USATF Mid-Atlantic Association Board of Directors Meeting Minutes

Date: Wednesday , October 28, 2026
Time: 8:05 PM – 10:02 PM

Minutes Prepared By: Robin Jefferis

Attendance

- **Present:** Robin Jefferis, Tom Jennings, Alison Schwalm, Rogers Glispy, Ken Kapner, Andy Martin, Earl Edwards, Tom Steenkamer, Nelson Berrios.
- **Absent:** Sal Scarafone.

Action Items:

Earl

- Reach out to Jerry Mayerhofer via email to help him with his official application and compliance.

Nelson

- Submit the COI for the June meet.
- Remind Youth Committee/Officials to handle disputes with parents/coaches/President off to the side and avoid public outbursts.
- Meet with the youth committee in 2-3 weeks to discuss their future and potential leadership transition.
- Work with Cynthia to draft a Job description/operational Manual to serve as transition outline for youth meet management and youth committee leadership.
- Inform the Alvernia coach that the Jan. 9, 2027 indoor meet will not be held.

Rogers

- Check with principal and provide an answer tomorrow regarding the registration/airfare issue.

Robin

- Send the off-road payment voucher for sweatshirts to Tom Jennings tomorrow after resolving the pricing dispute.
- Set up a call with Andy and Connie in a week or two to discuss the treasurer transition process.
- Reach out to John Emery regarding his USATF membership/payment issue.
- Explain to Robin Stovall that her Association-level credential card will be included in the next batch.
- Arrange a meeting with a USATF National representative or someone from the California association to explain the dissolution/merger process.

Meeting Summary:
The Board held an extensive discussion regarding the deep operational and leadership challenges facing the Mid-Atlantic Association highlighted by the annual meeting.

- Leadership Vacancies & Dissolution: There is a critical lack of volunteers willing to step into core officer roles (President, Vice President, Secretary, and Treasurer). Current officers Robin Jefferis and Tom Jennings are considering stepping down.
- The board reviewed Article 17 of the bylaws regarding dissolution and net assets, concluding that a formal consultation with USATF National is required to fully understand the national-level dissolution or merger process.
- Membership & Communication Gaps: Recent general membership meetings have seen minimal attendance, drawing almost exclusively officials rather than coaches or parents.
- The Board noted that current digital platforms like athletic.net are failing to reach the broader membership base effectively and discussed utilizing traditional physical mailers to better connect with club coaches.
- Recruitment Strategies: Suggestions were made to target outreach toward local running clubs like Greater Philly and Philly Runner.
- The Board also debated potentially restructuring essential roles (like President and Secretary) into paid, part-time positions, though Earl Edwards noted this requires careful budget considerations.
- Alison Schwalm emphasized that hiring a secretary is premature until the core structural leadership framework (President/Treasurer) is established.

See more comprehensive notes at the bottom.

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1. Approved 10/22/26 Meeting Notes & Bylaws Update

- Approval: The meeting notes from the October 22nd meeting were formally approved by the board.
- Bylaws Status: As noted on the agenda, the amended bylaws were successfully submitted to the National Office and Associations Committee on 10/23 and uploaded to the Mid-Atlantic website on 10/24.

2. 2027 Budget Submissions & Financial Operations

- Budget Deadline: 2027 budget submissions are due by Friday, November 27, 2026.
- Financial Deficit vs. Growth: The board reviewed the current financial standing, noting a $20,000 deficit compared to the New Jersey Association's $3,300 surplus. Tom Jennings explained this is due to hosting the larger Region 2 meet and higher annual meeting expenses. Moving meets to areas with higher participant populations was suggested by Ken Kapner to better compete with AAU events.
- Administrative Outsourcing: The board evaluated Exclamation Services for broader association duties (website, social media, email). Robin Jefferis clarified that while they provide communication logistics via the national format, they do not take on core administrative officer roles like Secretary. They will not "manage" USATF Mid-Atlantic.

3. 2026 Inexpensive Branding Giveaway Preferences

- Preferences: The board discussed promotional giveaway items. Luggage tags and highly visible, bright-colored items emerged as the most popular choices, particularly among the officials.

4. Board of Directors Grant Submission

- Decision: The board reviewed the potential $2,500 Board of Directors Grant intended for bookkeeper/equipment funding. Due to the extensive paperwork required and tight time constraints, the board voted not to pursue the application.
- Alternative: It was agreed that Earl Edwards will directly allocate funding for these equipment needs within the standard association budget.

5. Youth Committee Operations & Event Logistics

- 2027 Indoor Championship Cancellation: Due to a full calendar and steep price increases at Alvernia, the venue is deemed unsuitable. Nelson Berrios will formally inform the Alvernia coach that the indoor meet scheduled for January 9th will not be held.
- Junior Olympic Cross Country Meet: Nelson Berrios confirmed logistics for the upcoming JO XC meet, which currently expects 23–24 participants, and is ensuring adequate gold medals are secured.
- Junior Olympic Cross Country Meet Etiquette/Event Behavior Standard: The board addressed inappropriate youth committee/officials behavior toward parents, coaches and President at previous meets. Nelson was directed to remind the Youth Committee and officials that all disputes must be handled privately ("off to the side") to prevent public outbursts.
- Committee Leadership & Restructuring: Nelson Berrios will meet with the Youth Committee in 2–3 weeks to discuss a leadership transition, structural management, and the selection of a new Youth Chair, Communications Coordinator, and Financial Lead. Robin Jefferis emphasized recruiting younger individuals with strong social media and communication skills. Nelson will collaborate with Cynthia to draft a formal job description and operational manual to guide future Youth meet management.

6. Officials Applications & Credentials (Earl)

- Gerry Mayerhofer Application: Earl Edwards will assist Jerry Mayerhofer via email to finalize his official application and compliance tracking. Jerry is also being considered as a potential candidate for the open Treasurer position.
- Robin Brown-Stovall Credentials: In response to concerns regarding her certification level, Earl explained the batch distribution process for ID cards and confirmed her Association-level credential card will be included in the next upcoming batch.
- John Emery Membership: The board noted John Emery's technical experience with race directing and timing; Robin Jefferis will follow up with him directly to resolve his outstanding USATF membership and payment issues.

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7. Officers Elections, Participation, Recruiting, and Dissolution

Current Officer Position Vacancies

The association faces critical leadership gaps with no candidates for president, vice president, secretary, or treasurer positions. Current officers Robin Jefferis (acting president and membership chair) and Tom Jennings (Treasurer) have indicated their

intention to step down from their duties (retire), though both committed to ensuring a smooth transition rather than abruptly ending their service on a specific date. The lack of volunteers for these essential positions has created an urgent organizational crisis that threatens the association's ability to function.

Election Strategy and Proposals

Ken proposed implementing elections at every quarterly board meeting to continuously seek candidates for vacant officer positions. This approach would keep leadership recruitment as a standing agenda item and demonstrate to the membership the ongoing need for volunteers. The strategy emphasizes persistent outreach rather than waiting for candidates to come forward spontaneously. However, Rogers expressed skepticism about this approach, noting that despite extensive promotion efforts for the general membership meeting, only 30 people attended - primarily officials rather than coaches or parents, and no one expressed interest in officer positions.

Paid Position Considerations

The board discussed the possibility of converting key positions to paid roles to attract qualified candidates. The secretary position emerged as the highest priority for compensation, with estimates suggesting a part-time role of 10-20 hours per week. Kenneth advocated for redesigning the president's role to focus on marketing and outreach rather than administrative tasks, with the secretary handling operational duties. The group noted that New Jersey USATF pays a Managing Director approximately $75,000 annually, though this requires an active board to manage the employee effectively. Earl raised important questions about budget implications and whether the association has sufficient funds to sustain paid positions long-term.

Recruitment Challenges and Strategies

Multiple barriers to officer recruitment were identified. Robin emphasized that candidates must meet minimum technical qualifications, including computer literacy and proficiency with tools like Excel, as the work cannot be accomplished without these skills. The association has received some volunteer inquiries, but activating these volunteers has proven difficult due to the time required for training and mentoring. The board agreed to focus recruitment efforts on two major local running clubs: Greater Philly and Philly Runner. Kenneth stressed the importance of direct personal outreach, with the president making individual calls to potential candidates rather than relying solely on email or social media announcements. However, this intensive recruitment approach requires leadership capacity that is currently lacking.

Membership Participation Concerns

The general membership meeting revealed troubling participation patterns. Of approximately 30 attendees, nearly all were officials—there were zero club youth coaches and zero parents (except for officials whose children participate). Earl noted that the association historically had better attendance when sending physical mailers to members rather than relying on social media and website communications. The group discussed returning to traditional mail outreach, possibly targeting club coaches specifically rather than all 3,000 members. Communication challenges were compounded by limitations of athletic.net, which makes it difficult to reach unattached

athletes and parents, as messages typically go only to club coaches who must then forward information to families.

Dissolution Process and Considerations

The board reviewed Article 17 of their bylaws regarding dissolution, though questions remained about its applicability given that Mid-Atlantic USATF is now an independently incorporated 501(c)(3) entity. Kenneth noted that the article may have been written before incorporation when the association was under USATF National's ownership structure. Rogers suggested that dissolution would likely result in Mid-Atlantic's territory being absorbed by neighboring associations (New Jersey, Three Rivers, and Potomac Valley), with the Mid-Atlantic name ceasing to exist. However, Ken pointed out that as an independent corporation, the process might differ from a simple absorption model. The group agreed to arrange a meeting with USATF National representatives or someone from the California association (which recently underwent a merger of Southern and Northern California associations) to understand the actual dissolution process, requirements, and implications. This fact-finding step was deemed essential before making any decisions about the association's future.

Threshold Question: Core Leadership Before Operations

Alison emphasized a critical sequencing issue: the association must establish core leadership positions before addressing operational improvements like hiring a secretary. She used a marathon analogy - while legs (execution capacity) are important, a runner also needs heart, lungs, skeleton, and a brain coordinating direction and pace. Similarly, the organization needs a president to bring the team together and establish priorities, a secretary to keep work organized and documented, and a financial officer to provide oversight; all working together rather than expecting one role to carry the entire organization. The board acknowledged that recruiting volunteers or implementing operational changes would be extremely difficult without first resolving the fundamental leadership vacuum.

Next Meeting: To be scheduled pending coordination and availability of a USATF National Office representative to outline structural options and the dissolution process.

Meeting Adjourned: 10:02 PM.