



USA Hockey Board of Directors Meeting June 6, 2023

Attendance

Present: Mike Trimboli, Keith Barrett, Ryan Bedford, Cheri Bonawitz, Julie Chu, Dwayne Dillinger, Joe Eppolito, Declan Farmer, Don Gould, Donna Guariglia, Donna Kaufman, Kris Knauss, T.C. Lewis, Taylor Lipsett, Mike MacMillan, Kevin McKee, Don Mulder, Steve Oleheiser, Jenny Potter, John Tobin, Andrew Yohe.

Absent: Bill Daly, Brian Gionta, Jen Lee.

Staff Members: Pat Kelleher, Kevin Erlenbach, Casey Jorgensen, Bob Mancini, Scott Monaghan, Tony Driscoll, Kelly Mahncke, Tami Tranter and John Vanbiesbrouck

Call to Order

Mike Trimboli called the meeting to order at 2:03 PM.

Conflict of Interest Disclosures

None.

Minutes

There were three sets of minutes to be approved. Dwayne Dillinger made a motion to approve the January 15 Winter Meeting minutes from the Board Meeting; second by TC Lewis. Minutes were approved.

Donna Kaufman moved to approve the April 17, 2023 Board of Directors meeting minutes; seconded by Keith Barrett. The minutes were approved.

Steve Oleheiser moved to approve the May, 2023 Board of Directors meeting minutes; seconded by Don Mulder. The minutes were approved.

President's Report

Mike Trimboli gave an overview of the set-up for the Saturday meeting of the USA Hockey Congress; it will be set up to minimize changes from the set-up from the Board of Directors meetings prior to our changes in governance. After we adjourn the Congress meeting we will have a short break and then open the Board of Directors meeting to approve or ratify items from the Congress meeting.

Mike attended the IIHF Congress in Finland. During the meetings he presented on USA Hockey's plans for hosting the 2024 IIHF Women's World Championships and on our proposal to host the 2025 IIHF Men's U18 World Championships.

Mike also traveled to Washington DC with Pat, Casey and Kris Knauss for legislative meetings where we discussed challenges we are having with the Center for SafeSport. The three focuses of these meetings were (i) lack of oversight of the Center; (ii) funding of the Center and advocating that it should be funded





by the government, and (iii) operational issues, including the Center's lack of transparency, lack of communication with the parties and NGBs, and issues with handling Administrative Closures. The meetings seemed very productive and the congressional representatives were receptive to hearing about the issues. We have also discussed working together with other NGBs to collaborate. In response to questions, Mike, Pat and Casey discussed more details about the congressional meetings.

Mike congratulated the National Sled Hockey Team (including Board members Declan Farmer, Jen Lee and Kevin McKee) on their recent World Para Ice Hockey Championship.

Executive Director's Report

Pat shared a slide showing USA Hockey's Vision, Purpose and Mission and how it was used to describe our organization at recent NHL meetings.

Pat outlined the agenda for the Board meeting as well as the other meetings this week as part of our Annual Meeting. Pat also summarized some of the activities and highlights of the week ahead.

Pat attended the World Para Ice Hockey Championships in Moose Jaw, Saskatchewan last weekend and congratulated the team for winning the Gold Medal.

From our Strategic Plan, Pat discussed the strategic objectives of USA Hockey – (i) grow the game; (ii) put ourselves in a position to win gold medals at every event; (iii) increase our non-membership revenue; (iv) operate a surplus budget each year; (v) provide a safe environment safety for all of our participants both on and off the ice; and do all of this while making our sport more welcoming and more inclusive. For growth in membership, we are back and growing; for medal performance, we have won gold medals at 3 of the 6 World Championships. We are on track to finish with a surplus this year and our marketing and events side have a plan for increasing non-membership revenue. During our recent meetings in Washington, DC we focused on the safety aspects of our game.

Pat provided an update on our relationships with our outside partners, the IIHF, the World Para organization, the NHL and the USOPC, each of which is very positive. In response to questions, Mike discussed the use of NHL funding and gave background on how it originally developed and an outline of how the funding is earmarked based on the NHL grant.

Mike and Pat will be working in June and July on the appointments to the Councils, Committees and Sections to bring us into full compliance with the recent changes in our governance and athlete participation.

IT Update

USA Hockey's Senior Director for IT, Mark Hillberg gave a detailed report on USA Hockey's IT operations and projects, including where we've been, where we are, and where we are going with technology.

The agenda for the report includes:

- Key Concepts/Success Drivers



USA Hockey, the national governing body for the sport of ice hockey, is a member of the International Ice Hockey Federation and the United States Olympic & Paralympic Committee





- Assessment and Actions Taken
- Roadmap and Challenges

Under Key Concepts, Mark reminded the Board that we are not a technology firm, but we take a role of facilitating the organization's needs. Our best practices framework is intended to improve performance and stability, align service levels with resources, and provided metrics for measuring performance and effectiveness.

The three areas we work in include (i) running our operations and keeping them functional, (ii) stewardship of our platforms and keeping them sustainable; and (iii) initiatives to enhance the functionality or improve performance.

Our staff's role is different when we are working in "customer-developed" applications (applications custom built of USA Hockey) as opposed to off the shelf software or software as a service. Our role also differs based on the infrastructure. When it is on-premises hardware, then we have complete responsibility, but with cloud-based computing, we are focused only on configuration.

Drivers for our decisions are based on the People involved (internal staff or 3rd party), Process (service management essentials), Technology (applications and infrastructure) and Cost. Mark summarized some of the challenges we had in our internal and 3rd vendors staffing and the work we did to fill gaps in knowledge and capability. We are in a much better position that we were a year ago. Related to Process, we had to study what the cause of some of the challenges faced, including how issues or problems arose and were addressed, problems with code and configuration of our programs and an over-dependence on vendors.

We are working on and will be providing reports on projects to the Board. We found several projects that were in development were not good quality and was not testable. We have taken over the project management role from vendors. We have developed a better process for assessing the quality of a solution and accepting a project before it is accepting. We are also tracking all projects through Trello. Mark showed a sample of our current project management board with all projects being handled by IT.

When putting changes into our environments, we don't want to have those changes cause unintended consequences to other parts of our systems. This requires proper testing and coordination and communication with key stakeholders, and proper staffing at implementation time.

With respect to technology, we have a mix of different applications and technologies, many of which are either near or past expected end of life. We have re-engineered some areas for efficiency and effectiveness and have a roadmap for upgrading based on criticality.

On Costs, we are doing our best to maximize dollars and not waste resources, including providing visibility to costs (with detailed breakdowns among projects) at the business unit level. We are reducing "technical debt," which is the cost of not keeping programs current.

Going forward, we renegotiated our primary developer contract last fall, moved production away from our live environments, completed the "lift and shift" project to move critical applications and structures to Microsoft Azure, hired a technical resource, completed the knowledge transfer of member registrations and support, and completed a soft launch of new coaching modules this spring. We have rolled out our new tracking systems for visibility and problem-management and refined it to make it more usable for business teams.





In Software, we are working to get better access to data for our Registrars for them to do their own reporting from the database. We have some critical systems scheduled for upgrade including SafeSport Integration (Summer 2023), Legacy Data integrations (Summer 2023), Legacy API calls (Fall 2023) and member registration changes (Winter 2023). As opportunities present, antiquated processes or technologies will be replaced. In infrastructure, we are working to simplify and consolidate our cloud infrastructure by eliminating at least one provider and are working to lay the foundation for the “single sign on” across USA Hockey applications (Spring 2024).

Board members asked and Mark answered questions about the IT plans going forward, defining the IT priorities, providing visibility into the plans to the Board and future staffing plans. Mike announced he would put forth a board subcommittee on IT to review operations and report back to the Board.

Financial Report

Donna Guariglia gave the financial report and the proposed budget. This year the proposed budget for 2023-24 reflects a 2.21% surplus. Budgeted revenue is at \$57.8M which is 6.1% increase over the past year. Expenses are projected to be \$56.5M, which is a 5.5% increase. The strategic plan calls for an increase of \$250,000 in member registration revenues. Donna reviewed the most significant drivers of revenue, which include player and coaching registrations, coaching clinic revenues, event revenues are up by \$2.48M based on 2024 Women’s World Championships. The largest drivers of expense are the Women’s World Championships, Officials Development Program, marketing and merchandising, public relations, NTDP, SafeSport.

Donna and Kelly answered questions from the Board related to the proposed budget.

Diversity, Equity and Inclusion Report

Donna G. reported that we are scheduling the second annual Affiliate Presidents DE&I meeting in October. Donna also talked about the Four Pillars of DEI for USA Hockey which establish the business value of DEI for USA Hockey – the pillars include collaboration, financial investment, partnership and education, and engagement. We are launching the DEI Committee following the new governance changes.

Prior to adjournment, questions were raised and discussed the approval process for the budget by the Congress and Board during meetings on Saturday, including how any potential amendments are handled.

We are using new voting software at the Congress meeting and the Board had a demonstration and conducted a test of the software to gain familiarity and answer any questions. There was explanation of tabulating votes and announcing results.

Adjournment

Mike MacMillan made the Motion to Adjourn (2nd by Kris Knauss). The meeting adjourned at 5:35pm.

