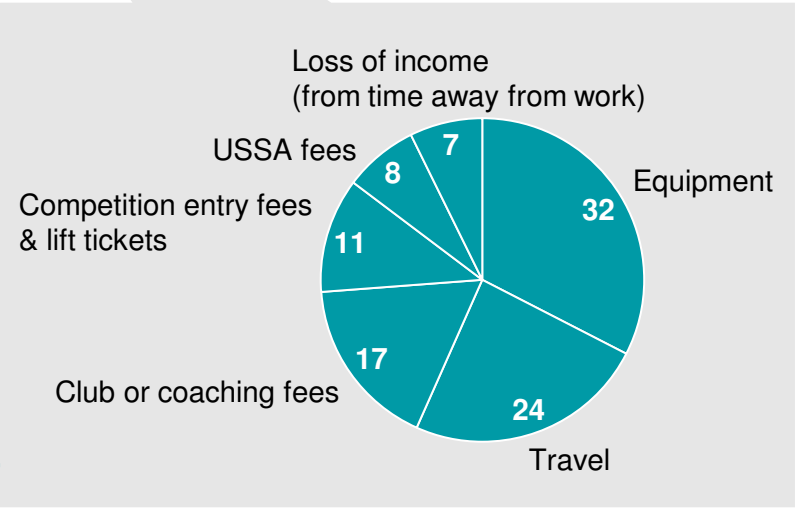


SOURCE: 2012 USSA Member and Coach Survey, Q: 76, 79

Athletes and parents cite the same top-three factors that could drive racers away from the sport

Most significant reasons that athletes say could cause them to leave the sport
Percentage of respondents who score given answer choice as "most significant" (n=976)



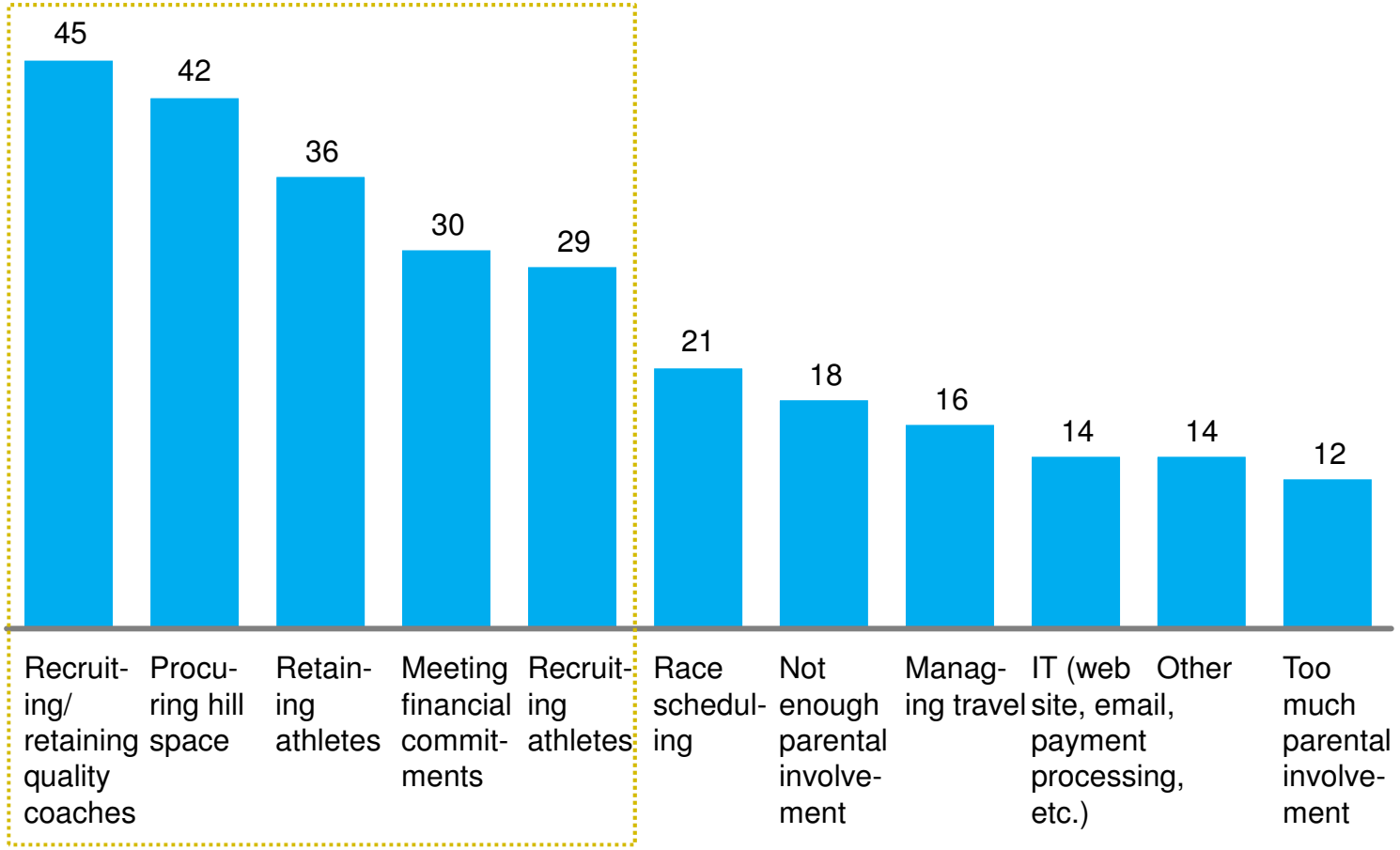


SOURCE: 2012 USSA Member and Coach Survey, Q: 80

Finding/retaining coaches and procuring hill space are the greatest challenges club leaders face

Primary challenges facing clubs

Percent of respondents (n=680)

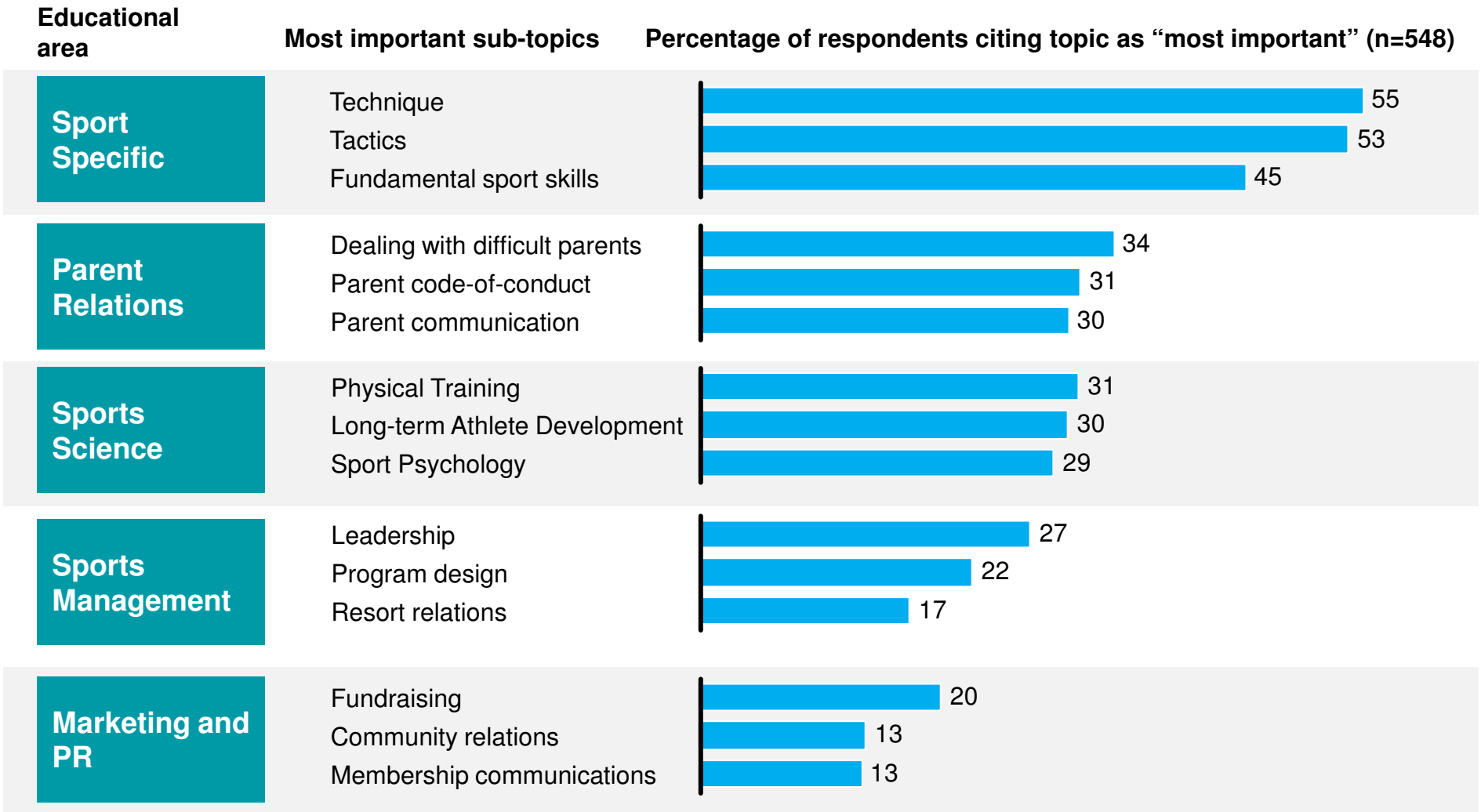


Clubs need most help with

- Recruiting quality coaches
- Procuring hill space
- Recruiting and retaining athletes
- Meeting financial commitments

SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Q15

Ongoing coaches education needs are most pronounced in 3 areas: sports specific skills, parent relations, and sports science

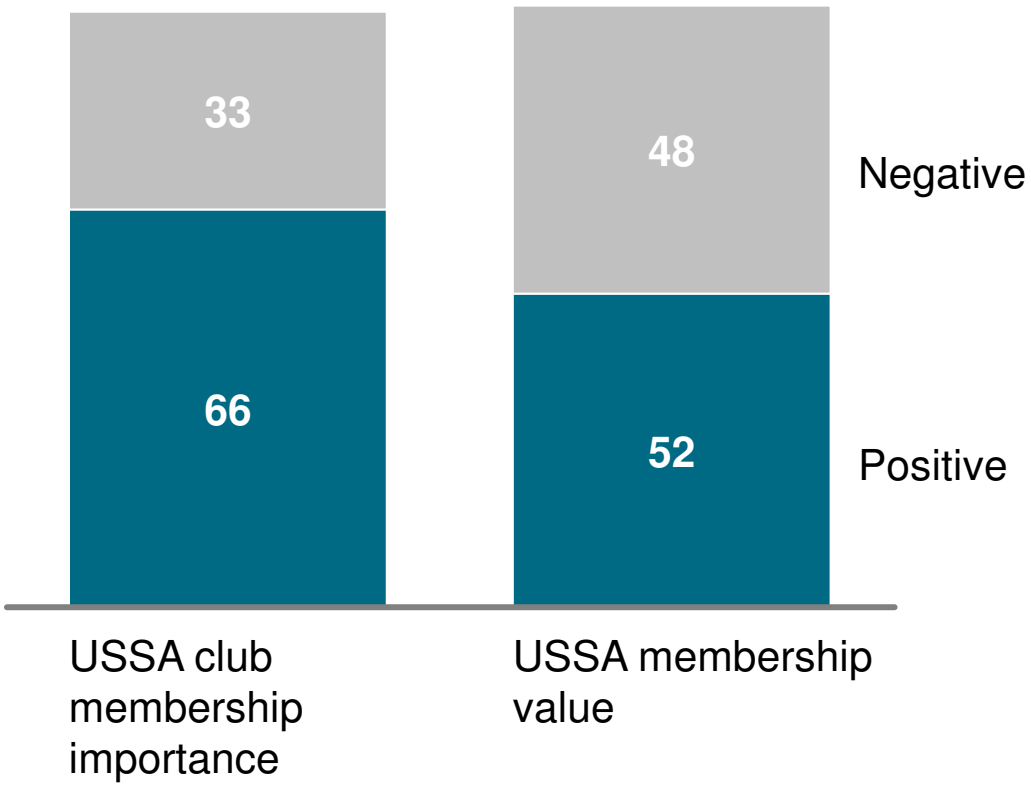


SOURCE: 2012 USSA Member Survey Q: 34 - 38

While most club leaders/ coaches feel their USSA membership is important, its value for money spent is less clear

Club leader and coach view of USSA club membership importance and value (n= 686)

Percent

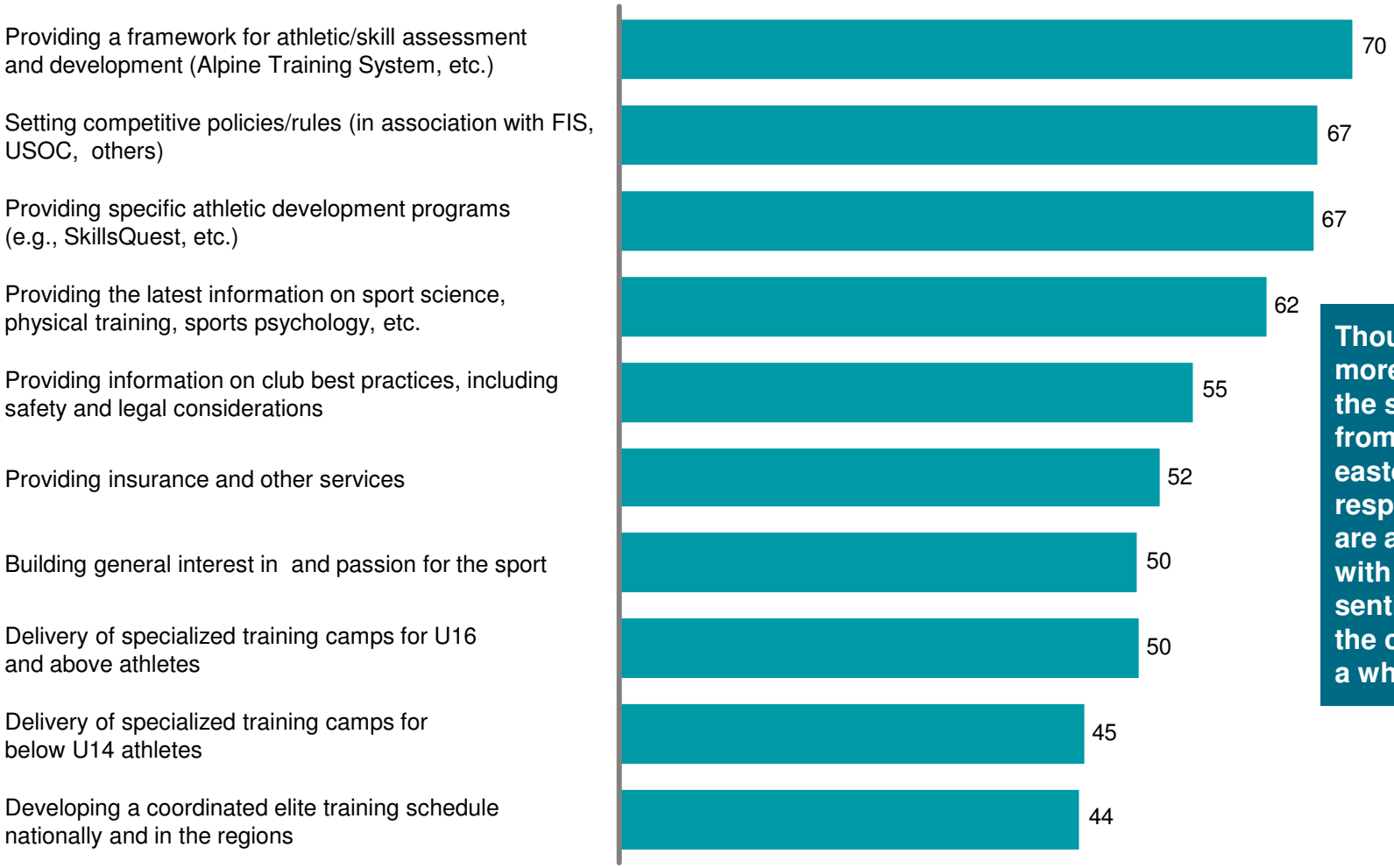


SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Q19-20

Club leaders and coaches think most highly of USSA-provided skill assessment, athletic development, and rules/policies

Degree of club satisfaction with USSA service delivery

Percent of clubs rating satisfaction "somewhat" to "completely satisfied" (n=656)

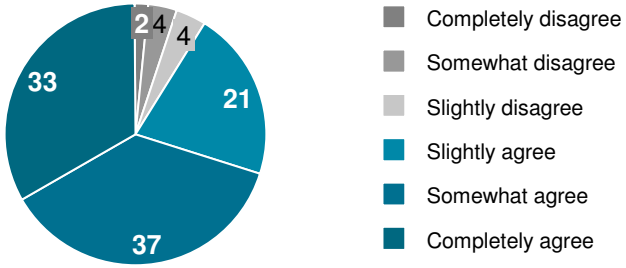


Though slightly more negative, the sentiments from the eastern respondents are aligned with the sentiments of the country as a whole

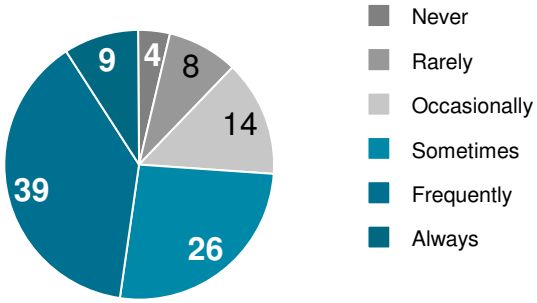
SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Q28

Most clubs are familiar with SkillsQuest and think highly of the content, but only about half of the clubs plan to implement

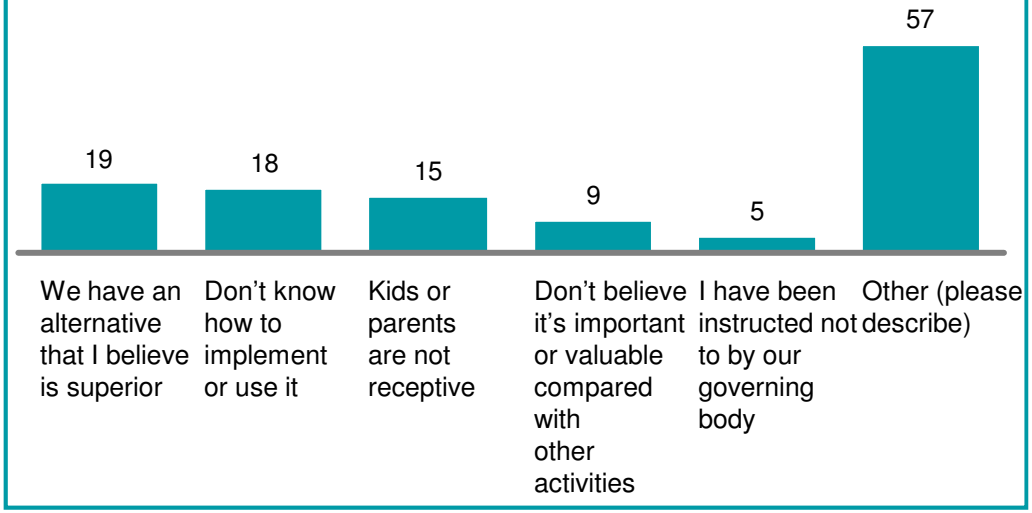
Please indicate the extent to which you agree with the following statement: Skills Quest is an excellent program that will help our athletes perform better in the sport
Percent (n = 598)



To what extent do you or your club currently use or plan to use Skills Quest?
Percent (n = 603)



Please tell us why you do not use or plan to use Skills Quest at your club. Choose all that apply
Percent (n = 238)



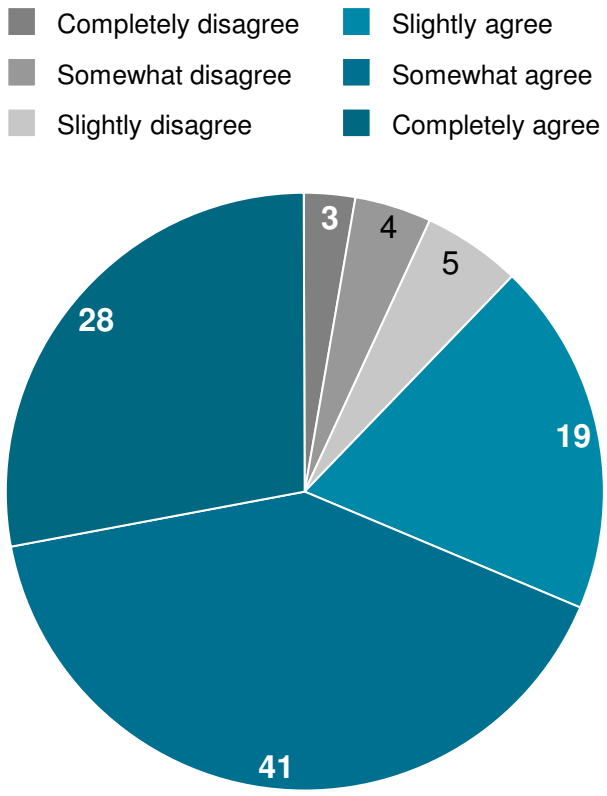
SkillsQuest has very high awareness, with 88% of respondents reporting familiarity with the program

SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Questions 23 - 26

Most clubs follow the guidelines of the Alpine Training System

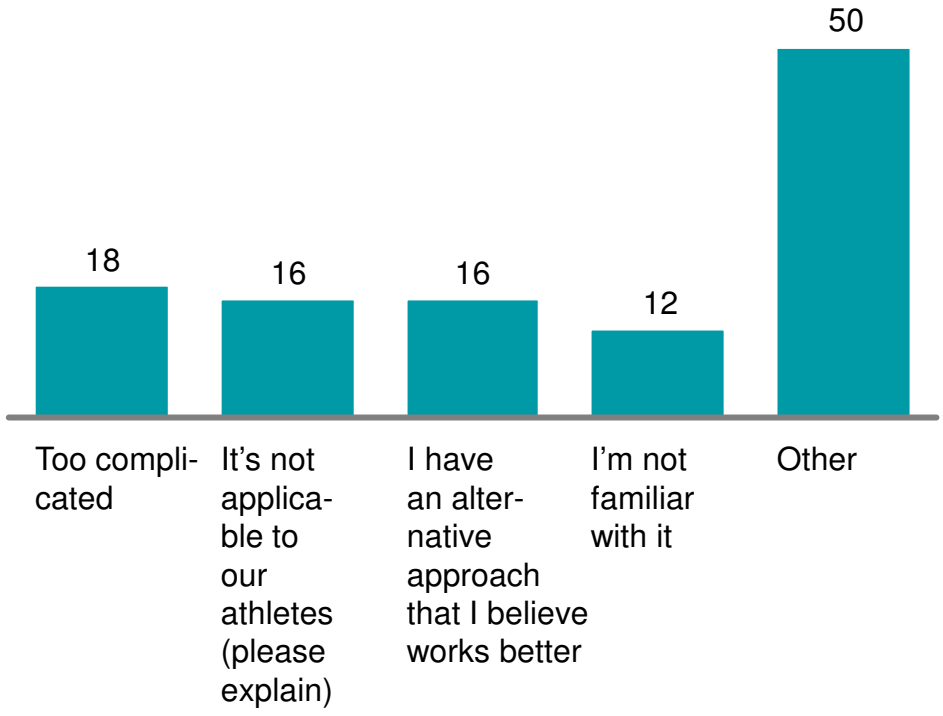
Please indicate the extent to which you agree with the following statement: "My club diligently follows the guidelines provided by the USSA Alpine Training System"

Percent (n = 689)



If you do not fully implement the USSA Alpine Training System please explain why. Choose as many as apply

Percent (n = 353)

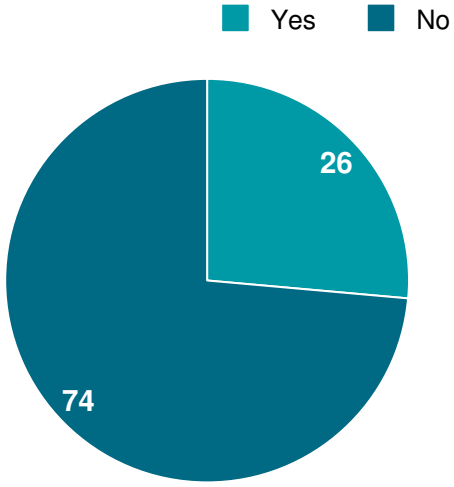


SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Questions 21 and 22

Majority of club leaders/ coaches are not familiar with the USSA Club Certification/ Development program, but feel that certification should focus on standardizing athletic development and ensuring safety and compliance

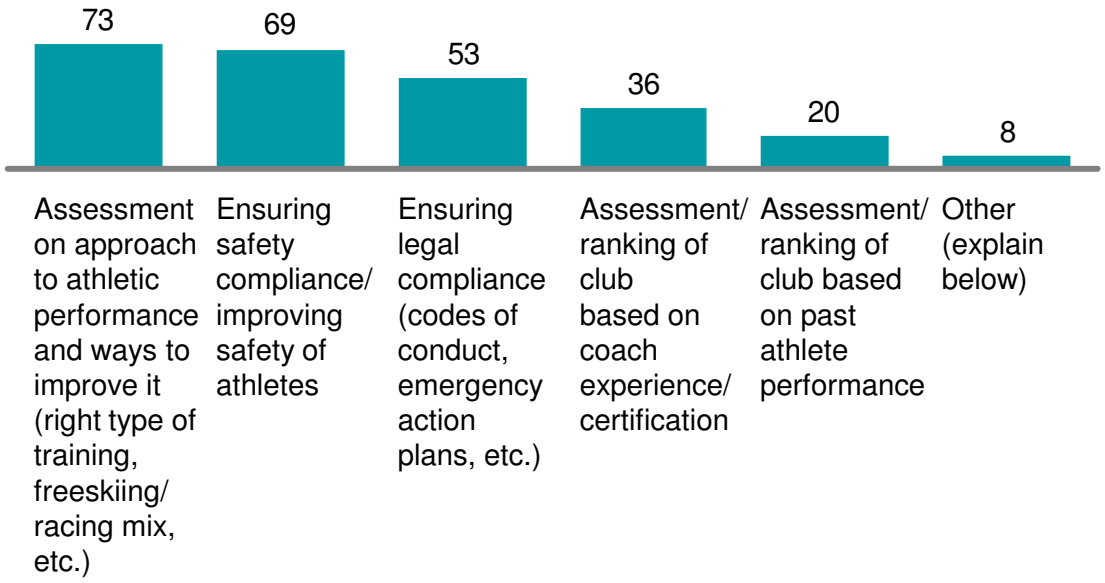
Are you familiar with the new club certification program?

Percent (n = 655)



For a club certification program, please indicate which aspects of the program you anticipate being the most valuable? Please select all that apply

Percent of clubs rating service as most valuable (n=155)

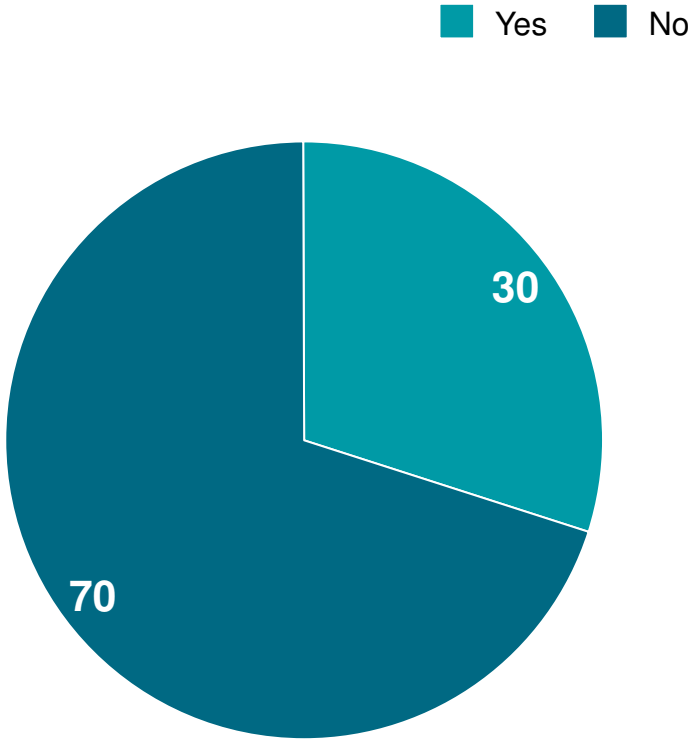


SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Questions 35 and 36

Most clubs do not purchase insurance from USSA, primarily because it is expensive and does not cover non-USSA members

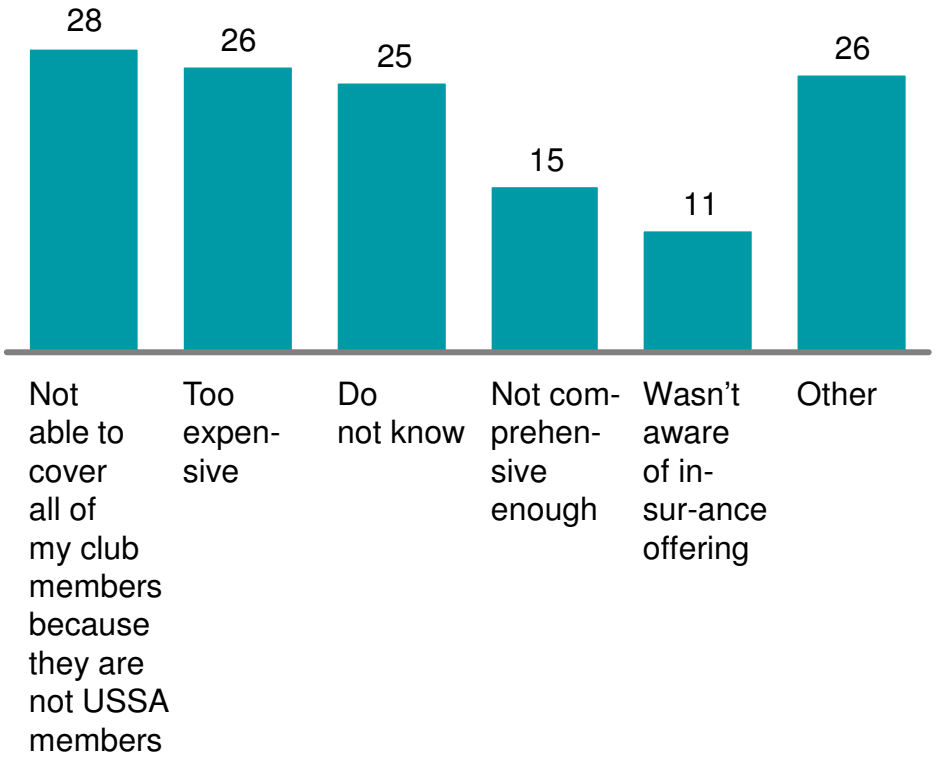
Does your club currently purchase insurance through the USSA?[1]

Percent (n = 177)



If you do not purchase insurance from the USSA, please indicate why. Please select all that apply[1]

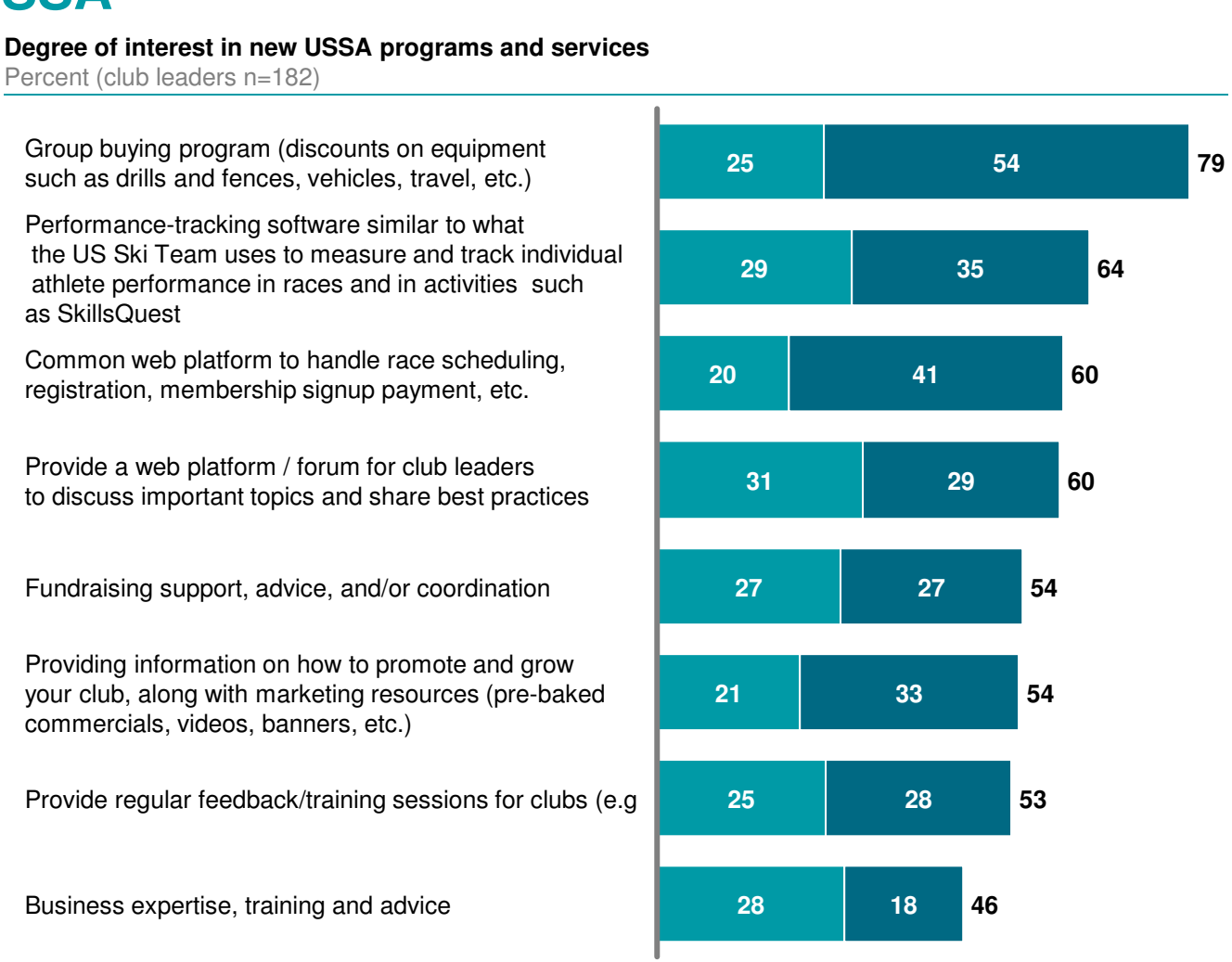
Percent (n = 125)



1 Club leader responses only
SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Questions 32 and 33

Club leaders are most interested in group buying programs, performance tracking software, and a common web platform from USSA

Degree of interest in new USSA programs and services
Percent (club leaders n=182)

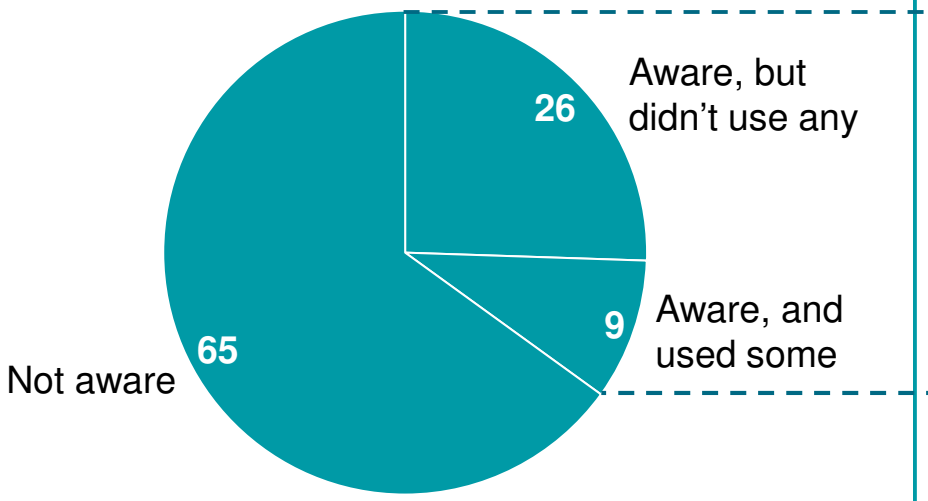


Group buying programs, Performance tracking software, and a common web platform from USSA would be most interesting to clubs

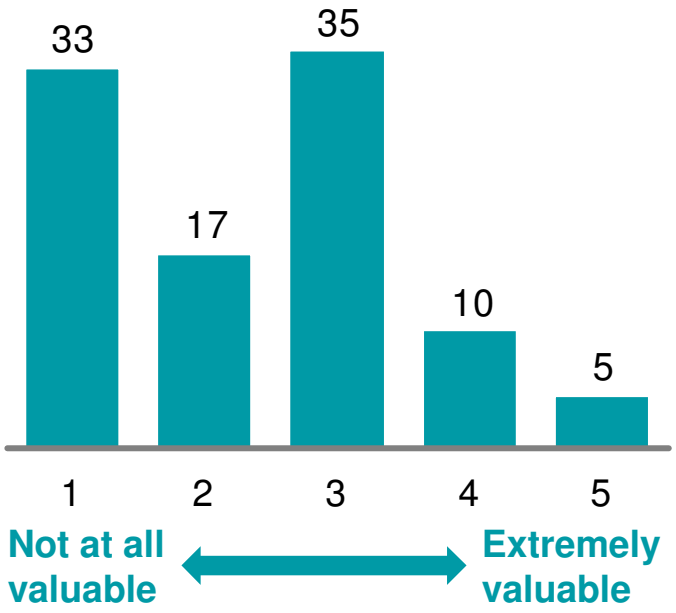
SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Q34

Among the broader membership, 91% do not use their MyUSSA benefits – and overall awareness is low, as is the perceived value of these benefits

Awareness of benefits available through MyUSSA account
Percent (n=976)



Perceived value of these benefits (if a member is aware of them)
Percent



SOURCE: 2012 USSA Member and Coach Survey, Q: 63, 64

Communication - more detail on what we heard in interviews and surveys (1/2)

Communication with club leadership/ coaches

- Request for more "open and transparent" communication about plans/decision, finances, etc… a bit of a feeling that you have to be 'on the inside' to get the real information
  - Lack of clear/consistent communication about membership benefits, USST selection criteria / path to USST, and athlete development project schedule and selection criteria show the most room for improvement based on the survey
  - Getting some information "too little too late" on things such as scheduling, development camps, scoring assessment for camps, insurance mandates, etc.
  - Feeling that some information on camps, elite opportunities limited to those with "inside access"
- On important organizational/policy issues, communication occurs largely top-down (lacking effective feedback loop), leading to sense of not being heard and lack of engagement for many (e.g., USSA Academy, intro of SkillsQuest in the East)
- Members getting messaging from many places - including USSA, region, division: causing confusion and delays for many; ideally, members see different roles for communication from each layer of the organization:
  - USSA: Sport science, physical training, sport psychology; qualification criteria; athletic skill development; competition rules; club marketing and fundraising best practices
  - Region: Talent ID and athlete management (presumably in the form of USSA eyes on the ground)
  - Division/ State: Event scheduling, management, communication with parents, resort relations

"By the time information goes through the region and division to me, it's been 1-2 weeks and it might be too late."
– Club Director

"There needs to be much better contact with USSA and the clubs"
– Club director

"I would hope that [USSA] would publish budgets, meeting minutes; that's information that a member should have access to, but it's not transparent." ***– Club director***

"Sports science department is great, but it's not getting out to the clubs and coaches enough."
– Academy director

"Communication goes from Park City to Eastern, Eastern sends it to state chair people, and then to clubs" ***– Regional leader***

"It would be helpful for USSA to help the coaches plan for new equipment regulations and course setting specs. Where are we headed in the next 5 years with equipment? Both at the upper levels and in the children's group."
– Club director

Communication – more detail on what we heard in interviews and surveys (2/2)

Communication with club leadership/ coaches

(continued)

- USSA communication (email, web site, etc.) is not as targeted as it could be by audience type (e.g., coaches, officials, leaders) – so can often get lost/ ignored
- Great club/coach/member content, but low awareness/ communication
  - Great web-based and on-hill resources exist for skill development, but only most engaged are aware of them or can seem to access them
  - Knowledge of Sports Science Department (e.g., dryland training, nutrition) not effectively or consistently communicated to clubs, and a huge appetite/ need for this at the club level

Athlete & parent communication

- Communication is very limited, and not tailored by sport / interest or age of athlete (e.g., what SkillsQuest means to them)
- Terrific Dartfish/other content, but low awareness and not well organized (most just go to the web site to see their points); most parents do not receive the Excellence eNewsletter
- Parents are eager to have more structured communication from their coaches (written progress reports would be helpful) as well as more opportunities to engage and be helpful in their young athlete's development – but often feel 'pushed away'
- Many parents desire clearer communication regarding the costs and commitments that should be anticipated at each level of the sport so that they can plan effectively and make decisions accordingly

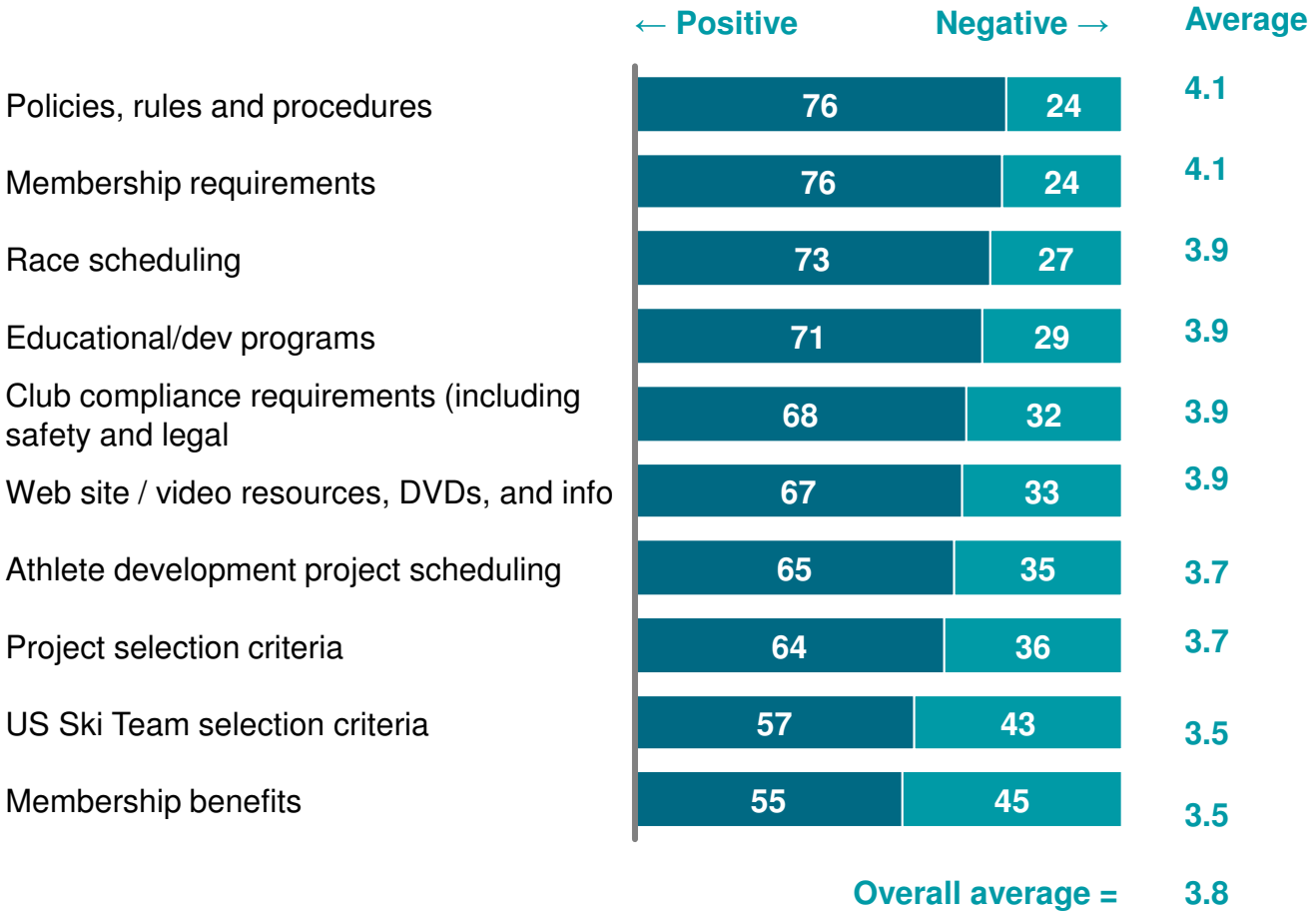
"My families are so bombarded with [nonspecific] web sites and emails [from USSA] that they don't know what to do."
– Club director

"I just go to the USSA website to check my scores…wait, there's other content there?"
–Athlete

USSA can improve their overall communication to club leaders/ coaches, especially around membership benefits and selection criteria

Club leaders and coaches opinions of USSA's communication

Percent (n=588)

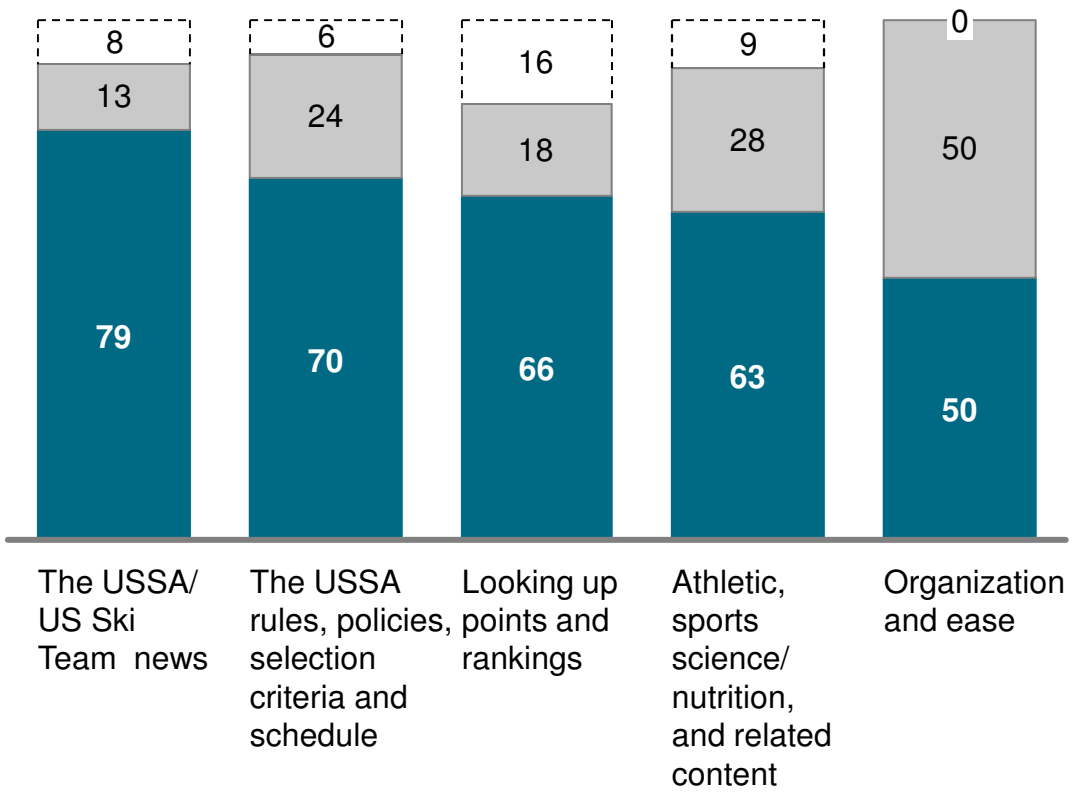


SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Q39

Web site content is rated highly, but the organization/layout and navigation indicates room for improvement

Club leader and coach satisfaction with the USSA web site

Count (n = 647)



98% of respondents have used the USSA website

SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Questions 29 and 30

Club leaders and coaches see different roles in development and dissemination of information on the part of USSA, the regions and divisions

Preferred sources for different types of communication

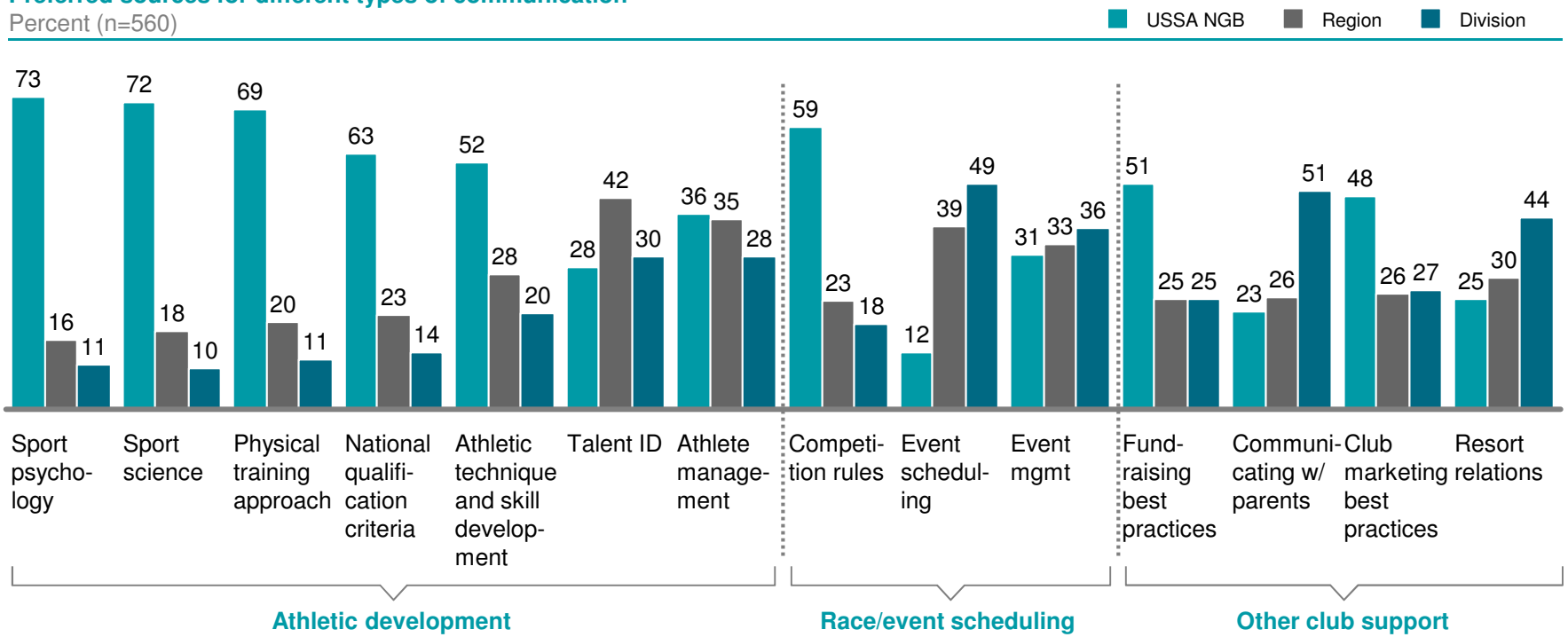
USSA NGB
- Sport science, physical training, sport psychology
- Qualification criteria
- Athletic skill development
- Competition rules
- Marketing and fundraising best practices

Region
- Talent identification
- Athlete management

Division/ State
- Event scheduling
- Event management
- Communication with parents
- Resort relations

Preferred sources for different types of communication

Percent (n=560)

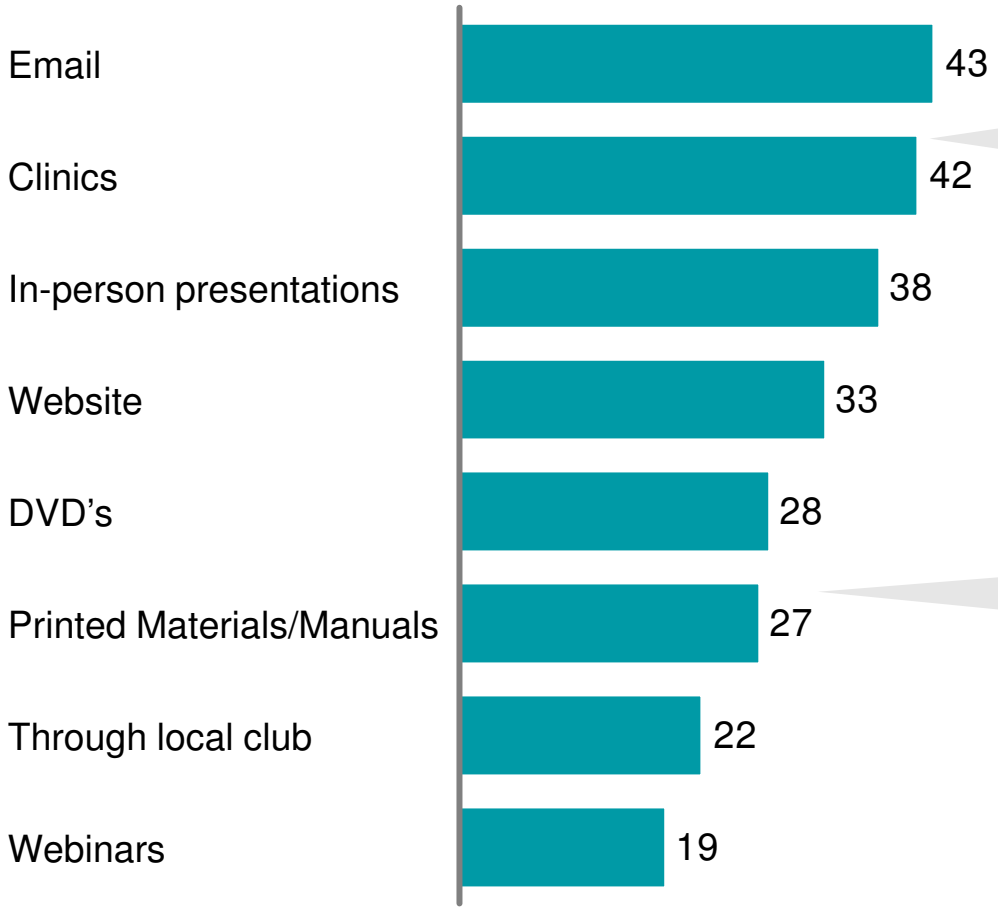


SOURCE: 2013 USSA McKinsey Club Leader & Coach Survey, Q52

Coaches prefer to receive information via email and face to face interactions/clinics

Best ways to convey information to USSA coaches

Percent of coaches who score the given delivery method as one of the "most important" (n=549)



Although clinics are not the most used resource due to cost and availability, they are one of the most preferred

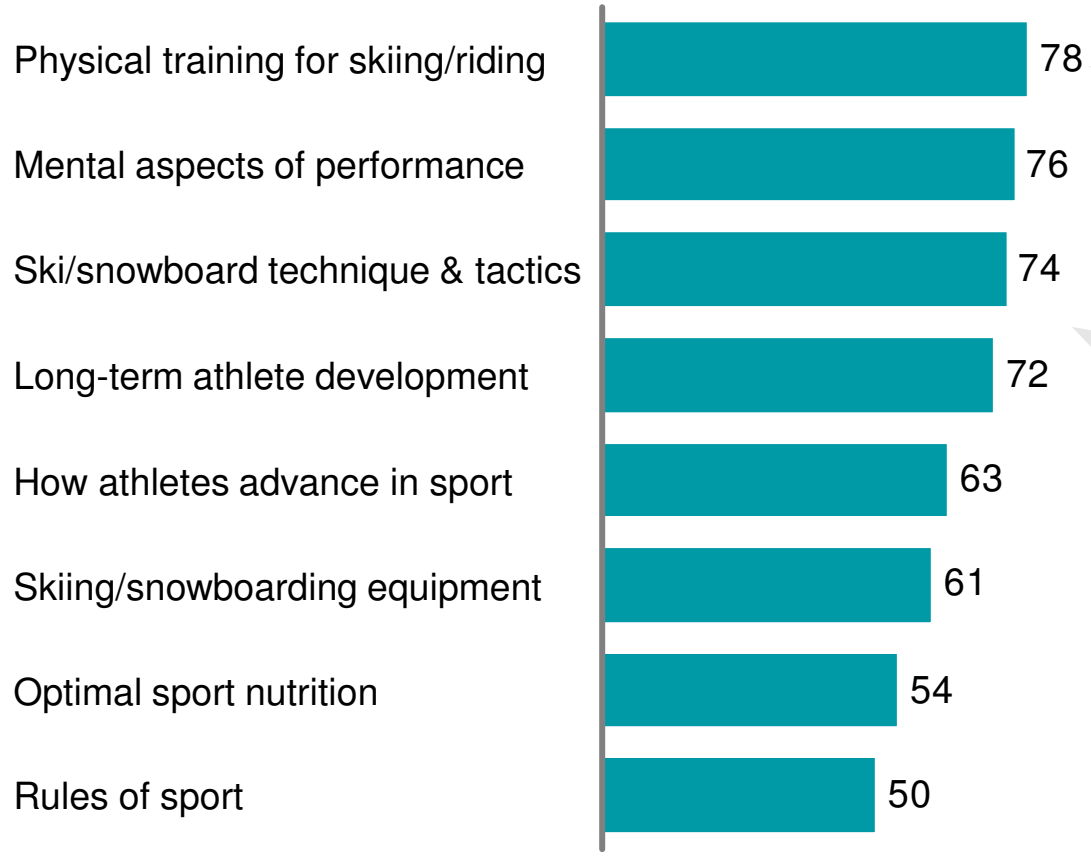
DVDs and printed materials are the most used resources, but they are not the preferred means of communication

SOURCE: 2012 USSA Member and Coach Survey, Q: 39

Parents are most interested in learning about key performance drivers – physical, mental, technical, and tactical

Percent of parent respondents ranking topic as quite or very interesting

Percent (n=748)



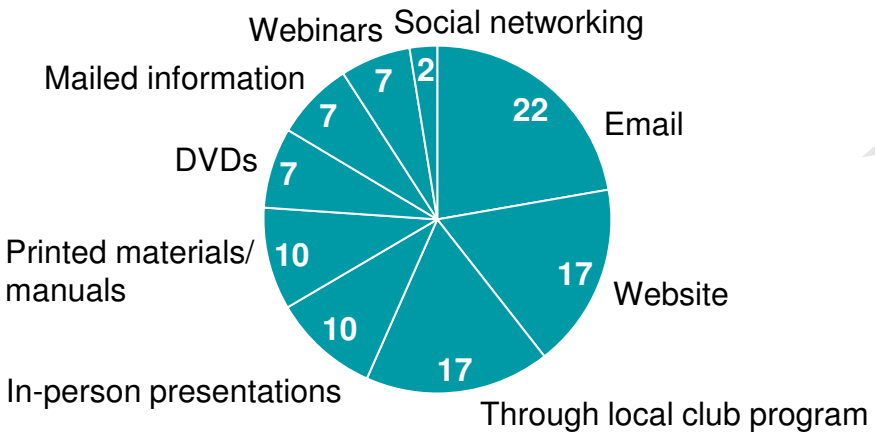
Parents want to know how to support physical training in the off season when coaches are less present

Having better knowledge in these areas will improve a parent's ability to converse with coaches about a child's performance, although most coaches will want to be the primary authority when it comes to guiding athletes on these topics – information should be structured with the simple goal of aiding the parent/coach/athlete conversation

SOURCE: 2012 USSA Member and Coach Survey, Q: 41

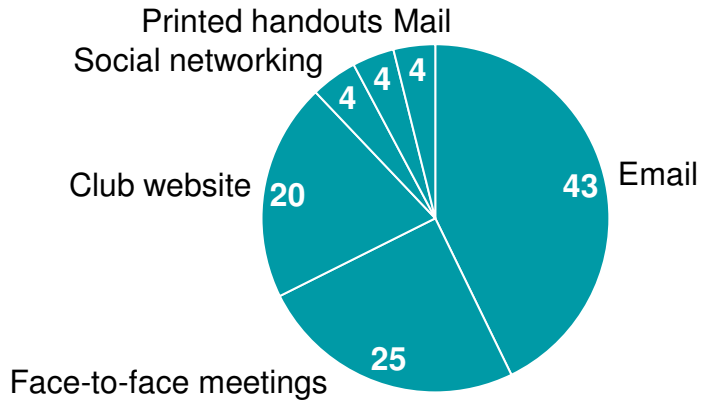
Email is still the preferred method of communication for most members – including coaches, parents and athletes

Preferred delivery method for communication from the USSA
Percent (n=976)



- Members prefer to receive information directly from USSA, rather than from their clubs
- Email is still the preferred means of direct communication, followed by the website
- Social networking is not a preferred means of communication, despite trends

Preferred delivery method for communication from their club
Percent (n=976)

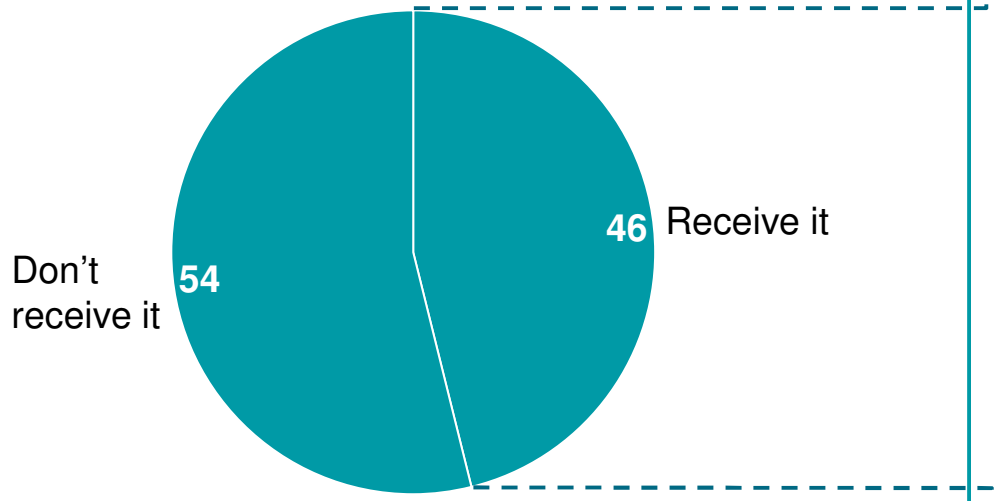


- When members do receive information from their clubs, they prefer that it be by email
- Face to face meetings are the next preference, followed by website updates

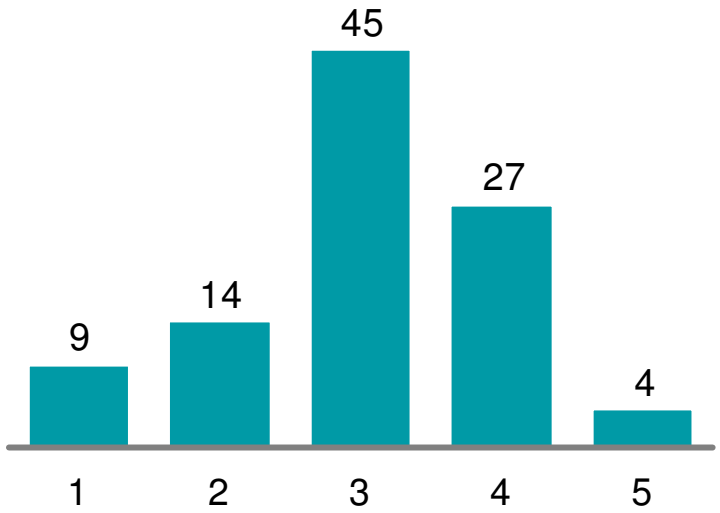
SOURCE: 2012 USSA Member and Coach Survey, Q: 42, 49

Only 46% of athletes and parents currently receive the "EXCELLENCE" eNewsletter, and most indicate that it is moderately helpful

EXCELLENCE eNewsletter reach
Percent (n=976)



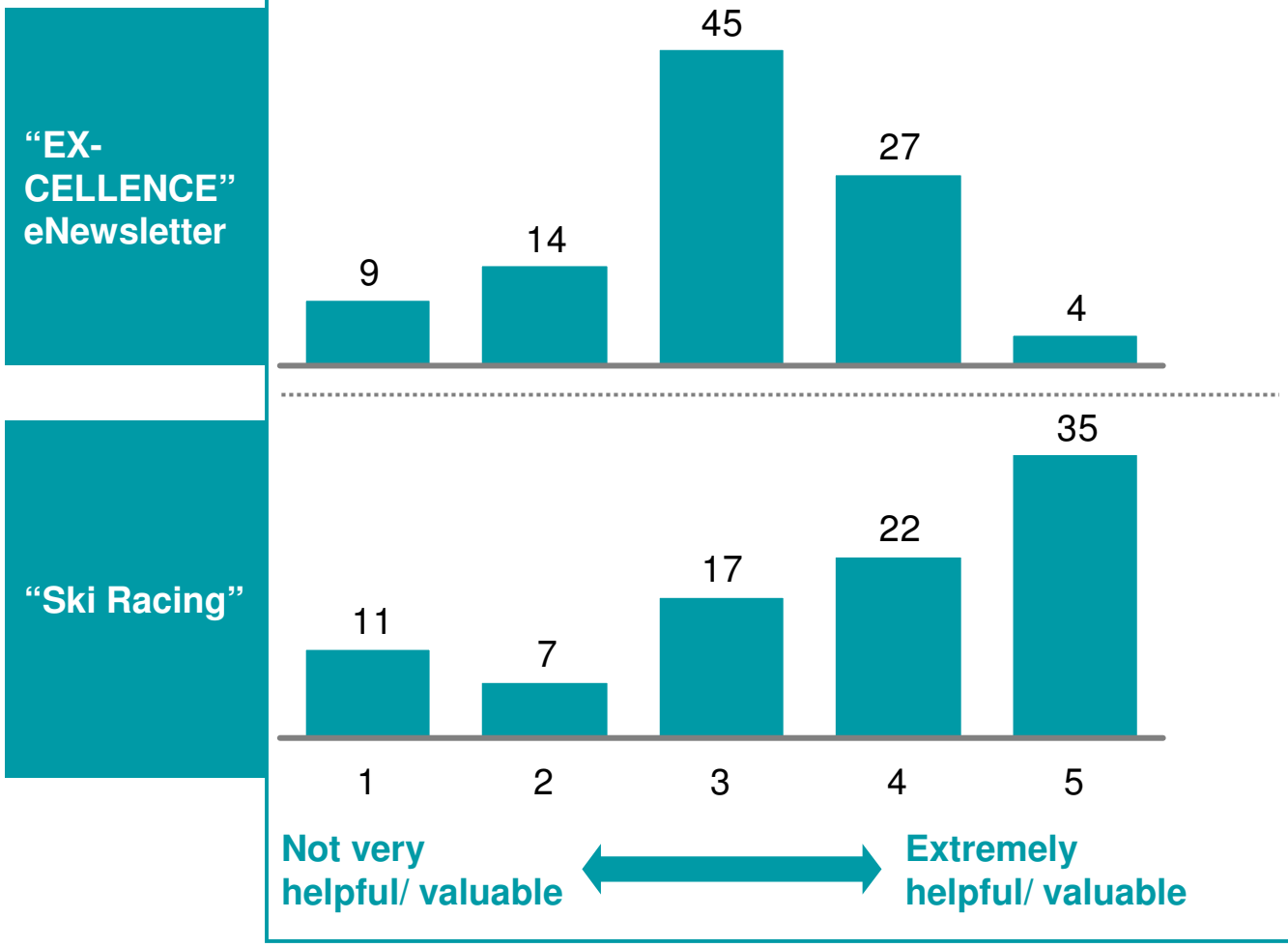
Member perception of the helpfulness of EXCELLENCE
Percent



SOURCE: 2012 USSA Member and Coach Survey, Q: 58, 59

Athletes and parents find “Ski Racing” to be more helpful/ valuable than “EXCELLENCE”

Member perceptions of “EXCELLENCE” and “Ski Racing”
Percent (n=976)



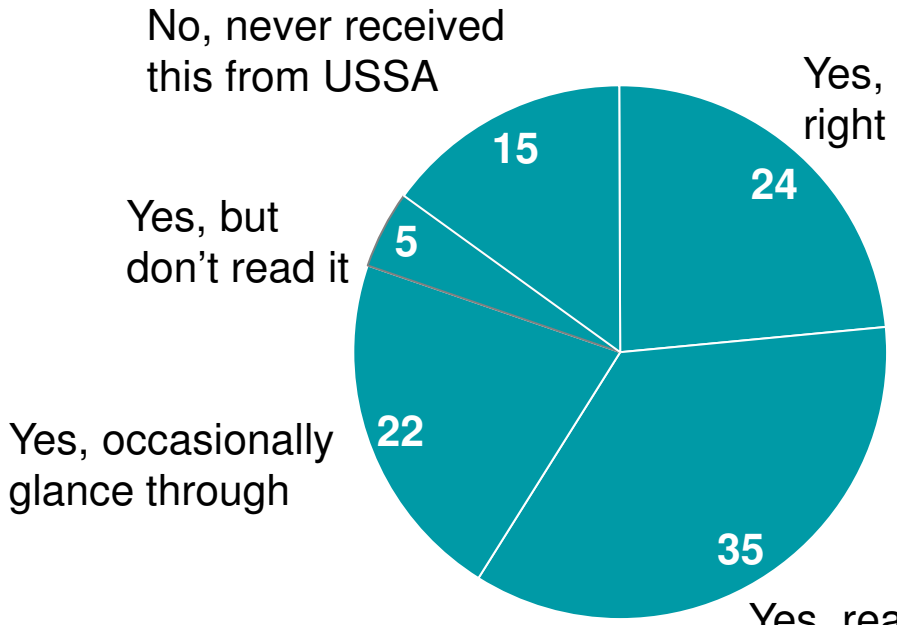
- 54% of members do not currently receive the Excellence newsletter, and the ones who do generally find it less helpful than Ski Racing
- 57% of athletes and parents find Ski Racing Magazine to be very to extremely helpful, making it the preferred athlete/parent communication channel over “Excellence”

SOURCE: 2012 USSA Member and Coach Survey, Q: 59, 61

80% of coaches look at the “EXCELLENCE” eNewsletters, making it a useful channel to provide them with information

EXCELLENCE eNewsletter reach and readership

Percent (n=976)



80% of coaches at least look at the Excellence newsletter

SOURCE: 2012 USSA Member and Coach Survey, Q: 40

Governance, mission alignment and organization – more detail on what we heard in interviews and surveys

Alignment with "Best in the world"

- In general, clubs rank making skiing fun and fostering personal development as top priorities, and producing elite athletes less important
- Most athletes rank having fun as their highest motivation for competing
- While the vast majority of club leaders and coaches are aligned with the Best in the World vision, 47% feel they are not supported by USSA in achieving their own club mission, and that their needs are not well understood by USSA

"Our goal is to get athletes to the level where they're engaged with the US Ski Team, but we also want to provide opportunities for kids at any level whatever their goals " ***– Club director***

"There has been decreasing [USSA] concern for balancing general membership and the elite"
– Regional leader and club director

Organization and governance

- A larger minority (~35%) feel that the organization does not communicate effectively or make decisions fairly
- Many feel there is lack of clarity around roles/responsibilities across the national body, regions, divisions - with apparent duplication of effort
  - Varying views on optimal role/ structure of regions – but most see some role at U14/ U16 levels for region level competitions and joint training/ camps as valuable; may be some opportunity to refine region or division/ state boundaries and further streamline in future
  - Varying views on optimal role of states/divisions beyond organizing races/competitions; sense that this could likely be streamlined/ made more efficient than what exists today in some areas
  - Disagreement/questions about funds flows and resource allocation
- Often confusing for parents/athletes as to which organization to sign up with, for what and why
- In some cases trust lacking, especially in the East
- Widely varying club performance across and within regions/divisions, leading to some questions about whether there are broader organizational/ programmatic challenges/ opportunities for improvement

"Regions are an important level of aggregation for our U16 and also U14 athletes – and USSA should do more to support joint training and development at that level."
– State leader

"There are a lot of people who harbor animosity [towards USSA]. They have been very distant"
– Eastern club/region director

Fee payment and structure

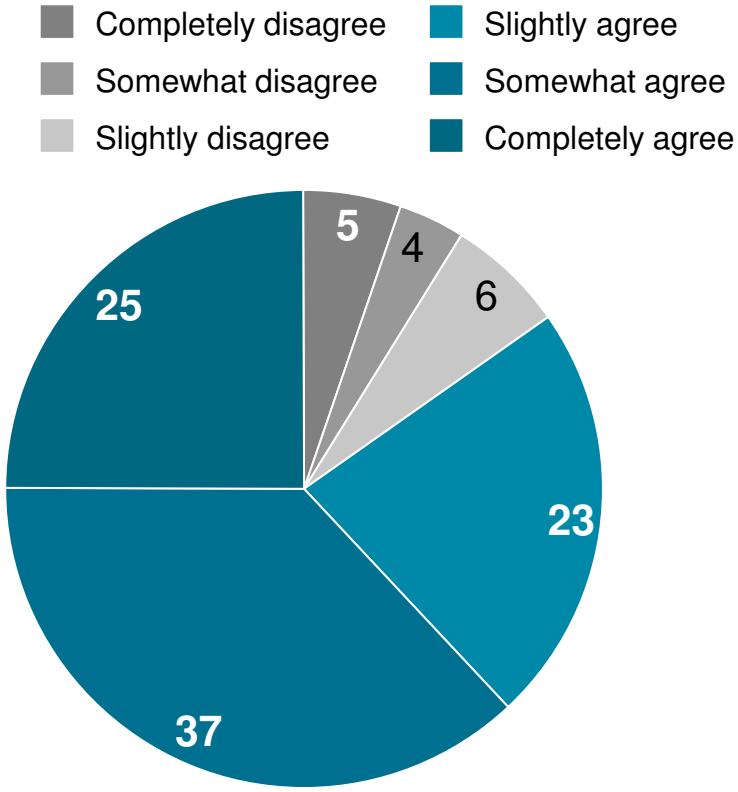
- Inconsistent fee types and charges across regions and states/ divisions, with differing collection methods; no compelling rationale for variation
- Often leads to confusion among athletes/ parents who have to register across organizations, as well as a feeling of being 'nickeled and dimed'
- Limited understanding of what/how USSA collects on behalf of the divisions/ states and where those funds go/ how they flow back

"To enroll as a racer in my program, athletes need to register (and pay) on three different sites; and that's not including race fees; we're making this harder, not easier."
– Club director

Most clubs feel aligned to the vision of being Best in the World, but many do not feel fully supported by USSA

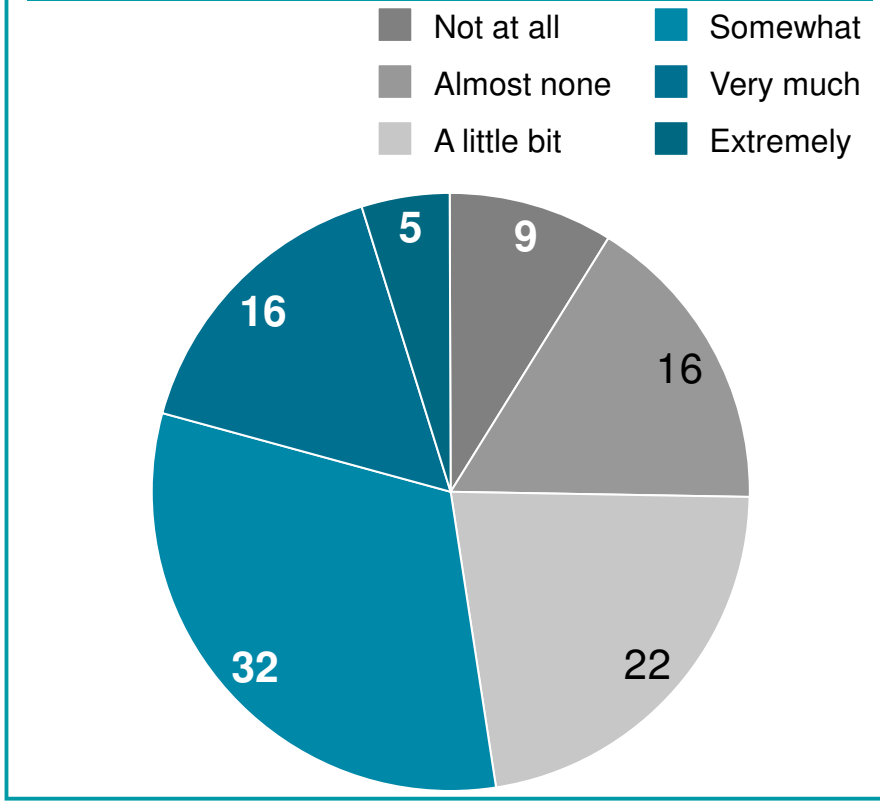
Please indicate the extent to which you agree with the following statement: “Our club is aligned with the USSA’s vision of being 'Best in the World"

Percent (n = 688)



Please indicate the extent to which you agree with the following statement: "USSA supports my club to achieve its mission (including supporting in areas of desired improvement and alleviating problem areas/concerns)"

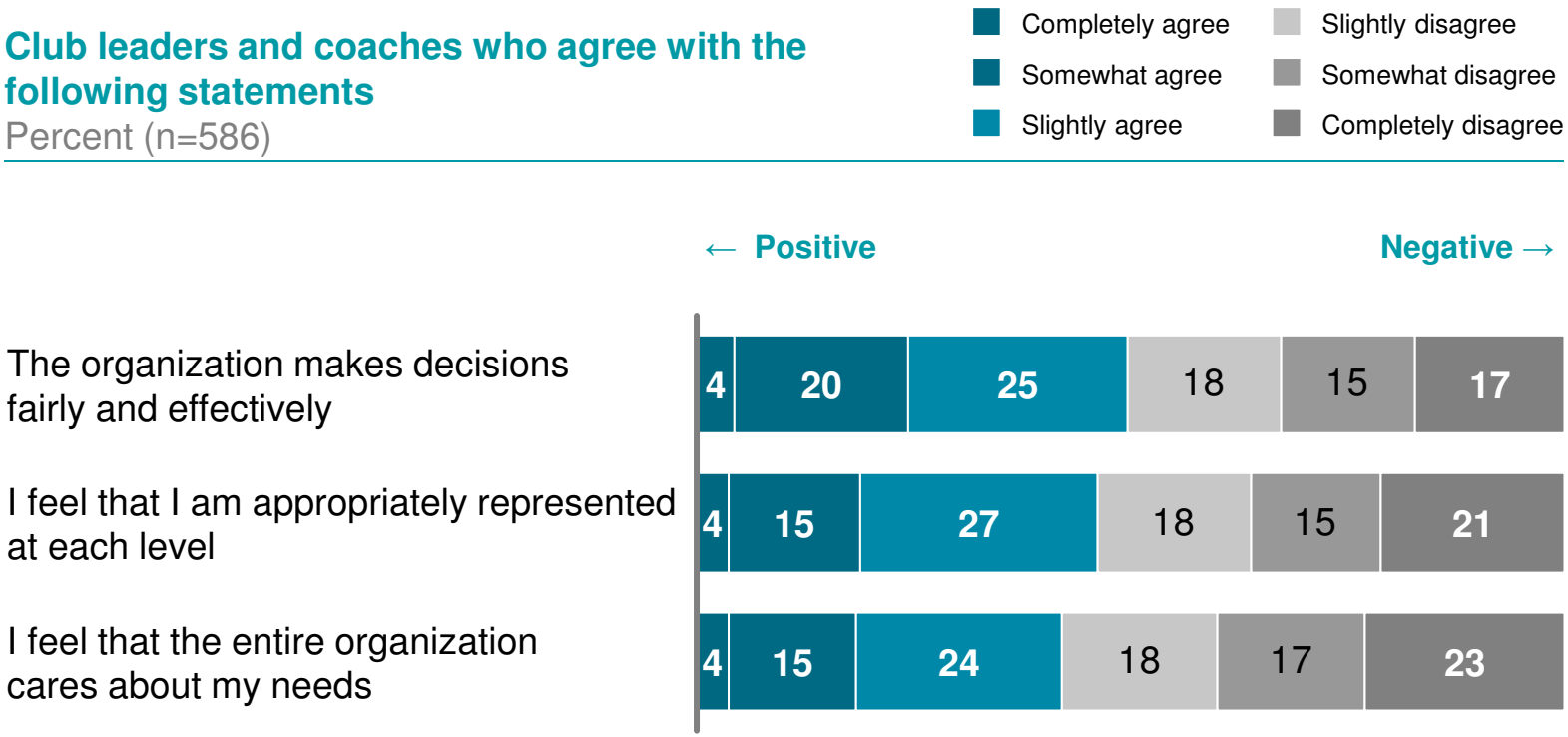
Percent (n = 690)



SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Questions 16 and 17

Club leaders and coaches feel underserved by the USSA organization as a whole

Club leaders and coaches who agree with the following statements
Percent (n=586)



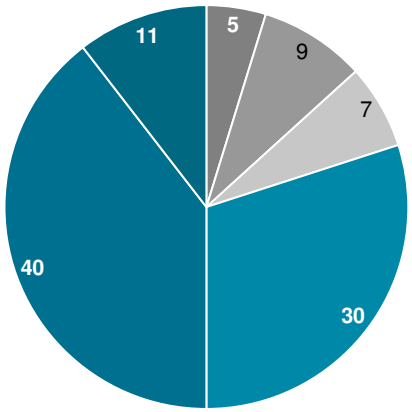
SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey, Q40

Eastern club leaders' and coaches' opinion of their region

Not role of region
Completely dissatisfied
Somewhat dissatisfied
Slightly dissatisfied
Slightly satisfied
Somewhat satisfied
Completely satisfied

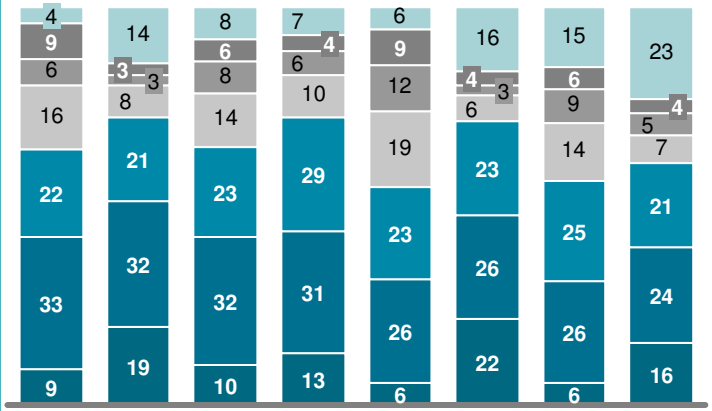
How would you describe your overall satisfaction with your REGION (Eastern)

Percent (n = 304)



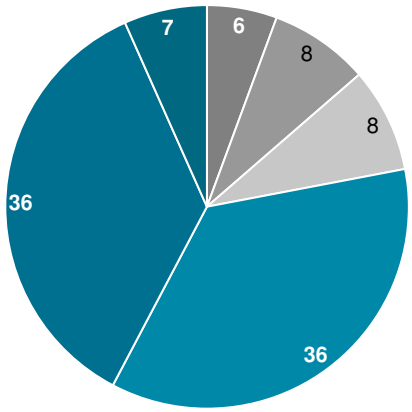
Please indicate your level of satisfaction with your REGION in the following areas:

Percent (n = 291)



Please indicate the extent to which you are satisfied with your rate your REGION in terms of its governance and decision-making?

Percent (n = 293)



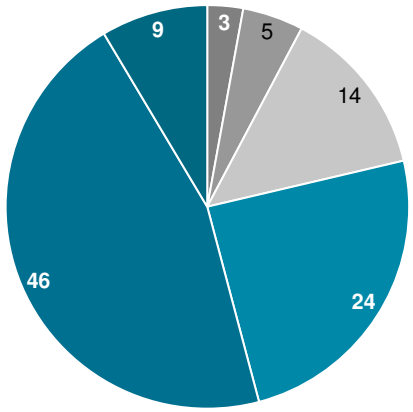
SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Questions 46, 49 and 50

Rocky/Central club leaders' and coaches' opinion of their region

Not role of region
Comletely dissatisfied
Somewhat dissatisfied
Slightly dissatisfied
Slighty satisfied
Somewhat satisfied
Completely satisfied

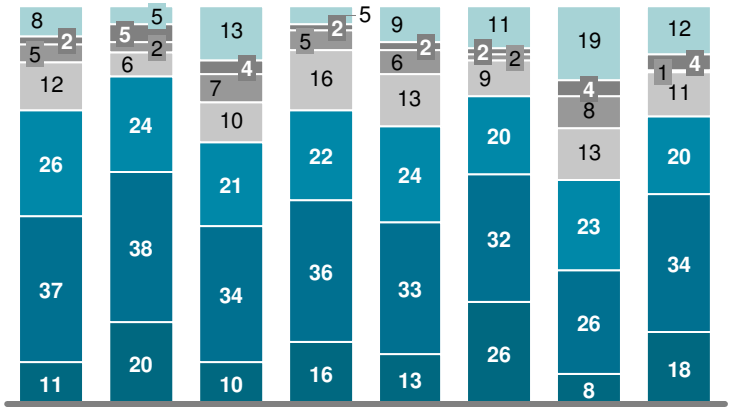
How would you describe your overall satisfaction with your REGION (Rocky/Central)

Percent (n = 140)



Please indicate your level of satisfaction with your REGION in the following areas:

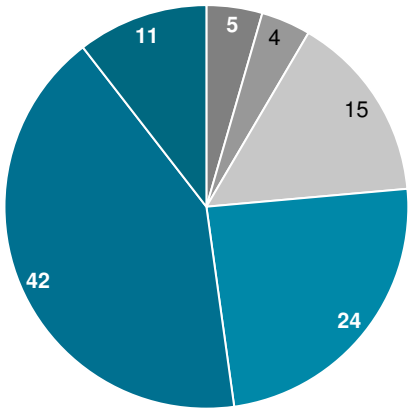
Percent (n = 135)



Deliver- ing elite- level training (camps, etc.)
Setting up the racing sche- dule
Provid- ing infor- mation on tech- nique and skill develop- ment
Athlete selec- tion and talent identifi- cation
Deliver- ing coach training programs
Hosting racing events
Provid- ing in- forma- tion on general athlete develop- ment (general fitness, nutrition, psychology)
Facili- tating race registra- tion

Please indicate the extent to which you are satisfied with your rate your REGION in terms of its governance and decision-making?

Percent (n = 132)



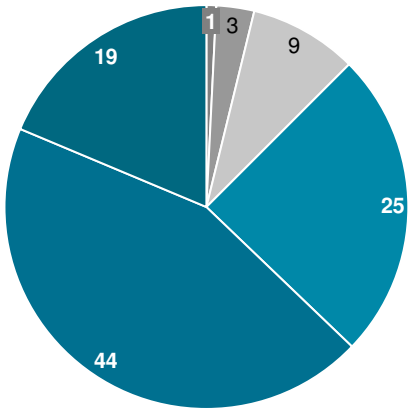
SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Questions 46, 49 and 50

Western club leaders' and coaches' opinion of their region

Not role of region
Comletely dissatisfied
Somewhat dissatisfied
Slightly dissatisfied
Slighty satisfied
Somewhat satisfied
Completely satisfied

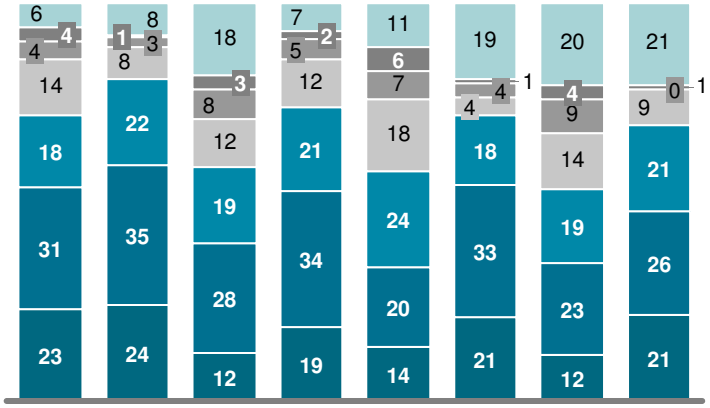
How would you describe your overall satisfaction with your REGION (West)

Percent (n = 129)



Please indicate your level of satisfaction with your REGION in the following areas:

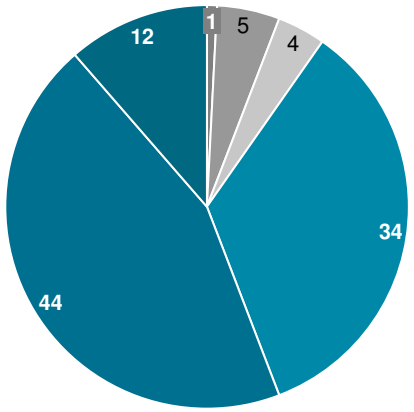
Percent (n = 118)



Deliver-ing elite-level training (camps, etc.)
Setting up the racing sche-dule
Provid-ing infor-mation on tech-nique and skill develop-ment
Athlete selec-tion and talent identifi-cation
Deliver-ing coach training programs
Hosting racing events
Provid-ing in-forma-tion on general athlete develop-ment (general fitness, nutrition, psychology)
Facili-tating race registra-tion

Please indicate the extent to which you are satisfied with your rate your REGION in terms of its governance and decision-making?

Percent (n = 122)



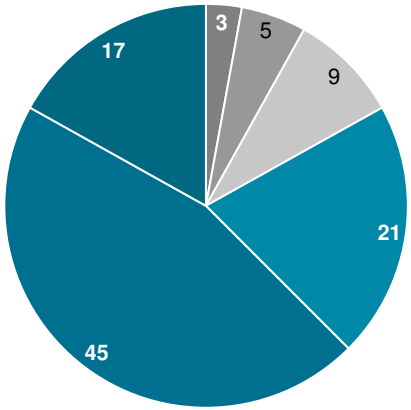
SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Questions 46, 49 and 50

Club leaders' and coaches' opinion of their divisions/ states

Not role of division/state
Completely dissatisfied
Somewhat dissatisfied
Slightly dissatisfied
Slightly satisfied
Somewhat satisfied
Completely satisfied

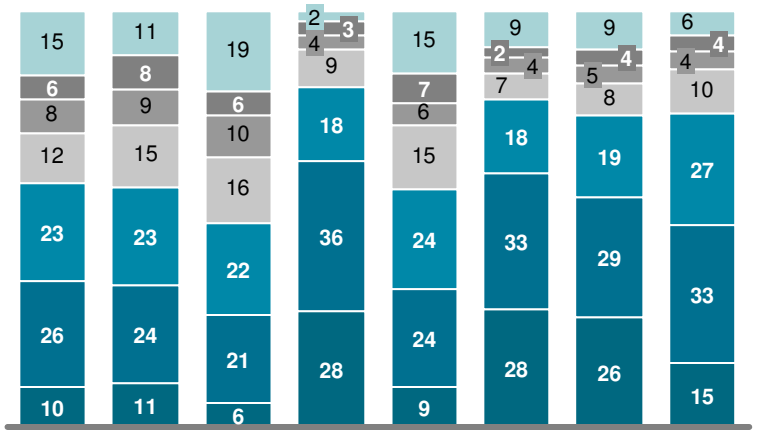
How would you rate your overall satisfaction with your DIVISION/STATE

Percent (n = 588)



Please indicate your level of satisfaction with your DIVISION/STATE in the following areas

Percent (n = 576)



Providing information on technique and skill development

Delivering coach training programs

Providing information on general athlete development (general fitness, nutrition, psychology)

Setting up the racing schedule

Setting up the racing schedule

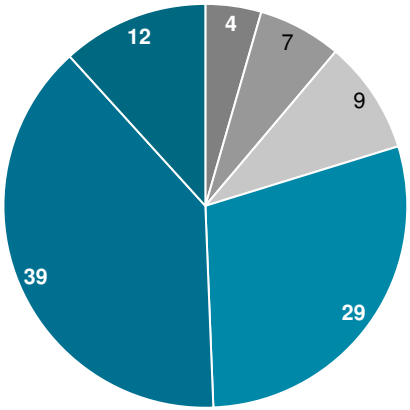
Hosting racing events

Facilitating race registration

Athlete selection and talent identification

Please indicate the extent to which you are satisfied with your DIVISION/STATE in terms of its governance and decision-making?

Percent (n = 570)



SOURCE: 2013 USSA McKinsey Club Leader and Coach Survey Questions 41, 44 and 45

For athletes and parents, costs of alpine participation are high and vary by club/ region - and payments are complex to navigate

Fee type	Description	What you get	Cost	Frequency	Collection
USSA membership	Competition license and membership dues	Results tracking, Ski Racer Magazine, Secondary health insurance, ability to qualify for special teams	$80-150	Annual	USSA
State/Divisional membership	Dues to belong to state or divisional association; only required by some states	Ability to compete in state or divisional races	$10-50, and highly variable ; more when races fees included	Annual	▪ USSA (as part of annual membership 'add-on') for ME, NJ, PA, Alaska, Far West, Intermountain, Northern, PNSA, and Central and Rocky Mountain Divisions ▪ State/ Division for others (as separate fee)
Club membership	Membership dues for club; may be included in tuition cost	Membership dues for club; may be included in tuition cost	0+	Annual	Club
Coaching and tuition	Cost of training and education; may be charged as package or a la carte	Varies, depending on club; may include ski pass, all coaching, or only certain parts	Varies widely	Annual	Club
USSA or FIS Race head tax[1]	Cost per race for participation	Race entry	$10	Per race or per season	USSA or club organizer; paid to USSA
Divisional, State head tax/race enrollment[2]	Cost per race for participation; divisional and state taxes only apply to some geographies	Race entry	$1-12/ $5-60	Per race or per season	Region/ club organizer or USSA (if using USSA on-line system); paid to State/Div
FIS membership	FIS competition license; applies to 16+	Ability to qualify for FIS races	$85	Annual	FIS or club

1. USSA Race head tax for scored races (either USSA or FIS) is $10; non-scored races do not have head tax
2. Race enrollment costs include all race costs and head taxes as well as base USSA fee per race; enrollment fees typically ~$35-45 (including $10 USSA tax if applicable) and do not include lift ticket prices

SOURCE: Interviews, club sites, USSA materials

Contents

- Project overview and executive summary
- Summary assessment of current USSA governance/ organization, communications, and club/ member support
- Recommendations and planned path forward
- **Appendix – details of assessment, key findings and recommendations**
  - Organization and governance
  - USSA revenue and expense summary
  - Summary of interview and survey findings
  - **Summary recommendations with further detail**
  - Learnings from best practice “federated model” NGBs and non-profits

Summary of major recommendations for USSA

A — Strengthen club and member value

1. Increase USSA field-based resources to deliver athlete coaching, coach training, comp mgmt and club support - and better integrate to facilitate club, division/ state and region interactions
2. Improve coaches education and tools, and make them more accessible
3. Build and enhance club programs and services (e.g., group buying, marketing support, fundraising guidance, club leadership)
4. Strengthen overall member value proposition

B — Improve communications

1. Involve key stakeholders (e.g., club leaders) early and often in program development and decision-making, with more open and transparent communications and direct contact with USSA staff and clubs (through more "boots on the ground")
2. More actively engage the membership by providing targeted content tailored by audience, through improved delivery vehicles
3. Create forums for best practice sharing among club leaders and coaches

Fully supported and in process of imple-mentation by USSA[1]

C — Enhance and streamline governance

1. Clarify roles and responsibilities at all levels, and establish a direct channel between the USSA and the clubs for development
2. Streamline and standardize governance structures and operating procedures (bylaws), and align missions at all levels
3. Establish affiliation agreements at all levels and club performance management approach
4. Standardize fees and centralize collections to improve member experience and capture efficiencies

Requires broader support at regional, state/div, and club levels to implement

In accordance with best practice federated NGB model

1 Actions are prioritized across three stages: 1) actions to take now with no incremental cost, 2) high-priority actions to take as soon as funding allows, and 3) additional actions as incremental funding is available. Total incremental cost for all actions currently estimated at ~$1-1.5M.

A Strengthening club and member value - through additional field-based resources and enhanced club/coach services

1 Increase field-based resources

- Fill open Eastern Coach position, reinstate full funding of Eastern youth coach/ coordinator
- Create a more integrated "field services" organization to deliver integrated field-based programs and resources to clubs
  - Establish "Alpine Program manager" role to manage all key regional/field-based resources
  - Establish Regional Director roles (starting with East only) reporting into Alpine Program manager, into which competition mgmt/admin, field-based coaches ed (and possibly youth coaches/ coordinators) report - to ensure integrated regional planning and help facilitate/ coordinate delivery of club support programs/services (fill Eastern director position immediately, and potentially add Western and R/C director positions as funding permits)
  - Establish "Club Development manager " role (with club consulting support) - reporting to the Sport Education director - to develop/ deliver club services and understand/ advocate for club needs, working with Alpine program mgmt
  - As funding permits, add youth coordinator/coach and field-based coaches education staff (seasonal) in West and R/C

2 Improve coaches education and tools

- Revise timing, method of delivery, and cost of coaches education programs to address needs of part-time coaches
- Develop more pre-packaged, easy to consume coaching materials (e.g., apps, booklets, etc., possibly tied to AMP) to translate concepts directly into on-hill coaching and feedback to athletes
- Offer additional on-hill exposure opportunities for coaches through invites to dev camps, onsite regional coach visits, etc.
- Continue to develop and promote existing in-house delivery of Level 100 and select clinics

3 Build and enhance club services

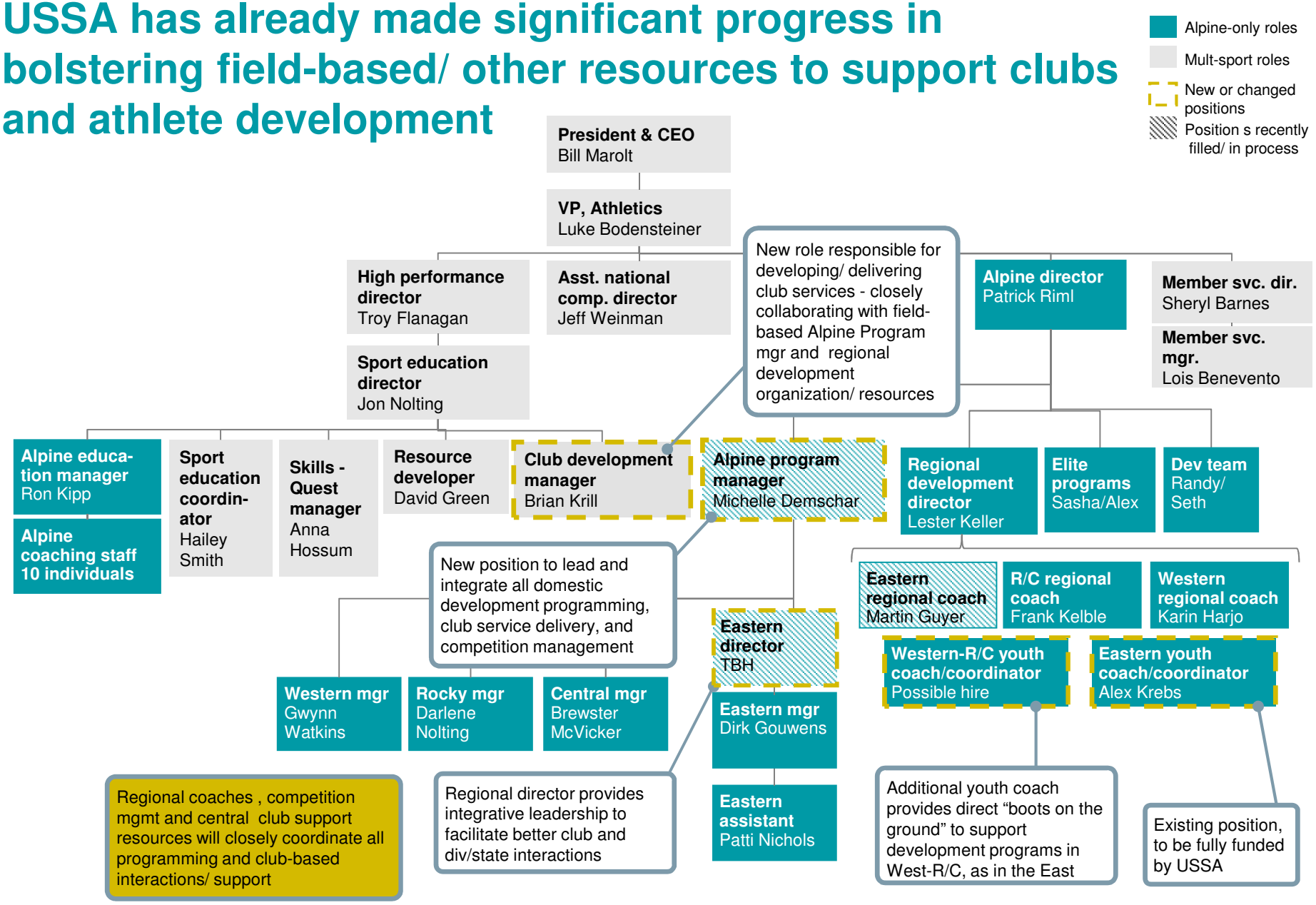
- Provide central buying/discount programs for commonly purchased items (e.g., gates and equipment, other)
- Offer a "Club Leadership" program that provides clubs with recruiting, fundraising, and operations expertise and support
- Facilitate improved club - ski resort relations both at national and local level, advocating on behalf of clubs using economic impact data and providing standardized templates for agreements
- Make co-branded marketing materials (banners, development and marketing posters, etc.) available to clubs as part of overall club membership "package"
- Offer centralized IT platform to support race scheduling, athlete management, and other applications – accessible to clubs
- Explore opportunities to reduce regulatory burden of USSA rules and policies (e.g., fewer officials, less expensive timing equipment) for non-scored races
- Increase value of USSA brand within and outside of ski clubs (currently de-emphasized to USST, snowboarding, etc.)
- Hold USSA Congress in a region (including East) vs. Park City every other year, and evolve "Excellence" seminars to allow for discussion/informing clubs on key issues and opportunities to improve
- Hold select U16/18 camps/national projects and NorAms/championships in the East (as conditions allow)

4 Strengthen overall member value proposition

- Create responsibility for membership value and clearly assign to USSA COE employee
- Improve communication/ promotion of existing member benefits; also expand member discounts and other benefits, e.g.:
  - Offer access to exclusive merchandise for USSA members
  - Provide exclusive USSA content on website, and other "unique" experiences available only to members
- Re-launch "lower-tier" USSA affinity membership (e.g., for HS/ex-racers, fans) to build awareness/ generate add'l revenues

PRELIMINARY

USSA has already made significant progress in bolstering field-based/ other resources to support clubs and athlete development



SOURCE: USSA 2012 Strategic Plan, USSA staff interviews; McKinsey analysis

Summary job descriptions for key USSA roles

	Reports to	Location	Duties/responsibilities
Alpine Program Manager (Michelle Demschar)	▪ Alpine Director (Patrick Riml)	▪ Park City	▪ Direct and manage all race programming/ competition management ▪ Help plan and integrate domestic non elite programming, coaches education and field-based service delivery to the clubs, divisions/ states and regions
Club Development Manager (Brian Krill)	▪ Sport Education director (Jon Nolting); close collaboration with Alpine Program Mgr (Michelle Demschar)	▪ Park City	▪ Direct and manage all club programs (e.g., club certification, club leadership program, group buying, other club services/ software tools) ▪ Be a general advocate for the clubs, collect feedback, and ensure that their voice is heard
Regional Alpine Development Director (Lester Keller)	▪ Alpine Director (Patrick Riml)	▪ Park City	▪ Direct, plan and manage/oversee the entire regional alpine development system - including camps/ projects and competition planning, selection process, etc; manage regional coaching staff, including youth coaches
Eastern director (and possibly other region directors in future)	▪ Alpine Program Manager (Michelle Demschar)	▪ In-region	▪ Manage all competitions/ registration within the region ▪ Help plan and integrate all in-region USSA programs and services for clubs, and serve as primary point of contact for region, state/ div, club & member issues
Regional coaches	▪ Alpine Development Director (Lester Keller)	▪ In-region	▪ Organize, run and execute all U21/ U18 and select U16 in-region elite coaching
Youth coaches / coordinators	▪ Alpine Development Director (Lester Keller)	▪ In-region	▪ Organize/ run all U16 and below in-region programs/ projects, and support coaching at clubs

Several improvements are under consideration to improve coaches education – a critical club need

Primary issues with current coaches education:

- **Accessibility**
  - Many coaches work during the week and coach on the weekends
- **Cost**
  - Especially full-time coaches have a hard time justifying the money (and time away from work) to get certified when there is little perceived upside (e.g., no increase in pay)
- **Applicability**
  - While most thought coaches education was very helpful, they need tools to help them in everyday situations

Possible solutions under consideration:

- **Improve Accessibility**
  - Night clinics to capitalize on cheaper hill space (easier for coaches to attend after training or after work)
  - Clinics outside of local and regional competition season
  - Clinic schedule set six months in advance, without cancellations
- **Reduce Cost**
  - Offer more online courses (like the Fast Track program), even if not towards a level of certification
  - Deliver more at-club "free" / subsidized coaching – potentially around key competitions
  - Continue to promote in-house Level 100+
- **Enhance Applicability**
  - Provide more information/tools that are more targeted around what to do with kids at each phase of development, to help them perform as outlined in the ATS

PRELIMINARY

Several enhancements in USSA's club services are planned, many of which will directly impact athlete development

	Owned/ delivered by	Example costing model	Description
Group buying/ discounts	▪ Marketing	▪ Included with club membership	▪ Discounts on equipment through early-season bulk buying ▪ Additional discounts on clothing
Club certification	▪ Club Development manager	▪ Included with club membership	▪ Allows clubs to certify against important criteria, ensure safety/compliance for their athletes, and gain access to USSA-provided club support/ services
Club consultation services	▪ Club Development manager, with contract club consultants	▪ Additional on a per club basis	▪ Gives club leaders an opportunity to have a thorough review of their clubs conducted, with recommendations on operations, marketing/promotion, other best practices
Overall "Club Leadership" program	▪ Club Development manager	▪ Included with club membership; nominal registration fee	▪ Best practices in leadership, hill space negotiations, marketing/promotion, operations/finances, fundraising, etc. - delivered in documentation (like the club handbook) & USSA webinars/ other forums (delivered by USSA and best practice club leaders)
Club-delivered coaches education	▪ Alpine Program manager, with Sport Education support	▪ Included as scheduled; add'l available for subsidized fee	▪ Additional field-based resources will deliver in-club coaches education on topics like SkillsQuest, general racing, parent/athlete management and expectations, etc – to supplement existing education
Club tools/ technology support	▪ Club Development manager	▪ Included for most tools; AMP may be additional	▪ Improved overall IT platform to facilitate improved race registration, scheduling etc - as well as common tools for athlete management and tracking (AMP)

FOR DISCUSSION

The full set of value provided to clubs and coaches can be better communicated today, and enhanced over time

USSA value to clubs and coaches for membership:

Current offerings

- Online content and webinars for coach's education
- Printed handbooks
- Excellence newsletter
- Creation and delivery of Alpine Training System and SkillsQuest
- Coaches certification program
- Personal accident insurance for coaches
- Club recognition program
- Club liability insurance program (for members and staff during training and competitions)
- Club conferences (USSA Excellence)
- Free access to race scoring software
- Sport-specific competition guides
- USSA event insurance
- Global Rescue discount

Proposed near-term enhancements

- Club certification to indicate legal, safety, and athletic compliance
- More convenient and affordable delivery of coach's education and SkillsQuest through field resources
- Revised webinars and online content for both coaches and club leaders
- Club Leadership program – with best practice sharing for resort relations, fundraising, marketing, working with parents, etc
- An opt-in audit/consulting service to review and enhance the club's operations
- Group buying program for procurement of discounted club equipment (fences, drills, gates, etc.), discounts for other supplies and expenses (office supplies, vans, travel, apparel/uniforms, etc.)
- AMP athlete management software
- Online Q&A forum with USSA management

Proposed longer-term additions

- Centralized web platform to manage registration, payments, waivers, schedules, etc.
- Mobile athlete and event management app (AMP+)
- More compelling career paths and incentives for coaches who achieve higher levels of certification
- Coach mentoring program

In addition, need to better 'package' and communicate USSA club-based offerings that come with membership

PRELIMINARY

USSA also plans to improve offerings and value provided to athletes and parents

USSA value to athletes and parents for membership:

Current offerings

- Ski Racing magazine
- Operation of centralized MyUSSA site for athlete rankings and information
- Personal accident insurance for competitors
- MyUSSA benefits package
- Webinars for parents
- Development of athletic information / best practices
- Delivery of athletic programs (e.g., SkillsQuest)
- Member discount program
- COE TV clips

Possible near-term enhancements

- Enhanced webinars and online content for parents and athletes (e.g., on how to best support your athlete, the importance of SkillsQuest, best practices for nutrition, conditioning, sports science, equipment, and mental aspects of the sport)
- Explicit communication of what can be expected at each level of progression (degree of financial and personal commitment)
- Improved member discount program (e.g., more offerings, bigger discounts at retailers, exclusive access/ information offers, etc.)
- Easier to access and tailored COE TV clips by age group / ability
- Enhanced affinity/non-racing membership tier for domestic and foreign fans – to include access to exclusive website content, newsletters, SkillsQuest content, merchandise - for a nominal fee

Possible long-term additions

- Centralized web platform to manage registration, payments, waivers, schedules, etc.
- Successful development of mobile athlete and event management app (AMP)
- Lift ticket discounts with NSAA resorts
- Increased US Ski Team interaction and engagement through the website in the form of blogs, videos, interviews, etc.

In addition, plan to better 'package' and communicate USSA benefits that come with membership

B Improving communications - more frequent, more open/transparent, and more tailored to different stakeholders

1 Involve stakeholders early and often

- Identify critical information that should be openly communicated and disseminated broadly and frequently to key stakeholders (e.g., scheduling, NorAm plans, selection criteria, regional spend/plans), and ensure consistent delivery
- Determine which decisions and information require transparency and input and create a process throughout the year to engage clubs, members and divisions /states in two-way communications on these decisions / information (e.g. , through member/ coaches surveys, USSA Spring Congress Breakouts, club visits)
- Incorporate feedback loops into existing decision-making and planning processes, and strengthen communications capabilities to help support these processes:
  - Create more opportunities for in-person communication and discussion (utilizing existing governance bodies/ forums – i.e., ASC and Regional ASCs/ACCs, USSA Congress)
  - Establish resources for clubs and members to provide input (e.g., USSA field-based resources/ "boots on the ground")

2 Provide more targeted content, tailored by audience

- Improve targeted messaging to each stakeholder, and provide more tailored content through appropriate channels
  - Create a plan for each stakeholder that includes priority, needs, important messages, the ways and timing to deliver those messages - and the USSA groups responsible for developing content and communicating with each
- Improve USSA email database and develop capabilities across a wider range of information delivery / messaging vehicles to deliver more targeted content in a timely and engaging manner
  - Improve existing vehicles (e.g. improve navigability and content of USSA website, rework/ensue accuracy and completeness of listserves/email databases for delivery of more targeted information by stakeholder)
  - Support new communication methods / channels (e.g. conference calls, webinars, on-line forums, podcasts)
- Bolster USSA Communications Department to support execution against the above recommendations
  - Add Content Director position
  - Build additional capabilities and tools in email engagement/tracking, social media, etc.

3 Create forums for best-practice sharing

- Create USSA forums to foster more "club-to-club," "coach-to-coach," and USSA best practice sharing
  - Establish online club leaders and coaches forums to ask questions and post ideas/issues
  - Develop process to identify and recognize club/coach success stories, and publish in monthly newsletters
  - Hold conferences calls, forums and /or webinars to discuss best practices and provide how-to guidance

USSA plans to improve communications with clubs, states/ divisions and overall membership – general guidelines adopted

- Communicate “early and often” to key groups (esp. with race scheduling, selection criteria), increase transparency in all activities (including more detail in annual report/plan, finances, plans, etc.)
- When central decisions are made, clarify rationale behind them
- Emphasize more in-person communication through formal and informal mechanisms (e.g., town halls – could be connected to championships/events, open feedback during other events, club visits, etc.)
- Ensure there are feedback processes incorporated as part of development process, where feedback is regularly reviewed and evaluated (e.g., fully analyzing/incorporate member surveys, etc.)
- Utilize/ leverage proposed USSA field-based resources (as well as existing ASC/ governance structures) to communicate more effectively and serve as USSA point of contact with clubs, states/divisions and regions

Also plan to hold USSA Congress in a region (vs. Park City) every other year and evolve “Excellence” seminars to foster more club discussion on opportunities for improvement

Institutionalizing more feedback loops will help support two-way communications, leveraging existing forums where possible

	Mechanisms	Recommendations
Optimize existing structures for feedback	• Congress	• Add day on front-end of Congress to discuss and receive feedback on key plans, including Q&A session • Integrate break-out sessions into Congress with cross-stakeholder groups (e.g. clubs leaders mixed with coaches and division leaders) tasked with thinking about a certain topic
	• Surveys	• Revise member survey to be shorter and ask targeted questions • Implement annual club and coach survey • Develop process to analyze and review survey responses, and generate initiatives based on outcome • Publish and communicate results
	• Regional events	• Hold more formal meetings at regional events to discuss ongoing USSA plans and gather grass-roots ideas
Develop additional resources	• Town Halls	• Hold regional town halls (once per region per year) to which broad membership is invited and that are webcast to allow members to ask questions, see USSA leaders, and raise suggestions
	• Club Council/ • Sounding Board	• Establish formal or informal group composed of stakeholders and key influencers from across organization that can be convened or used via conference call to test, get feedback on, and refine key plans
	• Point person/ field-based resources	• Define point person at USSA to serve as contact for each stakeholder group, responsible for being a resource to group and gathering phone, email, and in-person feedback – leverage field-based resources
Build two-way communication into processes	• Feedback idea generation	• Develop process to review and synthesize feedback that comes to USSA on ad-hoc basis • Set aside time to develop recommendations based on feedback
	• Plan refinement	• Build dedicated time into planning process to review initial plans with key stakeholders • Refine plans based on feedback

SOURCE: Source

PRELIMINARY

Communication should be early and often; example of types of information to communicate and proposed audience and timing

Information	Description	Audience	Rationale	Timing
Organization decisions and transparency	Increase early and mid-process communication around USSA decisions; increase transparency about plans and spend in annual report	Athletes, coaches, officials, clubs, divisions	Involve membership more; address concerns that USSA is a bit of a black box	In annual report; as needed, depending on key decision cycle
Membership value, benefits and discounts	More prominently publish overview of all member benefits, including links to more detailed information and external sites offering discounts	Athletes/parents, coaches, officials, clubs	Understanding value of membership is critical to creating USSA loyalty and buy-in	Annually, upon joining, and as new benefits developed; available on ongoing basis
Race scheduling, especially NorAms and Nationals	Work with scheduling department to schedule races early and communicate key races through multiple channels	Athletes/parents, coaches, clubs	Athletes and coaches need to plan season schedule; increase line-of-sight	USSA calendar in March, with information available on ongoing basis
Selection criteria for teams and events	Provide clearly defined selection criteria that remains stable within an Olympic cycle, and widely disseminate through multiple channels	Athletes/parents, coaches, clubs, regions, divisions	Clearly communicated criteria will reduce uncertainty and improve understanding of what it takes to make teams	Criteria developed every 4 years; annual communication pre-season, available on ongoing basis
USSA Team Academy	Clarify role of and plan for Academy as one of multiple paths to ski team; clarify how it fits with other academies	Athletes/parents, clubs	Reduce anxiety about addition of academy and competition with academies	Immediate overview communication, annual communication about program as option
Sports science, training tips, nutrition	Deliver the best of USSA's R&D to the members in posters, clinics, webinars, articles, etc.	Athletes/parents, coaches, clubs	Build membership value and loyalty and make all members feel elite	Quarterly or as-needed/as new info becomes available

SOURCE: Team analysis, 2013 Club leaders and coaches survey, interviews

PRELIMINARY

USSA should implement two feedback processes; one that occurs throughout the year, and one for critical decisions

Annual flow of two-way communications

Spring
- Member survey
  - Conduct survey of members
  - Analyze and review results
- Spring Congress
  - Breakout sessions (e.g. for clubs, coaches) to discuss key plans for the season
  - Question and answer session

Summer
- Member survey
  - Develop recommendations based on outcomes
  - Begin initiatives based on recommendations

Fall
- Club visits
  - Take pulse on the ground
  - Discuss outcomes of plans, gather feedback
- Communicate outcomes of survey
- Dedicate time in planning process for following year to incorporate feedback

Winter
- Regional event meetings
  - Take pulse on the ground
  - Discuss ongoing plans
- Town Hall (one per region)
  - Question and answer session
  - Small group sessions to raise regional/divisional issues

Ongoing email/phone/ in-person feedback

Communications and feedback loops should be closely integrated with and leverage existing governance and planning processes

Critical one-time decision feedback loop

Blue italics — USSA not doing regularly today

Critical decision or change identified
(e.g. key planning need, sports advance, or change in training)
- USSA pinpoints key decision
- *Clubs and divisions alert USSA*

Appropriate USSA department **generates initial plan**

USSA **identifies key stakeholders** affected by decision

USSA meets with stakeholders and additional resources to **review plans, get feedback**

Plans revised, final plan developed by USSA

Messaging developed, plans *syndicated with stakeholders* **and broadly communicated**

Ongoing and open discussion

Established resources for additional information and feedback

Existing governance bodies (National and regional ASCs/ ACCs) *Inform/ provide feedback*

Sounding Boards/ "Club Council"
Comprising key stakeholders and influencers that review and provide input on critical decisions

USSA feedback points of contact
USSA employees identified as point person for clubs/members who collect and review feedback

SOURCE: Expert and NGB interviews, team analysis

PRELIMINARY

USSA plans to communicate more targeted and tailored outbound and self-discovered information to improve customer value

	From	To
Emails	▪ One monthly "Excellence" email for all sports and roles ▪ News that is cross-sport	▪ Regular emails targeted by sport and audience (e.g., athletes, parents, officials, etc.) ▪ News that is tailored by self-specified sport and interest
Website	▪ Information is not organized by role/stakeholder or interest ▪ Content not regularly updated, limited new content outside of news	▪ Content (videos, handbooks, information) are organized by stakeholder (club leader, coach, athlete/parent, etc.) and regularly updated – with better overall navigation ▪ Easy to download and share

Based on the 2013 survey, club leaders and coaches are looking for information from USSA on:

- **Sport science, physical training, sport psychology**
- **Qualification criteria**
- **Athletic skill development**
- **Competition rules**
- **Marketing and fundraising best practices**

SOURCE: 2013 USSA/McKinsey survey, interviews

PRELIMINARY

USSA also plans to deliver more targeted information through improved distribution lists and analytics

- ✓ At annual USSA registration:
  - ✓ Ask for additional information that can be used to segment audience (e.g., role, gender, sports/ info interested in)
  - ✓ Require parent email for all racers under 18 in addition to athlete email address
  - ✓ Request members to check boxes to opt into the type of information they would like to receive (e.g., age specific athlete information, Ski Team news by sport, general parent and athletic info, member info/benefits/promotions, etc.)
- ✓ Scrub existing listserves and create/update individual lists for parents, athletes, coaches, officials, club leaders, volunteers, and division leaders (plus additional cuts as useful, e.g. female alpine racers)
- ✓ Develop more robust analytics to assess success of messages (e.g. track open rates, click through), and use statistics to inform ongoing changes/ enhancements

SOURCE: Team analysis, expert and NGB interviews

PRELIMINARY

USSA also plans to improve the navigability of the website and use it to communicate important information

Use the website as one-stop shop for the most important needs of members…

- Tailored portal for each audience
- Critical reference information that needs to be constantly available (e.g. rules, schedules)
- Engaging USSA news (including non-Olympic/WC)
- Information divisions and regions should be sharing (as a check to ensure it is being disseminated)
- Ensure fast downloading for remote connections

…and view it as a living initiative that must be revised on an ongoing basis

- Establish target engagement metrics for website
- Monitor data through analytics tool (e.g. Google analytics)
- Test messages and content for effectiveness and revise as needed
- Ensure constant update of information and timely posting of relevant news

Put key information across top bar in buttons, including calendar, selection criteria, and training and sports science

Add option to find a ski club in your area through zip code input on home page

Invest in search function to ensure appropriate and relevant results

Streamline and simplify interface

Tailor news to audience (i.e. athletes only see headlines relevant to them) and update more frequently; add "new" icon to alert members to recent news

Add link to list of key USSA staff contacts with title, email, and phone

Add important alert box for critical and time-sensitive information

SOURCE: Team analysis, expert and NGB interviews

USSA also plans to facilitate best practice sharing among clubs and coaches, through a variety of forums

Motivation: In the federated model, a key responsibility of the national organization is to develop and facilitate best practice sharing

Considerations in best practice sharing:

- Promote best practices as an opportunity rather than something that is evaluative or linked to financial rewards
- Set up mechanisms that are able to effectively identify best practices and innovations that should be highlighted and the best way to encourage dissemination
- Develop online forums to share best practices and determine if these need to be actively facilitated, or can simply be launched without ongoing monitoring

How USSA plans to facilitate best practice sharing:

- Establish online member-only forums, accessed through USSA portal, to enable coaches and club leaders to connect with one-another and share best practices or tips (as part of "Club Leadership" program)
- Hold USSA seminars/ webinars/ conference calls with interested clubs, coaches, and other members to disseminate best practices and share how-to guidance - featuring club leaders as speakers (as part of "Club Leadership" program)
- Establish blog or separate forum for USSA NGB to post relevant best practices ideas and guidelines for clubs
- Develop process and assign individual at USSA HQ to identify and collect examples of club and coach best practices - and publish in newsletters, other forums
- Ensure more direct contact with USSA staff among club leaders and coaches

C Enhancing and streamlining governance in accordance with 'best practice' federated NGB model will require several actions

1 Clarify roles & responsibili-ties

- Clarify roles, responsibilities and decision-making authority and processes for each level of the USSA organization
- Publish and share roles/responsibilities to ensure common understanding throughout the broader organization
- Improve functioning of existing ASC and its subcommittees by:
  - Using the Development and Education subcommittee more effectively to discuss club-based issues/ opportunities
  - Convene taskforces within ASC when issues arise beyond existing subcommittee roles
  - Clarify and improve linkages from national ASC to regional ACCs/ASCs and div/state level governing bodies

2 Streamline and standardize governance structures and align missions

- Adopt consistent bylaws (e.g., election policies, term lengths, voting procedures, etc.) across national ASC, regional ASC/ACCs and states/divisions (and ensure legal compliance); enforce through affiliation agreements
- Create more consistent sub-committee structure across the regional ACCs/ ASCs and state/division governing bodies to foster greater linkages to the national ASC and facilitate collaboration across geographies
- Publish governance information down to state/division level on USSA website (i.e., committee membership, bylaws, meeting minutes)
- Re-establish formal region-to-region governance body to foster greater alignment on policies/ processes among the 3 regions
- Evolve USSA mission and goals to better support vision of "Best in the World" and encompass roles of clubs; work with regions and states//divisions to better align missions with USSA
- Long-term, potentially explore redefinition of regional/divisional boundaries (e.g., possible elimination of regional layer, establishment of larger divisions)
- Further engage USSA Board of Trustees on key strategic / club-based issues (i.e., corporate marketing opportunities, resort relations, elite athlete funding)

3 Establish affiliation agreements and manage performance

- Establish and enforce affiliation agreements with states/divisions and regional ACC/ASCs
- Redefine club certification approach (excluding athlete performance criteria), re-enforced through clear affiliation agreements and defined incentives for participation (and consequences for non-compliance)
- Create online club performance rankings based on athlete performance (initially based on USSA points, later based on SkillsQuest results); tie to annual club recognition awards (e.g., most improved, top performance)

4 Standardize fees and centralize collections

- Centralize collection of USSA and state/ division member dues as well as head taxes (for scored races) to improve member experience and overall efficiency of collections
- Provide recommended ranges / guidelines for state/ division dues as well as type and amounts of overall head taxes/ race entry fees (e.g., bundled flat fee vs. per race) by athlete level, to foster greater standardization across USSA

These governance recommendations are informed by best practices and lessons learned from other federated model NGBs

Best practice area	Best practice description
Governance structure	Governance structures are defined in bylaws, are consistent across organization, ensure fair and balanced membership representation, and support the organizations' goals
Roles and responsibilities	Roles and responsibilities, including decision making authorities, are clearly defined and divided between the central entity and local affiliates
Organizational transparency[1]	Information on strategy, plans, finances/budget, local and affiliate performance, and value/services provided are accessible by all and regularly shared
Performance management	Performance targets and rule/policy standards clearly defined, with ongoing monitoring of both central and affiliate performance; affiliates enter into revocable affiliation agreements that determine primary policies, rules, procedures, and other requirements for being part of the org
Additional bodies that participate in governance	Ad-hoc or standing bodies and task forces are convened to deal with critical issues as they arise
Mission and vision alignment	Missions of central body and affiliates largely aligned towards common goal (with appropriate tweaking of local missions)

NGBs studied

- Swimming
- Gymnastics
- Figure skating
- Cycling
- Fencing

Other national ski federations also studied (e.g., Austria, Canada, Norway)

1 Addressed in communication section of th

SOURCE: McKinsey nonprofit practice, external research

PROPOSED; FOR DISCUSSION

Roles for key USSA entities in alpine athlete development need to be more clearly defined

Organization | Committee | Direct reporting | Collaborative decision-making | Value creating responsibilities

ATHLETIC DEVELOPMENT
Athlete development, coach training, national rules, club support

- Recruit and retain athletes, coaches and officials
- Develop athletes and coaches
- Host/administrate races

Clubs

Value

USSA field-based staff:
- Disseminate information to states/divisions and clubs[1]
- Deliver coaches education
- Deliver athlete development programs and training content
- Deliver club support programs
- Communicate/ seek feedback and inform HQ program development

USSA HQ staff/ NGB:
- Organize national races and national dev camps/ projects
- Develop coach & athlete education & training content
- Develop club programs & services
- Deliver shared services & procure discounts
- Promote/publicize the sport

USSA field-based staff

USSA NGB

Value

Value

States/divs

Regional ACCs/ASCs

Alpine Sport Committee

COMPETITION SERVICES
Race scheduling, competition management, local rules/ policies

- Organize local/state races
- Organize state/div dev camps
- Set local rules/policies within national guidelines
- Define local selection criteria (in accordance with NGB guidelines)

- Organize regional races
- Organize regional dev camps
- Define regional selection criteria (in accordance with NGB guidelines)
- Represent clubs in informing key ASC decisions

- Inform USSA staff decisions and program development
- Define national selection criteria
- Set national rules/policies

1 Includes selection criteria, policies, event information, sports science, team news, etc.

PRELIMINARY

Visions, missions and goals should be better aligned throughout USSA – from the NGB to the Divisions/ States and Clubs

	USSA NGB's current definition	Degree of alignment with Division/State and clubs' definitions, and opportunities to improve
Vision	Make the United States of America the best in the world in Olympic skiing and snowboarding	▪ While not in conflict, somewhat distant to many Divisions/ States and clubs who aspire to a broader development vision
Mission	Provide strong leadership that establishes and supports athletic excellence in accordance with USSA core values	▪ Significant variance in currently defined missions across the 15 USSA Division/ States and member clubs ▪ USSA NGB mission does not explicitly encompass critical roles and objectives of affiliates, nor address key club goals of sport growth, broad participation and a great athlete development experience
Goals	▪ Athletic excellence ▪ Financial strength ▪ Organizational growth ▪ Positive organizational image ▪ Strong partnerships	▪ Significant variation in stated goals across Division/ States and clubs – with inconsistent prioritization ▪ USSA's goals could be more specific, measurable, and time-bound - with more explicit link to club needs/ goals

Opportunity to work together to better align across the USSA organization

SOURCE: USSA website; McKinsey analysis

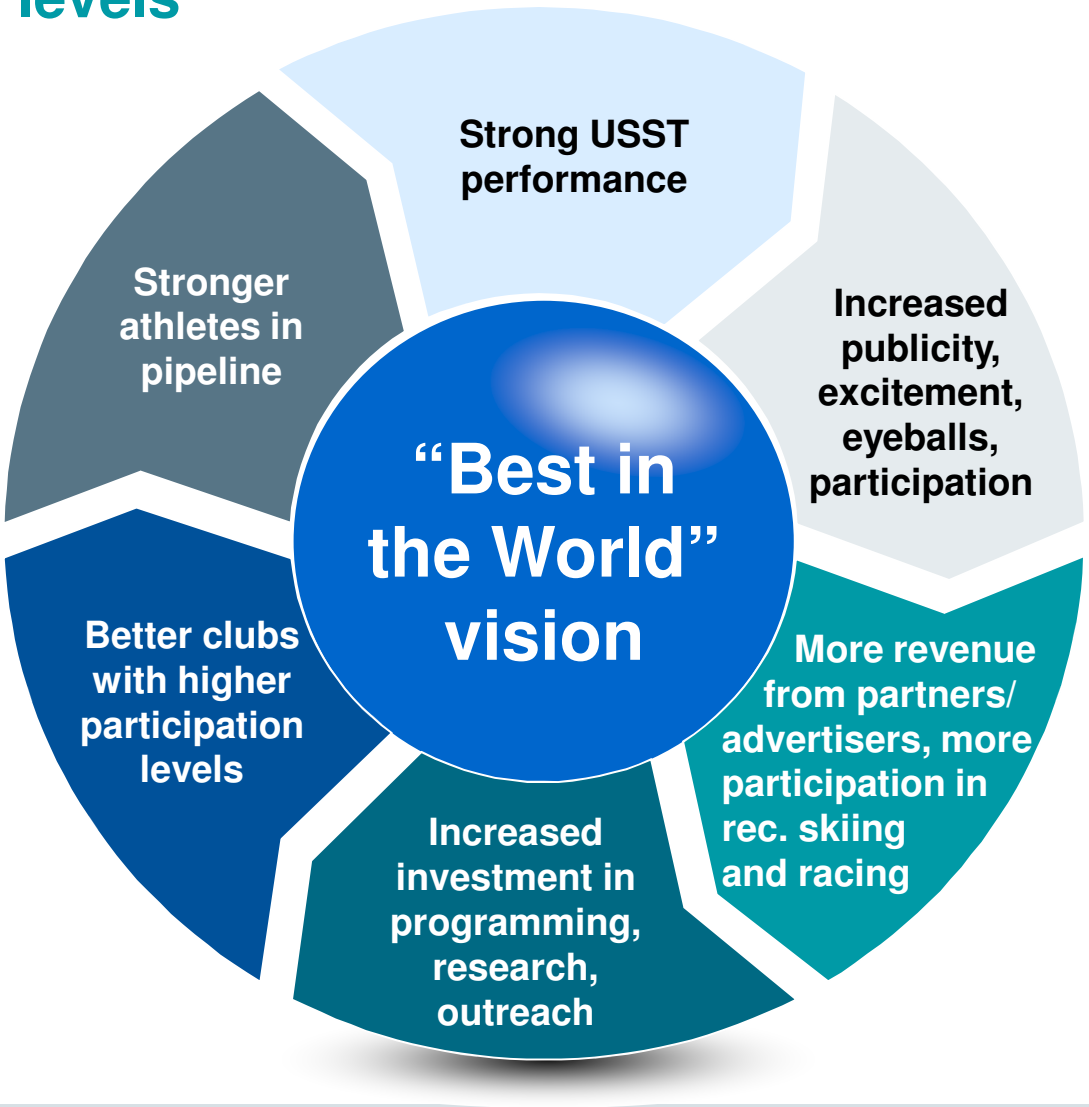
Comparing missions from example divisions/ states suggest significant variation and opportunity for greater alignment

Sample missions from states/divisions

MARA	• Unite alpine skiing organizations in Maine to promote amateur skiing competition • Link MARA members to USSA • Equal opportunity in competition
NHARA	• Create and support opportunities for all levels of athletes to reach highest potential in alpine skiing
TARA	• Promote development of ski competition and training programs • Cooperate and maintain relations with local, regional, and national associations • Provide and support facilities, financial assistance, and coaching
SARA	• Support athletic excellence • Promote development of ski competition and training programs • Provide and support facilities, financial assistance, and coaching
FarWest Division	• Promote participation and enthusiasm in alpine competition at entry, club, and elite levels • Provide financial support to athletes, coaches, and development projects • Fairly run competitive programs • Promote skiing development of young athletes • Support needs of Far West clubs, athletes, coaches, and members

- **Missions vary quite a bit across states/divisions**
- **Opportunity to ensure better alignment with overall USSA mission at division/state and club level – encompassing "Best in the World" as well as broader goals of the clubs – i.e., in providing fun and valuable experiences for young athletes of all levels and potential**

"Best in the World" is USSA's vision and mandate… and it can help foster a virtuous cycle that supports clubs and athletes of all levels



~60% of club leaders/ coaches are fully aligned with the **"Best in the World" vision,** with another ~25% partially aligned*

* Based on 2013 McKinsey/USSA club leaders and coach survey (423 total respondents)

Streamlining and standardizing governance practices throughout the USSA 'system' could improve overall USSA effectiveness and club / athlete performance

	General benefits[1]
Direction and alignment	▪ Organizational efforts directed toward a consistent set of objectives ▪ Tangential initiatives not in-line with objectives de-prioritized
Agility	▪ Faster and more efficient decision making at all levels ▪ Duplicated effort minimized ▪ Reduced bureaucracy and improved operational efficiency
Role clarity	▪ Direct and clear lines of communication ▪ Reduced organizational tensions ▪ Improved collaboration and best practice sharing through breakdown of silos
Fairness	▪ Better representation of constituent base through leader accountability ▪ Limited power consolidation in governance layers through term limits and fair nomination and election procedures
Risk management	▪ Increased oversight and control mechanisms throughout organization ▪ Ability to better monitor and ensure legal/ regulatory/ safety compliance

Benefits for USSA and member clubs/ athletes:

- More efficient operations and less time focused on internal politics / resource allocation,, enabling more resources to focus on athletic development and club support
- Faster and more effective decision-making on key policies/rules, allowing clubs, coaches and athletes to better prepare
- More balanced representation at each organizational level, with clear club voice
- Reduced joint liability and improved athlete safety throughout the broader USSA organization

1 Includes clear and standardized bylaws, clarified roles and responsibilities, streamlined and well-defined decision rights, mission and vision alignment and performance management processes

A single, consistent set of region and state/division bylaws that are aligned to best practices in nonprofit governance will more fairly represent USSA clubs and overall membership

Bold: Known deviation by region or division/state

	Example best practices
Voting policy	▪ **No proxy voting** allowed ▪ One vote per individual ▪ Allow voting by phone
Terms	▪ Usually 3-year terms ▪ **Usually 2 consecutive term limit** ▪ Optional provision to allow directors to return for more terms after a one-year sabbatical
Nominations & elections	▪ Nominations made 21 days in advance of the vote ▪ Most committee members **elected by constituents** (some will be defined ex officio[1])

	Example best practices
Represen-tation	▪ Ensure balanced representation across clubs/ stakeholders ▪ Cap the number of individuals from the same affiliation, i.e., the same club
Meetings	▪ Allow virtual meeting attendance by phone (preferred method over proxy voting to address geographic distance between members) ▪ **Meetings open to the constituent base** unless involving legal, personnel or disciplinary issues; publication of minutes/ agendas
Quorum	▪ Most commonly at least half of those who should be in attendance

NOTE: Certain bylaws such as eliminating proxy voting are typically required by non-profit corporation state law. At a minimum, regions and states/divisions should review existing bylaws for legal compliance

Eastern region currently out of compliance with some key elements

1 Positions populated by members who held specific previous offices according to policy

SOURCE: Board Source: Better Bylaws book and Nonprofit Governance Index 2012; USA Swimming LSC Bylaws; McKinsey analysis

TO BE DEVELOPED

Affiliation agreements between USSA and the regional ACC/ASCs as well as states/divisions can encourage consistency and organizational alignment

Scope and process:

- Establish affiliation agreements with the regional bodies and states/divisions – as part of an integrated, well-functioning USSA organization
- NOTE: The club certification program will include an affiliation agreement with the clubs

Best practices for affiliation agreements:

- Define commitments from central body and affiliates, ensuring sufficient commitment from both sides
- Delineate requirements for being a part of the organization
- Language of agreement should withstand the test of time, e.g., does not include dates or numbers which may change
- Define a set of escalation steps for non-compliance (e.g., revoking the right to conduct USSA sanctioned races and championships and use of USSA brand)

Potential commitments from regional ACCs/ASCs and divisions/states to USSA:

- Compliance with agreed upon governance practices and bylaws and legal compliance with state nonprofit governance laws
- Participation in USSA athlete and coaches training programs
- Annual submission of race calendar and selection criteria to USSA (by set date)
- Adherence to brand standards and vetting of branded communications with USSA communications department
- Regular monitoring of constituent member satisfaction and incorporation of results and feedback into planning
- Agreement to follow guidelines for Div/State (and region) add on membership fee and scored head taxes, as well as to centralized collections

From regional ACC/ASC only:

- Acknowledgement that they are under the authority of the national Alpine Sport Committee

From Divisions/ States only:

- Submission to USSA of form 990, balance sheet, income statement, bylaws and meeting minutes

Potential commitments from USSA to regional ACC/ASC and divisions/states:

- Use of the USSA brand and logo in communications
- Right to sanction scored regional championships and other races
- Additional sponsorship for top athletes to national races/projects
- Increased club and div/state support, as outlined
- Improved IT platform and timely distribution of agreed-upon fees/head taxes

FOR DISCUSSION

USSA Club certification should be explicit, separated from athlete performance, and be tied to clear club benefits

Club certification tier structure should be simplified:

- Retain club certified level
- Collapse gold, silver and bronze into a single medallion level for simplicity (or remove medallion entirely)

Focus club certification requirements exclusively on processes and practices:

- Retain club certification requirements for **minimum standards** in key operational areas, e.g., safety, legal compliance
- Retain medallion tier requirements for **high quality leadership, operations and programming** as outlined in the club certification pro forma (optional)
- Remove athlete performance criteria from all tiers

Current benefits tied to certification are intrinsic:

- Validate club in eyes of parents, athletes, resorts, and community
- Attract and retain more athletes
- Ensure compliance with USOC and other laws and regulations
- Ensure compliance with safety standards to protect athletes
- Enhance club's operational efficiency and business sustainability

Explicit value from USSA should also be linked to certification:

Club certified

- Use of USSA brand and logos
- USSA club banner
- Club listing on USSA website in "Find a Club" search results
- Right to host USSA sanctioned events
- Access to centralized club and field-based services

Medallion club

Benefits above plus:

- Medallion status indicator on USSA website in 'Find a Club' search results
- Medallion club certification plaque

FOR DISCUSSION

Once a club is certified by USSA, an explicit affiliation agreement should be established with USSA

Why have a club affiliation agreement?

- Ensures continued club compliance with athlete safety
- Ensures club alignment with athletic best-practice guidelines to provide optimal athlete experiences and opportunities
- Limits legal exposure/risk from unsafe/ unsound club activities
- Makes explicit USSA's ongoing support to the club and commitment to ongoing athlete development in that club, as well club use of USSA brand/logo and access to other benefits/ services

Key elements of the club agreement:

- Requires continued compliance with all of the requirements for club certification (e.g., club sport, safety, legal, etc.)
- Requires clubs to follow USSA guidelines and best practices for athlete development
- Encourages clubs to participate in and recommend their athletes participate in all key USSA programs (e.g., SkillsQuest) and camps/projects
- Head coach must be at least Level 200 certified(TBD), all U14 and above coaches must have Level 100, and the club must provide higher compensation for certified vs. non-certified coaches
- Non-compliance will result in club de-certification

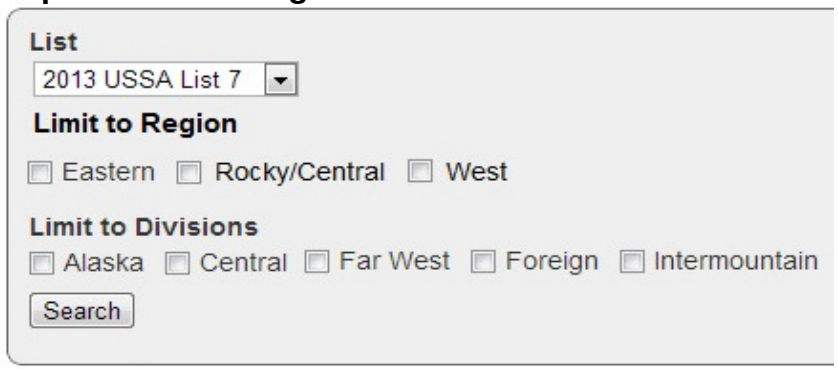
However, USSA must in tandem work to make coaches education/ certification much more accessible and less expensive

FOR DISCUSSION

Online club rankings based on athlete performance could provide key stakeholders with a view of club performance, stimulate friendly competition, and serve as objective basis for recognition

Phase 1: Based on athletes' USSA rankings/ points
Phase 2: Based on athletes' SkillsQuest medallions (as well as USSA points), which provides a better representation into athlete development at younger ages and encourages SkillsQuest adherence

Alpine club rankings



Rank	Points	Club	Region	Division
1	30,411.38	TBD	TBD	TBD

Proposed scoring method based on USSA rankings:

- Inverse the DH, SL, GS and SC rankings, i.e., top athlete is 1,000 points and sum
- Attribute member to club listed on most recent member registration
  - Require club in member registration but allow 'Unaffiliated' as an option
- Include top X members per club to avoid overweighting of the largest clubs, i.e., top 10

Presentation:

- Results searchable by region, state, division
- Update weekly with the ranking list

Inspiration for program:

- USA Swimming's Virtual Club Championships
- View at: USA Swimming / Member Resources / Swim Clubs / Recognition Programs / Virtual Club Championships

Sample potential rewards[1]:

- Alpine Club of the Year
- Most Improved Alpine Club of the Year
- Opportunity to sit on best practices sharing panel at USSA Congress
- Opportunity to present on USSA conference call/ webinar about club best practices

1 Due to fluctuation of the data, rewards based on club ranking should be upside only and not tied to large financial amounts

C4 GOVERNANCE: STANDARDIZE FEES/COLLECTIONS

Variety and difference in fees causes confusion among athletes and parents, and produces inefficiencies in collection

		Fee type	Athlete/parent pays
Annual membership		USSA membership	USSA directly
		State/Division membership	USSA directly for all but VARA, NYSSRA, NHARA, SARA, TARA – as part of annual USSA membership; however, varying levels and non-transparent to parent/ athlete in terms of what portion goes to whom
		FIS membership	USSA directly (pays to FIS)
Per race / head tax[2]	Scored	USSA/FIS entry fee/ head tax for scored race[1]	Club/race organizer, or via USSA on-line system; club/race organizer then pays USSA portion if they collect
		Regional, Division/ State entry fee/ head tax for scored races	Club/race organizer, or via USSA on-line system; club/race organizer pays to Region/Div/State if they collect
	Non-scored	Regional, Division/ State entry fee/ head tax for non-scored races	Club/race organizer, or via USSA or other on-line system; club/race organizer pays tax to Region/Div/State as relevant; highly variable fees, with only some charging head tax (i.e., East, West regions)

1 USSA portion of race head tax for scored races (either USSA or FIS) is $10
2 Clubs also pay to USSA a $40 calendaring fee per race

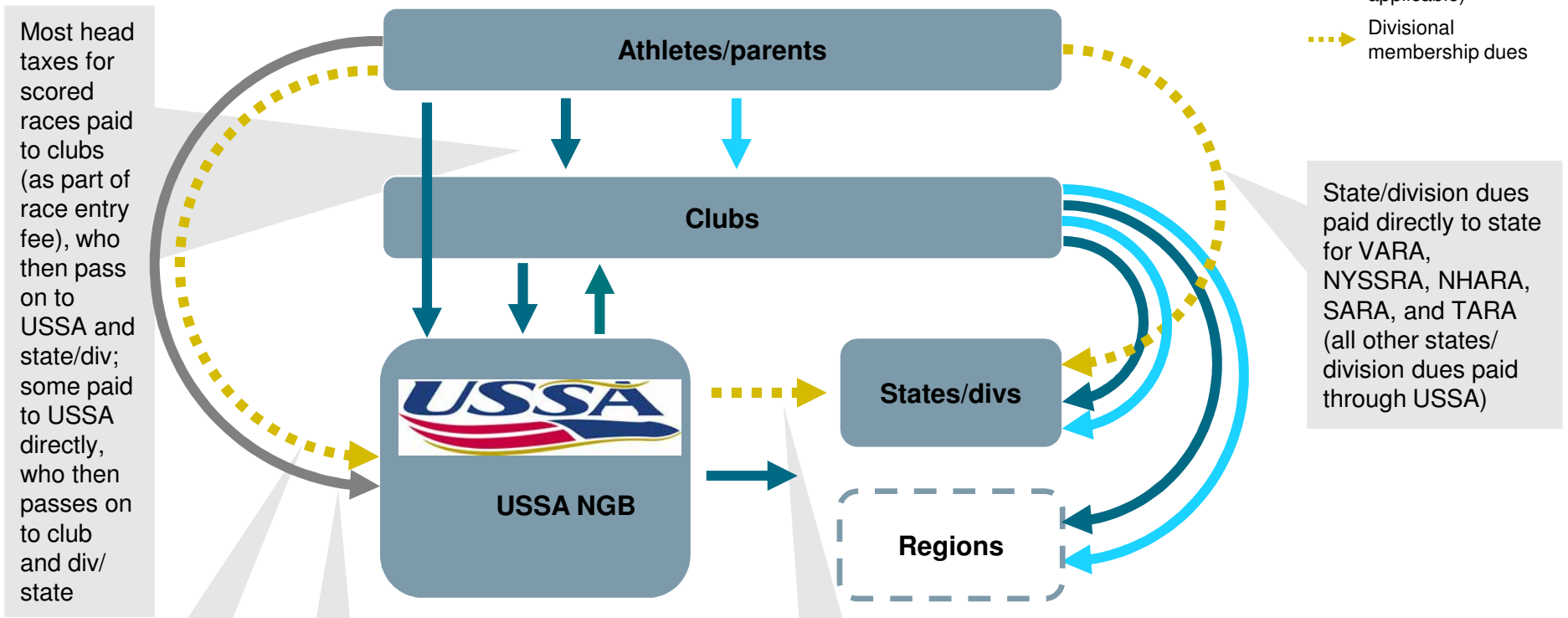
Recommended approach:

- Centralize collections through USSA on-line system for all membership dues as well as scored head taxes – with clear information on what portion is going where - so that the athlete/parent pays in one place; funds in turn distributed to relevant division/ state and club
- Longer-term, seek to standardize membership dues and race entry/head tax levels across the nation, within recommended guidelines

SOURCE: Interviews, club sites, USSA materials

PRELIMINARY

Today, payment of membership dues and fees/ head taxes is complex and inconsistent across the nation, with widely varying levels as well

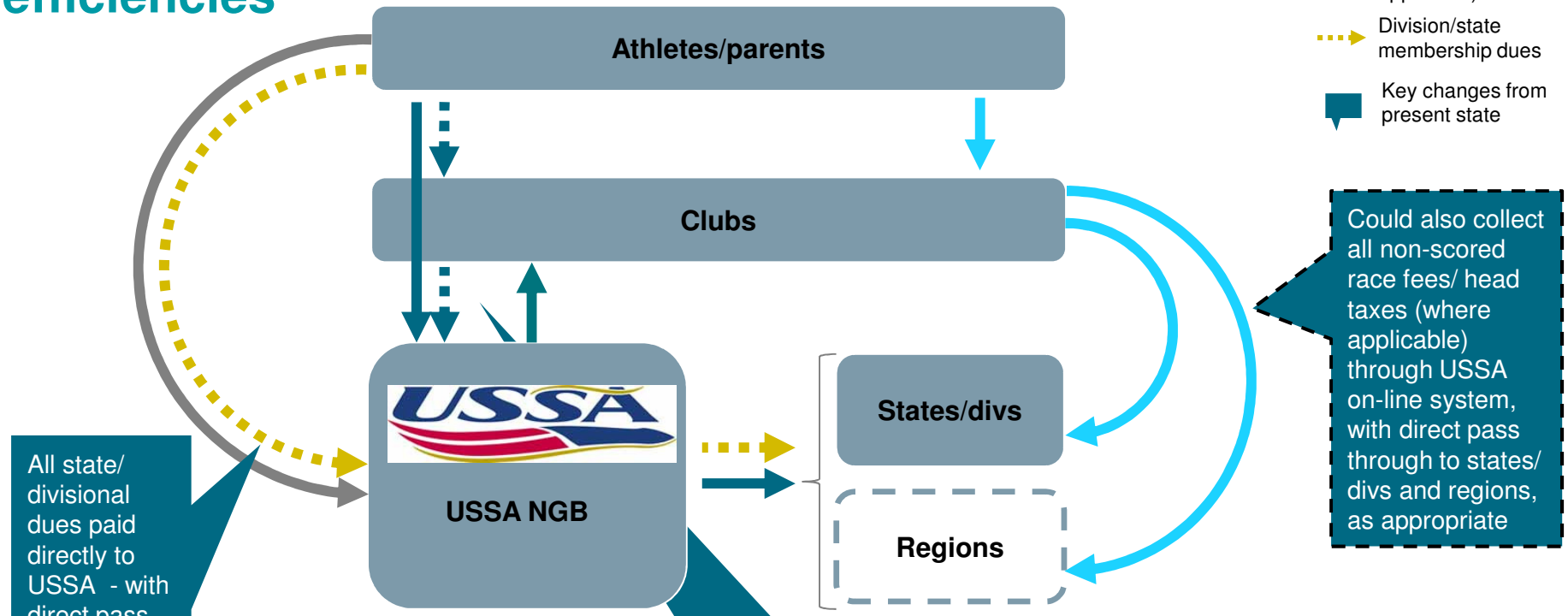


Note: If race registration is on USSA platform, fees/ head taxes are collected by USSA and distributed to organizing clubs and States/ divisions, less a processing fee

SOURCE: Interviews

PRELIMINARY

Over time, there is an opportunity to simplify and standardize payment practices to reduce parent/athlete frustration and capture administrative efficiencies



SOURCE: Interviews

Additional priority recommendations for USSA

Sport promotion

- Launch USSA advertising/PR campaign (e.g., at resorts) to attract more people to the sport (e.g., articles, ads, on-hill promotion with Nastar, other venues, etc.); potential to combine with national broadcasting of World Cup events
- Consider additional investment in education and/or coordination of efforts with NSAA and PSIA

USST elite team experience

- Improve the USST overall experience and create a more satisfied / engaged network of USST alums willing to 'give back' to the clubs and support USSA more broadly, during/ after their time on USST:
  - Support and encourage current/ ex-USST members to sponsor camps/ programs for younger racers at their prior/ current club; keep them actively engaged in USSA efforts
  - Further improve/ formalize the USST alumni transition process and relations – i.e., institutionalize exit interviews, send parting thank you letters and plaques, provide COE pass, etc; designate alumni point person to support ongoing alumni engagement
- Seek to fully fund USST down to the C team through point scholarships from USSA donors/BOT members, kickstarter-like platform, and other initiatives; also re-frame USSA vs. athlete contributions

Contents

- Project overview and executive summary
- Summary assessment of current USSA governance/ organization, communications, and club/ member support
- Recommendations and planned path forward
- **Appendix – details of assessment, key findings and recommendations**
  - Organization and governance
  - USSA revenue and expense summary
  - Summary of interview and survey findings
  - Summary recommendations with further detail
  - **Learnings from best practice "federated model" NGBs and non-profits**

There are three primary approaches to multisite non-profit governance; USSA and all US NGBs follow the "Federated" model

Approach	Description and examples
Local autonomy/ trade	▪ **Loose collection of autonomous affiliates** operating under national umbrella (may only be a brand) ▪ Model is replicated in other communities **without formal ongoing involvement of original organization** ▪ Local affiliates determine own strategy, mission and goals, and **often function without national office** ▪ **Examples:** Alcoholics Anonymous, Empowerment Zone
Federated model	▪ **Active, centrally coordinated structure** ▪ **National body that sets high-level mission** and strategy ▪ Central entity **licenses or provides name and/or programs** to approved entities across the country; provides training, oversight, and selected support ▪ **Examples:** United Way, KIPP Schools, Boys and Girls Club, Habitat for Humanity, US Olympic NGBs
Centrally controlled/ corporate	▪ **Hierarchically controlled head office/branch structure** ▪ **Central entity opens and operates** local entities across the country ▪ **Examples:** Achievement First, City Year, Teach For America

SOURCE: McKinsey nonprofit practice, McKinsey experts, team analysis

The three organizational types can be broken into 6 primary "options"

			For organizations who want to…	…but…
Local autonomy	Loose web	ALCOHOLICS ANONYMOUS	…share principles or exchange knowledge…	…do not have common goals or feel the need to share resources
	Enabled network	NATIONAL ASSEMBLY OF HEALTH & HUMAN SERVICE ORGANIZATIONS	…collaborate to increase impact…	…do not want to invest in common infrastructure and have no intention of building a common brand
Federated	Loose web	Oxfam	…align missions and share information and resources, brand identity and ensure quality…	…do not want to sacrifice local autonomy, especially finances
	Enabled network	Planned Parenthood	…share mission, to build a strong national brand, to exploit opportunities for national fundraising and to engage in joint strategy-setting…	…do not want to sacrifice local flexibility and ownership
Centrally controlled	Franchise	The Nature Conservancy	…replicate nationally and to retain control over operating standards and brand…	…still need localized approach in service delivery and financial support with distributed leadership
	Subsidiary	CITY YEAR	…extend scope by rolling out their programs with control over operating standards, brand, and service delivery…	…do not want to allow for much local discretion

SOURCE: McKinsey nonprofit practice, HBS Working Knowledge, Grossman & Rangan, 2002

Successful federated models maintain strong "affiliation" while preserving "autonomy" necessary for local variation and innovation

Autonomy

Degree of independence of members, chapters, or key constituents in shaping day-to-day operations and services

Drivers of high autonomy

- Need for localized focus
  - Local fundraising
  - Use of local volunteers and volunteer board
- Need to customize programs
  - Unique attributes of local areas
  - Degree to which programs are customized to address local needs
- Culture that emphasizes grassroots value

Affiliation

Degree of collaboration and connectedness between national office and members, chapters, or key constituents, and degree to which national organization provides value-added support, guidelines, and services to these groups

Drivers of high affiliation

- Associative value of organization (intangible support)
  - Strong brand name, including collective power of work and appeal of mission
  - Sharing of best practices
- Enhancing value of headquarters (tangible support)
  - Centralized systems
  - Economies of scale
  - Supporting resources and expertise, including standards and monitoring
- Culture that emphasizes cohesion

SOURCE: McKinsey nonprofit practice, HBS Working Knowledge, Grossman & Rangan, 2002

Example: Planned Parenthood employs a strong federated model with high degrees of both autonomy and affiliation

Planned Parenthood background

Founded: 1916 by Margaret Sanger **Mission Statement:** A reason for being

Mission: To provide comprehensive reproductive and complementary health care services, to advocate public policies which guarantee these rights and ensure access to such services, provide educational programs, and promote research and technological advances in the area of reproductive health

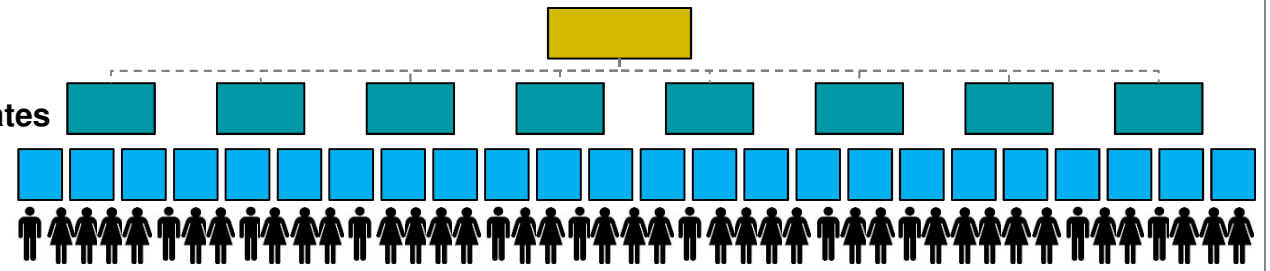
Organizational structure and coverage

1 National body

74 independent 501(c)(3)local affiliates

750 local health centers and clinics

Serves one million people annually



Organization has both high autonomy…

- Affiliates run by local community boards that have autonomy to approve mission, determine patient services to offer, and hire/fire CEO, and which monitor performance
- Large portion of affiliate revenues from local fundraising
- Local affiliates oversee local network of clinics, which vary largely in size, number, and needs by geography

…And high affiliation

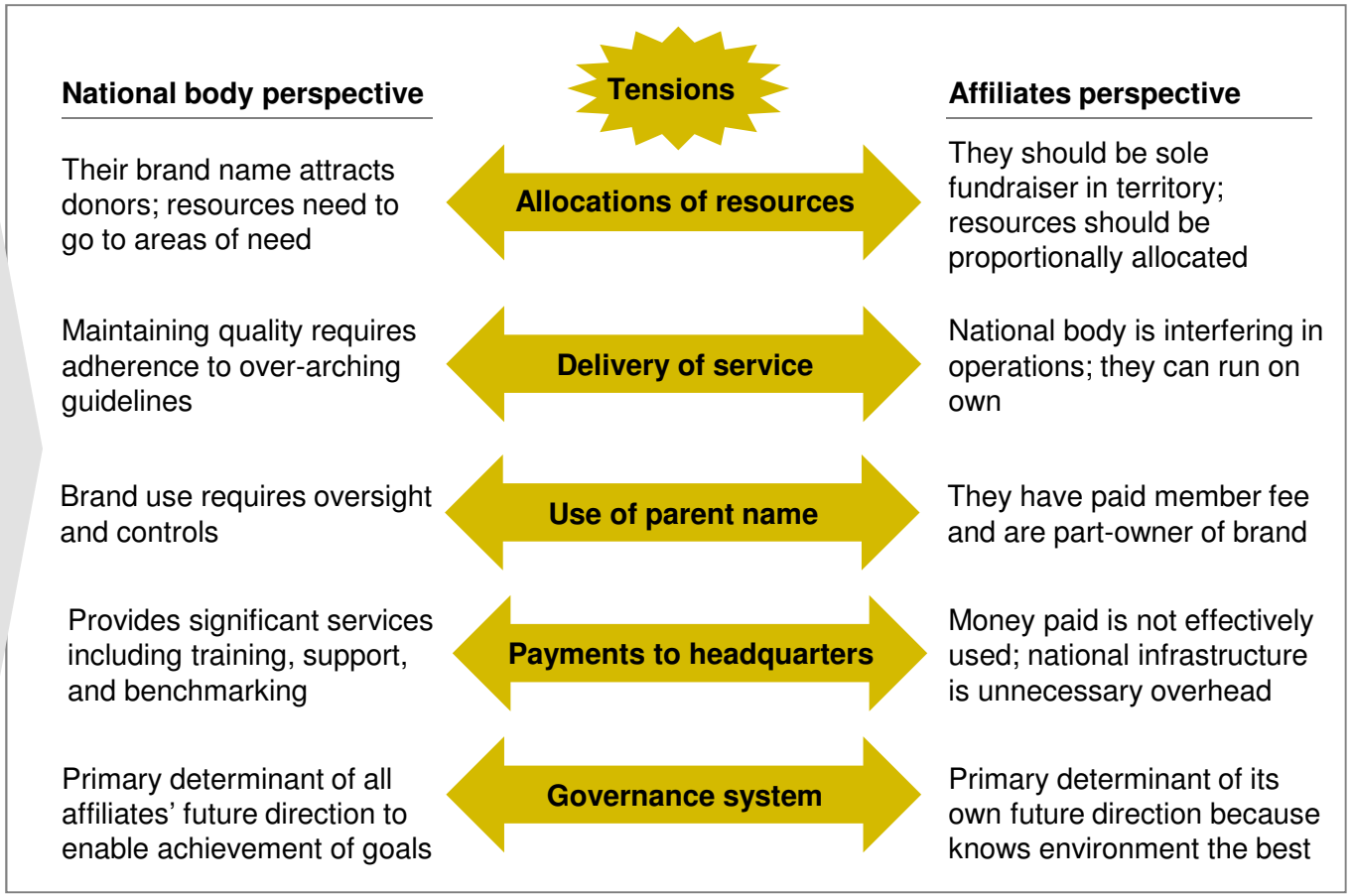
- Nationally recognized brand name
- Centralized services, including single website, technical, managerial, legal, and advocacy training for affiliates
- Central standards setting including “Standards of Affiliation” agreement and medical standards for reproductive health-care delivery

SOURCE: plannedparenthood.org, PPFA HBS case, team analysis

In federated nonprofits, tensions between local affiliates and the national body are natural and common; the key is to harness them

The unique characteristics of multisite nonprofits make tensions common

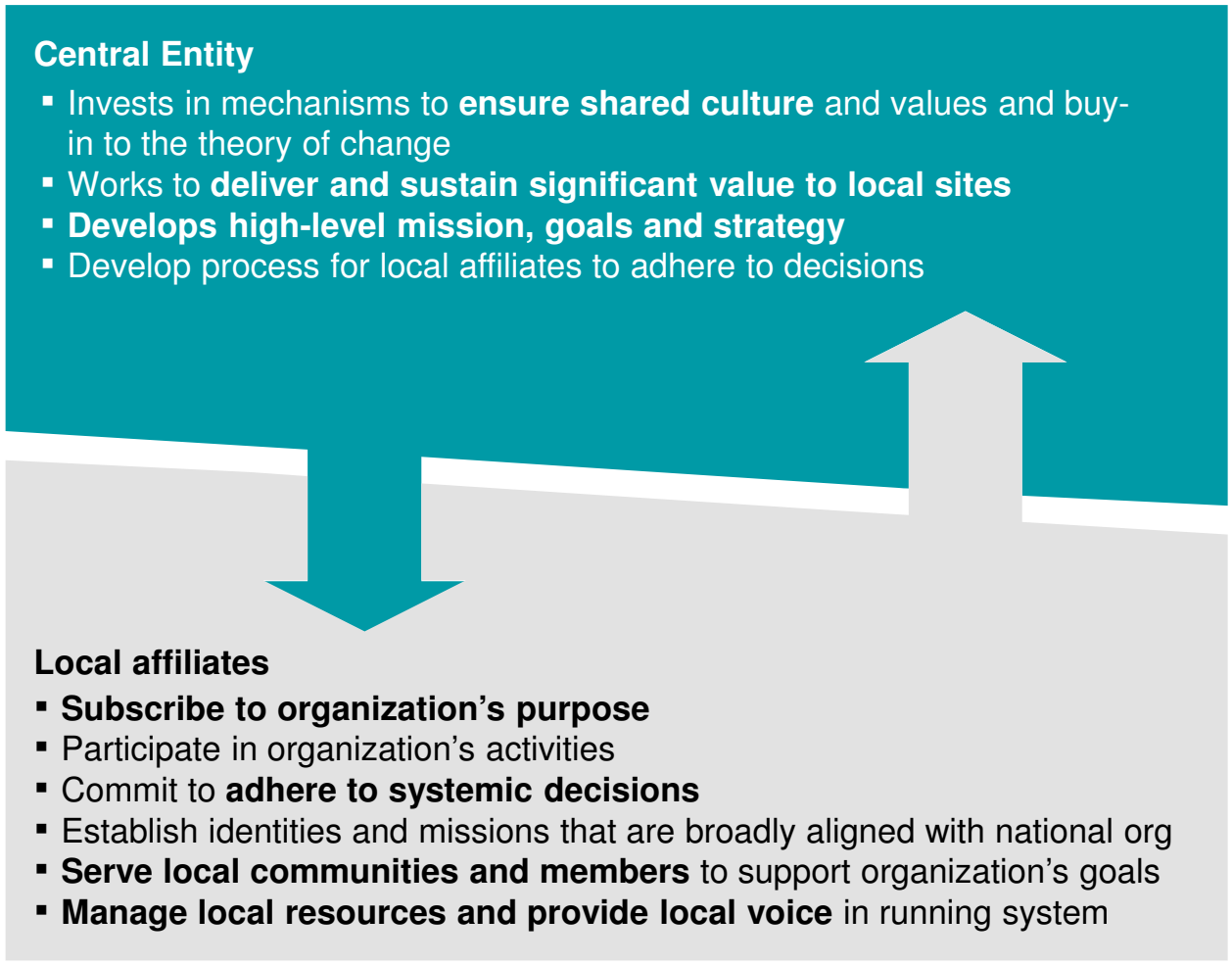
- Dispersed units create large part of value
- Local and national leaders both want say in managing direction of organization
- Wide use of volunteer labor can affect motivation
- CEO time required to fundraise
- Strong emotional environment
- Limited theory on nonprofit management practice



- **Lack of tension,** which suggests minimal passion for organization's mission and reduces the constructive debate that leads to improvement **is as problematic…**
- **… as too much tension,** which reduces organizational trust and inhibits organization's ability to carry out its strategy and achieve its goals

SOURCE: McKinsey nonprofit practice, external research, HBS Working Knowledge, Grossman & Rangan, 2000, 2002

Effective federated models tend to manage this tension in a number of common and constructive ways



- Has clear **process for making decisions**
- **Determines responsibilities** for necessary operational functions
- Develops real **value proposition** that is consistently **communicated internally and externally**
- Understands multi-site dynamics and division of roles to **guard against duplication of expenses and effort**
- Engages in **consistent dialogue** and display **organizational transparency** that builds trust

Source: McKinsey nonprofit practice, McKinsey experts, external research, team analysis

There are several federated model "best practices" in service delivery, communications and governance processes

Federated model best practices		Best practice area	Best practice description
Service delivery	A	Brand management	• Brand defined, developed, and marketed by national office; affiliates appropriately leverage brand/materials for local recruitment /fundraising
	B	Central delivery of services / pooling of resources for economies of scale	• Non-core functions that can be reasonably consolidated across affiliates are centralized at local office (e.g. IT, HR), while purchasing is done collectively where possible
		Fundraising coordination	• Organization divides responsibility for different donor types, establishes clear guidelines for transferring/sharing funds raised
		Expertise	• National expertise (e.g. legal, marketing) and training provided to affiliates
Communications	C	Consistent internal two-way communication	• Communication forums are established, open dialogue is supported/ encouraged to build trust, and communication is tailored to stakeholders
		External communication	• Organization communicates its value, goals, and progress to external stakeholders and influencers (e.g., media, government, etc.)
		Knowledge management and best-practice sharing	• Facilitated, formal collaboration and best-practice sharing between national body and affiliates and among affiliates is encouraged and occurs regularly; institutional knowledge is codified
Governance	D	Governance structure	• Governance structures are defined in bylaws, are consistent across organization, ensure fair and balanced membership representation, and support the organizations goals
	E	Roles and responsibilities	• Roles and responsibilities, including decision making authorities, are clearly defined and divided between the central entity and local affiliates
		Organizational transparency	• Info on strategy, plans, finances/budget, local and affiliate performance, and value/services provided are accessible by all and regularly shared
	F	Performance management	• Performance targets and rule/policy standards clearly defined, with ongoing monitoring of both central and affiliate performance; affiliates enter into revocable affiliation agreements that determine primary policies, rules, procedures, and other requirements for being a part of the organization
		Additional bodies that participate in governance	• Ad-hoc or standing bodies and task forces are convened to deal with critical issues as they arise
	G	Mission and vision alignment	• Missions of central body and affiliates largely aligned towards common goal (with appropriate tweaking of local missions)

1 Additional detail available in appendix
SOURCE: McKinsey nonprofit practice, external research

PRELIMINARY

We researched several analogue federated model NGBs to understand best practices and lessons learned

Primary focus

	Skiing	Swimming	Gymnastics	Figure skating	Cycling	Fencing
US medals[1]	21 of 120 (18%)	31 of 102 (30%)	6 of 42 (14%)	2 of 12 (17%)	4 of 55 (7%)	1 of 30 (3%)
Multi-sport	✓	✓	✓	✗	✓	✗
Club sport	✓	✓	✓	✓	✓	✓
NCAA sport	✓	✓	✓	✗	✗	✓
Total Revenue, $M	$24 M	$30 M	$18 M	$13 M	$12 M	$5 M
Membership, '000s	40k	353k	125k	173k	71k	20k
Revenue per member[2], $pp	$604	$85	$144	$76	$163	$262

1 Medals won in 2012 London or 2010 Vancouver games; Alpine skiing medals: 8 of 30 (27%)
2 Revenue is organizational revenue including fundraising, not limited to membership fees paid in

SOURCE: Organization websites, annual reports, interviews

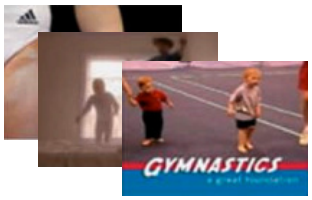
PRELIMINARY

Strong brand management unifies organizations internally and attracts participants, donors and volunteers

Best Practices

- **Organization brand established, defined and developed by central body**
- **Brand is marketed and controlled by central body and enforced through affiliation agreements**
- **Brand message is consistently communicated by affiliates and understood by all donors**

Example: Both Swimming and Gymnastics have strong national brands and standard branding materials that are leveraged by their affiliate clubs



Eight TV commercials available to clubs

USA Gymnastics marketing & fundraising:

- Pre-packed marketing materials (e.g., TV commercials, print ads, banners, advertising inserts, cards, flyers, logos, clip art)
- Marketing and media guide

USA SWIMMING FOUNDATION SWIM-A THON

USA Swimming branded marketing & fundraising materials:

- Swim-a-Thon pre-packaged fundraising program with guidebook, checklist, goal setting guide, solicitation letter, press release and contract forms
- Pre-packaged Living Social partnership for club promotion
- Marketing materials (e.g., flyers, web buttons, logos)
- Splash Bash Olympic viewing party-in-a-box kits
- Co-branded gear

SOURCE: USA Gymnastics and USA Swimming websites, McKinsey nonprofit practice, external research

Shared and centralized services leverage central expertise and federations' size to reduce costs

Best Practices

- **Centralize back office and non-core services, e.g., finance, IT**
- **Develop platforms to facilitate core functions**
- **Pursue joint purchasing where possible for group discounts**
- **Consolidate functions across affiliates where possible**

Example: Swimming has a shared platform that delivers significant value to its clubs and athletes and minimizes cost by being centrally managed

USA Swimming's Deck Pass program provides mobile access to several shared services:

- Athlete management platform, e.g., goals, workouts, results, etc
- Individual and team scores, times and rankings
- USA Swimming information on events, meetings, and certifications
- Social network integration

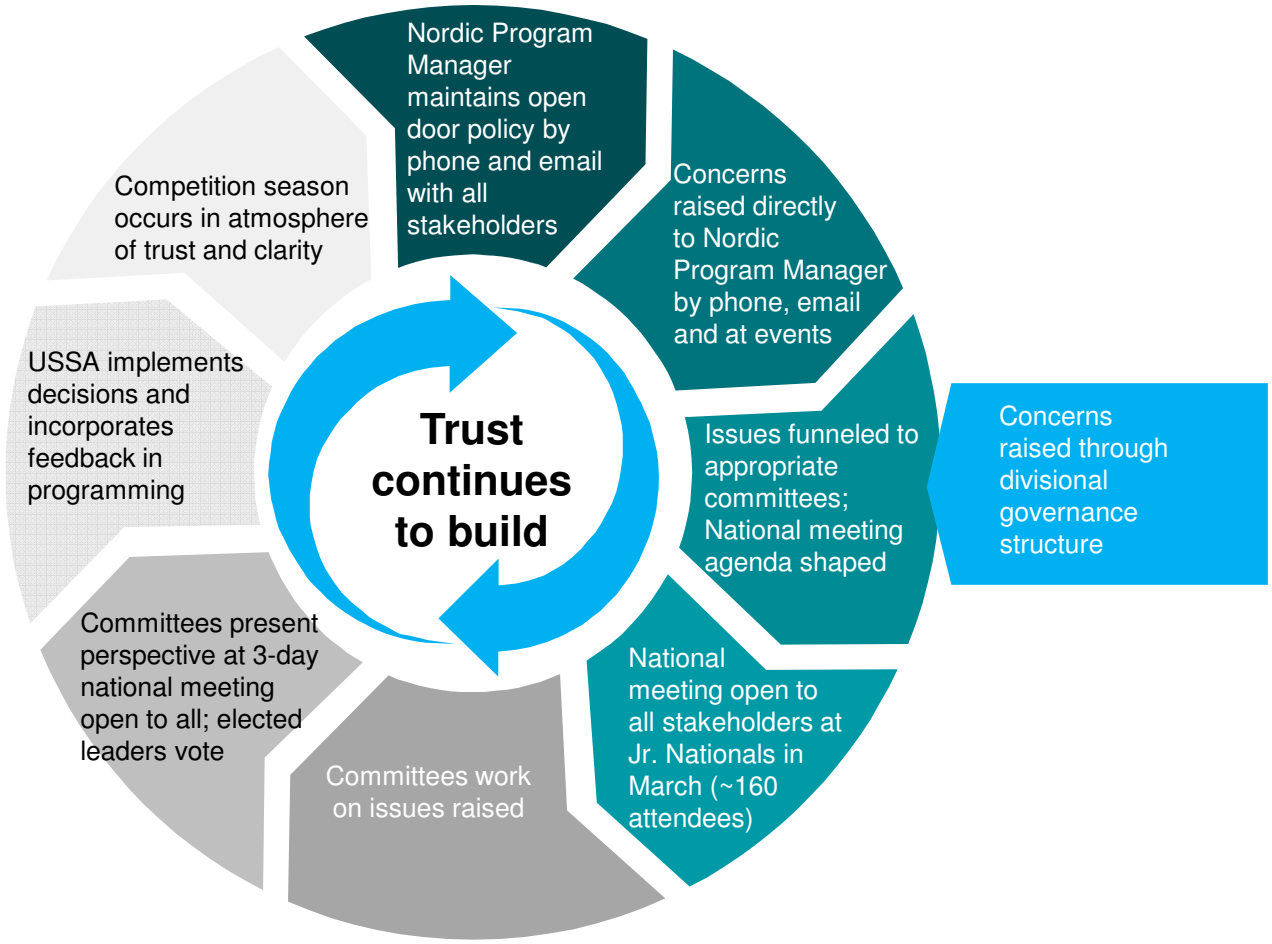
SOURCE: USA swimming website, McKinsey nonprofit practice, external research

Open and ongoing communication between affiliates and with the national body drive trust and collaborative decision-making

Best Practices

- **Build trust by ensuring open dialogue exists at all levels of organization, with opportunities for feedback and local input into organizational decisions**
- **Communications plan developed for key stakeholder groups:**
  - **Appropriate content disseminated**
  - **Best vehicles used to deliver content**

Example: Nordic has open communication and ongoing feedback loops that facilitate the contribution of the local voice to the decision making process



SOURCE: USSA Nordic interviews, McKinsey nonprofit practice, external research

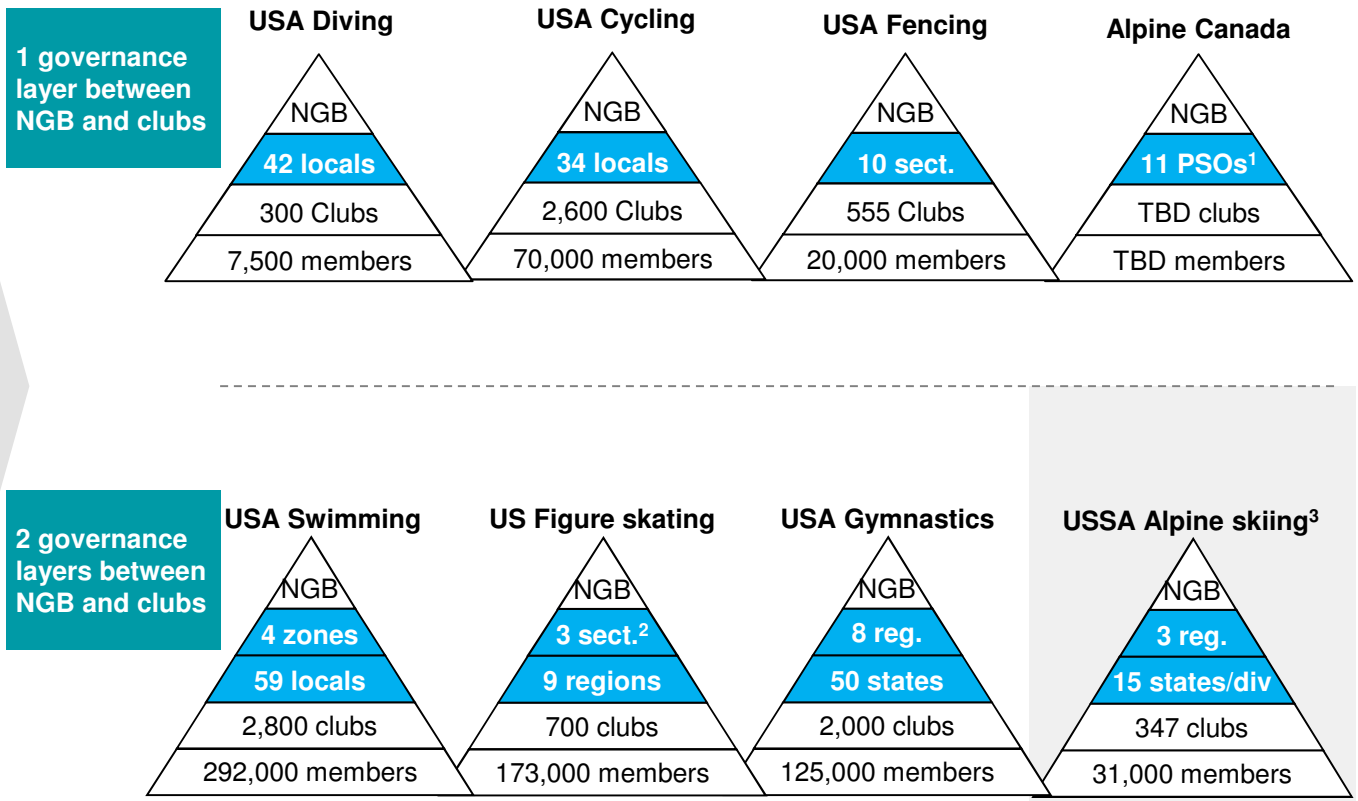
PRELIMINARY

Aligned with best practices, most NGBs have the minimum complexity required to effectively manage their organization's size

Best Practices

- **Organizational structure is clear, simple, and appropriate for organization size and mission**
- Bylaws are clearly defined and consistently understood throughout organization

Example: Most organizations the size of USSA have one governance layer between NGB and Clubs



1 Provincial sports organization (PSO)
2 Sections and regions are purely geographic boundaries for competition purposes; 501c3s, boards or committees do not exist
3 440 clubs / 40k members for all sports

SOURCE: Organization websites, interviews, McKinsey nonprofit practice, external research

PRELIMINARY

Defining high-level bylaws and governance requirements can ensure consistency, while still allowing for some local flexibility

Best Practices

- Organizational structure is clear, simple, and appropriate for organization size and mission
- **Bylaws are clearly defined and consistently understood throughout organization**

Example: USA Swimming provides bylaws template to ensure all affiliates cover and define critical governance structures and responsibilities

Key elements defined in bylaws template:

- Membership categories and fee structure
- **House of delegates:** representatives structure, eligibility, voting policies, duties, meetings, nominating procedures
- **Board of directors:** membership structure, voting policies, duties, committees, meetings
- Divisions/Committees
- Officers
- Annual reporting and auditing
- Members' bill of rights
- Board of review
- Bylaw amendment procedures

Sample bylaw detail:

- "No individual who has…**served 4 successive years** shall be **eligible for re-election** to the same position **without a 2-year lapse**"
- "Members shall have both voice and **one vote each**"
- **"Terms of office** of all elected board members **shall be two years**"
- **"No more than 3** coaches of any club shall serve **on the Board of Directors at any time**"

SOURCE: USA Swimming Required LSC Bylaws document, McKinsey nonprofit practice, external research

PRELIMINARY

Clearly defined roles and responsibilities reduce redundancy and friction across the layers of the organization

Best Practices

- **Clear roles and responsibilities at each level, limiting duplication of effort**
- **Each role supports the organization's goals**

Example: USA Gymnastics has very clearly defined roles with minimal overlap in responsibilities between NGB, regional bodies, and clubs

	Athlete development	Policies/rules	Events	Coaching	Other
NGB	• Defines athletic development process and standards	• Sets standards and policies for competitions, clubs	• Convenes national team ad hoc for competitions • Organize championships	• Develops coaching methods and best practices, conducts coaches education	• Manages all legal and financial needs, including for states and regions • Supports clubs to build membership and operate profitably
Intermediate governance level(s)	• N/A	• N/A	• Schedules state/regional events	• N/A	• Governs volunteer structure (e.g. officials, organizers)
Clubs	• Develops elite and non-elite athletes (through to Olympic level) • Manages athletes through athletic progression	• N/A	• Hold local meets	• Hires and manages coaching staff	• Promotes the sport and club through rec programs, etc.

SOURCE: USA Gymnastics interviews, McKinsey nonprofit practice, external research

PRELIMINARY

Establishing club standards and monitoring performance is critical to a robust performance management system

Best Practices

- Create mandatory "certification" in order to enforce administrative/safety/policy standards, tie to affiliation agreements, and revoke affiliation if not met
- Separate from "certification," establish performance management standards for affiliates, track and publish
- Link affiliate performance to incentives

Example: USA Swimming has distinct certification and performance tracking/incentive programs

Club certification based on safety, process, compliance standards

LSC Evaluation & Achievement Program

Club evaluation based on:

- *Business and organizational success*
- *Volunteer development*
- *Club and coach development*
- *Athlete development*

Club performance is published openly on the web

VIRTUAL CLUB CHAMPIONSHIP

RANKING QUERY

Competition Period: Short Course Yards 2012-2013 (9/1/2012-8/31/2013)

Club: All / Specific *Select a Club*

Zone: All / Specific Central

LSC: All / Specific ADIRONDACK SWIMMING

1 2 3 4 5 6 7 8 9 10 ...

National Rank	VCC Team Score	Team Name	LSC	City	State
1	252,093	Nation's Capital Swim Club	PV	Mc Lean	VA
2	240,321	Rockville Montgomery Swim Club	PV	Rockville	MD
3	234,605	SwimAtlanta	GA	Lawrenceville	GA
4	223,838	NOVA of Virginia Aquatics, Inc	VA	Richmond	VA
5	219,609	Dynamo Swim Club	GA	Atlanta	GA

PRELIMINARY

Organizational mission alignment is critical to focus dispersed NGB and affiliate efforts toward common goals

Best Practices

- **Central body's mission structured to encompass roles and objectives of affiliates**
- **Missions and visions of central and affiliates are largely aligned, with some local variation**
- **To better enable alignment, NGBs include elite performance, sport growth and participation in their mission**

Example: Other Sport NGBs have missions which imply a clear role for the affiliates, and to which the affiliates' missions align

	Gymnastics	Figure skating
NGB mission	Encourage **participation and the pursuit of excellence** in all aspects of gymnastics	Provide programs to encourage **participation** and **achievement** in the sport of figure skating on ice
Affiliate mission example	We encourage our gymnasts to **excel under all circumstances** .... We believe that **no one should be turned away** because of a lack of natural ability, but rather should be encouraged to demonstrate that hard work and discipline produce exciting results	…Commitment to **bringing excellence** to every facet of the sport... we ensure that all of our skaters have the opportunity to pursue their dreams …**From the recreational skater to the Olympic hopeful**, singles to teams, beginners to lifelong enthusiasts…

	Cycling	Skiing
NGB mission	Achieve **sustained success** in international cycling competition and **grow** competitive cycling in America	**Vision**: Make the USA the **best in the world** in Olympic skiing and snowboarding **Mission**: Provide strong leadership that establishes and supports athletic **excellence** in accordance with USSA core values
Affiliate mission example	Promote and develop **fast recreational and performance cycling** for cyclists of **all ages and abilities**	A community that develops the mind, body and spirit of the world's snow sport athletes

SOURCE: Organization websites, interviews, American Gymnastics Club, The Skating Club of Boston, SBST, Matrix Cycling Club of Dallas, McKinsey nonprofit practice, external research