

**USA Rugby Board Meeting
Conference Call
Friday, December 22, 2017**

Friday, 1pm (MST) Roll Call:

Board Members Present: Will Chang, Chad Keck, Rob King, Dean Barrett, Bob Kimmitt, Jeremiah Johnson, Todd Clever, Phaidra Knight

Regrets: Barbara O'Brien

USAR Staff: Dan Payne, Melissa von Keyserling, Tim Jones

Will Chang called the meeting to order at 1 pm (MST) and motioned for the approval of the electronic minutes from the Nov. 10, 2017 board meeting in New York City. Meeting minutes were unanimously approved.

Financial presentation/Rob King

- 2017 USAR core business in good shape—meet and/or beat budget with cash on balance sheet.
- 2018 proposed budget reviewed with highlighted investment in HP and community rugby
 - Contingencies have been set in place for the 2018 budget year to allow for responsible navigation of unprecedented event activation
 - Cash on balance sheet will increase by end of 2018
 - Audit committee has approved the proposed budget and cash flow forecast for 2018
- RIM financials (2017 results/2018 budget) updated and presented to USAR board.

Financial results, 2017/Dan Payne

- Continues to be optimistic that USAR will deliver the 2017 budget to plan...can confirm in mid January.
- Revenue:
 - Membership revenue coming in short due to inflated dues increase built into 2017 budget; membership numbers are flat, & continued emphasis on compliance required for adherence to registration of 2nd and 3rd side players
 - Fundraising is a strong performer in the 2017 budget-strongest showing in Dec 2017
- Expense:
 - Where there are rare cases of overages, they've been offset by revenue surpluses. The majority of instances these were approved expenditures offset by revenue from fundraising/specific gifts

2018 Budget Review/Dan Payne

- Revenue will increase in 2018, realistic/conservative estimates included which are highly determined and predictable (World Rugby grant, membership value proposition)
- Expenses reflect investment:
 - HP-staff with focus around women's initiatives and events
 - Community development continues to grow the game in 2018
 - All budget managers, as in the past year, will continue to be held accountable to manage to plan
- 'Survive 17' has been achieved and managed to plan/budget. . .Execute '18
 - People and strategies are in place for continued success and growth in 2018.
 - Managing HQ/USAR budget to plan in '17 was a tremendous achievement that should be shared by many, leadership, community, HQ staff, etc..
 - Dan reiterated his concern toward the 2019 budget regarding HP/licensing reduction from RIM close to \$730k. Expressed concern over the reality of it being hard to build incremental, year over year plan, when revenue, predictably, decreases. Requested logic from BOD behind this when devising licensing payment schedule with RIM. He stated 2019 will be here soon, must plan now as we can't take a step backwards and 'I don't want anyone, staff, players, coaches, etc. to have to relive 2017 again.'

Rob King motioned to approve the 2018 budget. Chad Keck seconded. USAR 2018 budget unanimously approved.

Additional business:

- Bob Kimmitt reported on potential by-law revisions as it pertained to board nomination process
 - Board commented on the need for members to understand their fiduciary responsibility.

Next meeting in Los Angeles, Friday Feb. 2 and Saturday Feb. 2
Board entered into Executive session at 2:14 pm (MST)