

These minutes will be officially approved by the USA Swimming Board of Directors at its April 19, 2024 meeting.

USA Swimming Board of Directors Meeting Minutes

January 27, 2024 / Virtual

Revised March 1, 2024

PRESENT

Maya Andrews, Katy Arris-Wilson, Chris Brearton, Kenneth Chung, Tony Ervin, Kathy Fish, Bruce Gemmell, Natalie Hall, Clark Hammond, Tim Hinchey, Ira Klein, Katie Meili (for the end of the meeting, including Executive Session), Sabir Muhammad, Kathleen Prindle, Michelle Steinfeld, Ashley Twichell Wall, Bob Vincent.

GUESTS

Julie Bachman, Jeff Barrett, Richard Beard, Susan Braman, Brian Brown, Matt Brown, Bill Charney, Kevin Glynn, Melissa Hellervik-Bing, David Hoover, Jennifer LaMont, Dave Patterson, Derek Paul, Jamie Platt, Bob Staab, Jack Swanson.

STAFF

Rebecca Chafin, Paula D'Amico, Chris Detert, Jake Grosser, Dean Ekeren, Shana Ferguson, Elizabeth Hahn, Courtney Intara, Lindsay Mintenko, Patrick Murphy, Ellery Parish, Joel Shinofield, Eric Skufca, MJ Truex, Nikki Warner.

CALL TO ORDER

Chris Brearton, Board Chair, called the January 27, 2024 Board of Directors meeting to order at 9:12 a.m. Mountain Time.

BOARD CHAIR'S WELCOME

Mr. Brearton expressed his excitement for this Olympic year and the need to focus on the "main things" important to the organization, while also supporting our athletes, coaches, and officials. Mr. Brearton explained that he would elaborate more on the "main things" during the annual strategic plan discussion later in the meeting.

RULES OF ENGAGEMENT/PROTOCOL

Mr. Brearton announced that the Board will begin to utilize USA Swimming email addresses, that all items in Closed Session are confidential, and that the Board speaks with "one voice."

DECLARATION OF CONFLICT OF INTEREST (2.5.4)

"Is any member aware of any conflict of interest (that is, of a personal interest or direct or indirect pecuniary interest) in any matter being considered by this meeting, which should now be reported or disclosed or addressed under the USA Swimming Conflict of Interest Policy?"

If a Board member determines there to be a conflict of interest at any point during the course of the meeting when a specific subject is being discussed and/or action is being taken, a declaration of a conflict of interest should be made at that time.

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Tony Ervin disclosed that he is under a limited contract with World Aquatics and additionally serves as the President and Board Member of an aquatics-based Foundation in New York. Michelle Steinfeld, Secretary & General Counsel, confirmed that Mr. Ervin had disclosed his information to the Ethics Committee, per USA Swimming's Statement of Ethics and Conflict of Interest Policy.

SAFE SPORT MOMENT

Elizabeth Hahn, Director, Safe Sport, reported that USA Swimming will release the new Minor Athlete Abuse Prevention Policy 3.0 in September 2024 based on new policies from the U.S. Center for SafeSport (Center) with implementation in January 2025. Ms. Hahn also noted that the Center is seeking assistance from National Governing Bodies to collect feedback from adult athletes for the second rendition of their Athlete Climate Survey. Lastly, Ms. Hahn reminded Board members to follow all rules when interacting with minor athletes.

CONSENT AGENDA

Mr. Brearton presented the Consent Agenda items. Kathleen Prindle asked to pull the following items for further discussion prior to approval: Monitoring Report 3.9 and Board Governing Policy 2.3.

MOTION: To approve the following Consent Agenda items:

- November 18, 2023 Board Meeting Minutes (Attachment 2)
- Monitoring Report 3.3: Treatment of Employees and Volunteers (Attachment 3)
- Updates to Board Governing Policy 2.6 (Attachment 6)
- Updates to Board Governing Policy 2.8 (Attachment 7)
- 2024 Board Work Plan (Attachment 8)
- Move Coach Advisory Council (CAC) Policy Manual into the Operating Policy Manual (Attachment 9)

Seconded. Motion passed unanimously.

With regards to Monitoring Report 3.9, the Board discussed the timeline for updating the Monitoring Reports, as agreed upon at the November 2023 Board Meeting. The Board also discussed Policy Provision 1's CEO Interpretation of ensuring that the Board has all relevant information to make informed decisions.

The Board discussed the change to Board Governing Policy 2.3, which would now require that the Board Chair present the annual Board Work Plan at the January/February meeting, instead of the prior November meeting, as November seemed premature.

MOTION: To approve the following Consent Agenda items: Monitoring Report 3.9 and Board Governing Policy 2.3. *Seconded. Motion passed unanimously.*

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POLICY 1.0 BROADDEST END

Ms. Steinfeld presented Policy 1.0, Broadest End – Growth and Success of Swimming and noted this report is looking back at 2023 (Attachment 10).

MOTION: *That the Board approve that the performance monitoring report on Policy 1.0 "Broadest End – Growth and Success of Swimming" conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. Motion passed unanimously.*

POLICY 1.3 PUBLIC ENGAGEMENT WITH SWIMMING

Ms. Steinfeld presented Policy 1.3, Public Engagement with Swimming (Attachment 11).

Shana Ferguson, Chief Commercial Officer, noted that the organization will move away from using the Digital Swimming Index for reporting metrics in future presentations of Policy 1.3 and towards more well-known marketing metrics for reporting purposes.

MOTION: *That the Board approve that the performance monitoring report on Policy 1.3 "Public Engagement with Swimming" conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. Motion passed unanimously.*

REVIEW OF 2024 STRATEGIC PLAN AND KEY PERFORMANCE INDICATORS OVERVIEW

Mr. Brearton explained that the staff would next present the 2024 Annual Strategic Plan, for later Board approval¹, to align the Board and Staff on the "main things," i.e., priorities for the remainder of the Paris Quad. Mr. Brearton noted that the 2024 Annual Strategic Plan would be presented in the following categories, to align with the USA Swimming's Ends: competitive success, membership, stakeholder engagement, U.S. Olympic Team Trials – Swimming (Trials) ticket sales, commercial, and fundraising.

Tim Hinchey, President & CEO, explained the process used by staff and the Board Officers to develop the proposed 2024 Strategic Plan. Mr. Hinchey highlighted the following staff priorities: supporting all member clubs in their renewal process, conducting a successful Trials, and achieving success at the 2024 Paris Olympic Games (2024 Games).

COMPETITIVE SUCCESS

Lindsay Mintenko, Managing Director, National Team, remarked that the 2024 USA Swimming World Championships team increased to twenty athletes and that the Open Water team hoped to add three more athletes for nomination to the 2024 Games.

¹ A revised 2024 Strategic Plan (Attachment 21) passed via Action without a Meeting in a 13-1 vote on February 29, 2024.

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Mrs. Mintenko discussed the 2024 Games, noting that while winning the gold medal count should always be a goal, it is never a given, and there always must be a focus on celebrating our international team and their successes. Mrs. Mintenko also remarked on the collaboration between National Team staff, the Athletes' Advisory Council (AAC), the National Team Steering Committee and the 2024 Olympic Team Head Coaches to develop a plan for athlete improvement between Trials and the 2024 Games.

Mrs. Mintenko additionally reported on the continuous communication between staff and the Olympic Team Head Coaches, the significant number of National Team athletes training at the Olympic & Paralympic Training Center this spring, the over 200% increased use of USA Swimming's mental health services, relay incentives for the 2024 Games, and the focus on the pipeline development through the National Junior Team. The Board discussed the importance of continued support of mental health services and positive team culture.

Mrs. Mintenko noted the athlete and coach support provided by the National Team High Performance division, specifically through increased distribution of race analytics and regular communication with National Team athletes and coaches. The Board discussed the quality of race analytics and the distribution and utilization of race data.

Mr. Brearton reiterated the major points the Board discussed and posed the idea of modifying the Key Performance Indicators (KPIs) within the proposed 2024 Annual Strategic Plan to remove the overall medal count KPI and instead work towards achieving the U.S. Olympic & Paralympic Committee's (USOPC) medal goals instead, including a KPI specific to mental health.

MEMBERSHIP

Joel Shinofield, Managing Director, Sport Development, reported that the current 2024 membership pacing is slightly ahead of the 2023 totals of 333,000 athlete members and 379,000 total members, noting that the approved budget reflected a projection of equal membership numbers for the 2023 and 2024 membership years. Additionally, Mr. Shinofield stated that the organization has a goal of a 5% membership increase for the 2025 membership year based on historical membership data from post-Olympic years and current projected capacity.

Mr. Shinofield explained the steps USA Swimming will take to achieve its membership KPIs and 2025 increased membership goal. Mr. Shinofield noted some challenges to obtaining and retaining membership, which include a smaller population of American school-aged children, increased marketplace competition, a heavy time commitment for families, and a reduced capacity in number of member clubs. Mr. Shinofield provided the initiatives USA Swimming will employ to meet those challenges, including upcoming marketing campaigns, a more family-friendly meet format, and a focus on helping new clubs be successful.

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The Board reviewed membership data provided by Mr. Shinofield and discussed ways to increase and retain membership, specifically how to support member clubs.

Mr. Brearton asked the staff to modify the 2025 membership goal to be equal to or greater than a 5% increase.

STAKEHOLDER ENGAGEMENT

Mr. Shinofield provided a timeline and background of previously conducted coach surveys. He reported that as a result of the surveys, the organization has developed an action plan to increase direct coach communication to staff and to provide committees with coach feedback. Mr. Shinofield additionally reported that an action plan for addressing the need for technical performance data and education includes the launching of a High Performance community and access to club improvement reports through SWIMS. Mr. Shinofield detailed other action steps, including increasing in-person education and club visits, providing better technology through improved integration with 3rd party software, streamlining coach requirements, creating more family friendly meets, and expanding coach focus groups.

TRIALS TICKETS DASHBOARDS

Jake Grosser, Senior Director, Marketing & Communications, provided a Trials ticket sales update, highlighting that the quantity of tickets sold to date is roughly the same as it was when Trials were held in Omaha and will only continue to increase due to a greater capacity in Indianapolis. Mr. Grosser reported that there has been an additional \$1 million in ticket revenue since the last Board meeting, reaching just over \$7 million in revenue and tracking to meet the Q1 2024 cash flow goal of just over \$7.7 million.

Mr. Grosser discussed the results of recent promotions and the plan for upcoming marketing leading up to Trials, such as working with U.S. Masters Swimming on a ticket promotion for their National Championships (to be held during the second weekend of Trials at the Indiana University Natatorium in Indianapolis) and developing corporate challenges with local businesses.

Mrs. Ferguson presented viewership goals for Trials, including reaching a total of 45 million viewers for Finals, across all nine nights. Mrs. Ferguson also shared plans to evaluate the Trials experience through athlete, coach, officials, and fan surveys after the event.

COMMERCIAL & FUNDRAISING

Mr. Hinchey reported that the USA Swimming Foundation's fundraising goal of \$5.1 million for 2024 will be a 15% growth over 2023 and will be achieved in collaboration with the USA Swimming Foundation Board of Directors.

Mrs. Ferguson highlighted two goals of the commercial division: (1) achieving \$5.78 million in revenue for 2024, which is a 7% growth over 2023, and (2) improving upon integrated communications plans with a focus on serving members and fans of the sport. Mr. Brearton

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noted he will send a communication to stakeholders after each quarterly Board meeting, as well as a management discussion and analysis from the Vice-Chair Fiscal Oversight, to accompany the annual public financial statements.

FINANCIALS

Eric Skufca, Chief Financial Officer, reported that the 2023 financial projection remains reasonably consistent with the financial projection presented and reviewed at the November 2023 Board meeting. One available update made to the projection includes the 2023 non-operating investment gains, which are more favorable since the last projection primarily due to the strong equity and fixed income markets in 2023. Mr. Skufca provided a year-over-year comparison of the bottom line and explained the three ways that this bottom line can increase or decrease each year: through an operating surplus or deficit, through a non-operating unrealized market gain or loss, and/or through Board-approved reserve spend (Attachments 12 – 15). Mr. Skufca highlighted the two most material remaining variables in obtaining the current 2024 Quad projection of a \$1.3 million surplus: partnership marketing revenue and Trials ticket sales and revenue.

POLICY 3.4: FINANCIAL CONDITION & ACTIVITIES

Kenneth Chung presented Monitoring Report 3.4, Financial Condition & Activities (Attachment 16).

MOTION: *That the Board approves that the performance monitoring report on Policy 3.4 “Financial Conditions and Activities – Internal” conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO’s interpretations. Seconded. Motion passed unanimously.*

NEXT STEPS: 2024 STRATEGIC PLAN AND KEY PERFORMANCE INDICATORS

The Board discussed the proposed 2024 Annual Strategic Plan and considered modifying two items relating to the National Team pipeline and survey Net Promotor Scores. The Board agreed that the Board Chair would amend and circulate these updates for final approval following the meeting.

NATIONAL EVENT SITE SELECTION STRATEGY

Dean Ekeren, Director, National Events, shared USA Swimming’s competition pyramid and highlighted the criteria used to determine sites for a national-level meet, including access to two 50-meter pools, adequate deck, amenity, parking and meeting space, and nearby hotel options.

Mrs. Ferguson introduced Matt Brown, Managing Director, Greensboro Coliseum Complex, Susan Braman, Executive Director, Greensboro Learn to Swim Inc., David Hoover, Manager, Greensboro Aquatic Center, and Richard Beard, President, Greensboro Sports Foundation. The guests each presented information regarding the Greensboro Aquatic Center, including the amenities in the facility and the local community, facility features, and the experience of

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their staff. Mr. Brown overviewed a list of long-term partnership benefits of holding national level meets at their facility.

MOTION: Pursuant to USA Swimming Rule 206.3.1, the Board approves the awards of the following events:

- 2024 Open Water Championships (Sarasota, FL, Sarasota Sharks)
- 2024 Toyota U.S. Open (Greensboro, NC, Greensboro Aquatic Center)

Seconded. Motion passed unanimously.

CTO ROUNDTABLE PRESENTATION

Patrick Murphy, Senior Director, Member Data and Product, provided an organizational technology update and highlighted the creation of a Technology Advisory Group, which includes outside experts to assist with technology efforts. Mr. Murphy described the facets in which the group advises USA Swimming, including technical investment, strategy, and processes. Mr. Murphy additionally reported that in 2024 the group will focus on evaluating the need to avoid technical debt, increasing member benefits, and capturing the return on investment from the digital transformation. Mr. Murphy introduced the members of the Group: Jeff Barrett, Brian Brown, and Kevin Glynn.

Mr. Brown discussed increasing cybersecurity costs, noting that USA Swimming has met industry standards and the importance of that investment. Mr. Barrett remarked on the ongoing costs of maintaining the organization's technology surface area and how the group will help staff determine if the right amount is being spent to support technology goals. Mr. Glynn commented on how to measure technology investments through retention of members and sport performance. Mr. Brown further described ways to monetize technology efforts and show return on investment for the organization.

The Board asked the group to provide future updates on analysis of the results of the digital transformation, how our technology can help improve the sport, and ways to monetize the technology as a benefit for USA Swimming's consumer base. Mr. Murphy discussed future collaboration between the group, staff and the Board.

BOARD MEMBER COMMITTEE APPOINTMENT

Ms. Steinfeld asked the Board to approve the appointment of Kathleen Prindle as the Board Coach Member on the Nominating Committee.

MOTION: That the Board approve that Kathleen Prindle will serve as the Coach Member of the Board of Directors on the Nominating Committee. *Seconded. Motion passed unanimously.*

BOARD GAP ANALYSIS AND NOMINATING COMMITTEE CHARGE

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Ms. Steinfeld reported that four seats will be open on the Board in 2024, including the Team USA Athletes' Commission Representative and Alternate, an athlete At-Large seat, and an Independent seat. Ms. Steinfeld noted that the AAC provided criteria for the athlete seats, including someone with experience in governance and athlete Name, Image, and Likeness issues, as well as some who has competed recently.

Mr. Brearton asked the Board to provide feedback on qualifications they believe an Independent member should have and the Board discussed those ideas to be memorialized as a charge for the Nominating Committee, which the Board will vote on later by action without a meeting.

R9 DISCUSSION

Mr. Brearton presented the proposed Officials Certification Standards (Attachment 19). Derek Paul, Rules and Regulations Chair, provided a high-level overview of the proposed Officials Certification Standards. Clark Hammond proposed an amendment to the proposed Referee requirements that would remove the Administrative Official position as part of the pathway to becoming a referee and replace it with a requirement to have two apprentice sessions with an Administrative Official instead.

MOTION: *To remove Administrative Official position as part of the pathway to becoming a referee and replace it with a requirement to have two apprentice sessions with an Administrative Official under the Referee requirements. Seconded. Motion defeated 12 to 3.*

MOTION: *That the Board approve the proposed Officials Certification Standards in Attachment 19, effective immediately. Seconded. Motion passed 14 to 1.*

CLOSED SESSION (2.3.6)

EXECUTIVE SESSION

The Board went into Closed Session so it could conduct an Executive Session; all members of the staff left the meeting except for Mr. Hinchey and Ms. Steinfeld prior to Executive Session. The Board was joined by outside counsel.

The Board came back into Open Session to vote on the following motion.

MOTION: *To indemnify a Board member pursuant to Bylaw 9.1 to the full extent permitted by the Colorado Revised Nonprofit Corporation Act against expenses incurred by them in their capacity as director. Seconded. Motion passed unanimously.*

ADJOURNMENT

Mr. Brearton adjourned the January 27, 2024 meeting of the Board of Directors at 5:27 p.m. Mountain Time.

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333 Respectfully submitted:


Michelle Steinfeld, Secretary and General Counsel


Chris Brearton, Board Chair

DRAFT

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USA Swimming Board of Directors Meeting Minutes

January 27, 2024 / Virtual

Attachment 1	Agenda
Attachment 2	Page 2 – DRAFT November 18, 2023 Board Meeting Minutes
Attachment 3	Page 2 – Policy 3.3 Treatment of Employees and Volunteers
Attachment 4	Page 2 – Policy 3.9 Board Awareness and Support
Attachment 5	Page 2 – BGPM 2.3 Proposed Changes
Attachment 6	Page 2 – BGPM 2.6 Proposed Changes
Attachment 7	Page 2 – BGPM 2.8 Proposed Changes
Attachment 8	Page 2 – 2024 Board Work Plan
Attachment 9	Page 2 – CAC Policy Manual
Attachment 10	Page 3 – Policy 1.0 Broadest End
Attachment 11	Page 3 – Policy 1.3 Public Engagement with Swimming
Attachment 12	Page 6 – Financial Highlights
Attachment 13	Page 6 – 2023 Budget vs. 2023 Projection Summary
Attachment 14	Page 6 – 2022-2024 Quad Business Plan Summary
Attachment 15	Page 6 – Preliminary Comparative Balance Sheet
Attachment 16	Page 6 – MR 3.4: Financial Conditions and Activities
Attachment 17	Page 6 – 2024 Strategic Plan / KPIs
Attachment 18	Page 7 – 2024 Board Gap Analysis
Attachment 19	Page 8 – Officials Certification Standards
Attachment 20	CSCAA Report
Attachment 21	Revised 2024 Strategic Plan



AGENDA

USA Swimming
Board of Directors
Board of Directors - January 2024
Saturday, January 27, 2024, 9:00 am - 4:35 pm
Virtual/Denver Marriott Tech Center

A. Welcome

9:00

1. Call to Order/Record of Attendance
2. Board Chair's Welcome
3. Guest Introductions
4. Rules of Engagement
5. Declaration of Conflict of Interest
6. Safe Sport Moment
7. Consent Agenda
 - a. November 18, 2023 Board Minutes
 - b. Monitoring Report 3.3 Approval
 - c. Monitoring Report 3.9 Approval
 - d. Board Governing Policy 2.3 Updates

Changing Board Work Plan approval date to Jan/Feb

- e. Board Governing Policy 2.6 Updates

Changing requirements for anti-discrimination training to align with USOPC

- f. Board Governing Policy 2.8 Updates

Changing athlete representation requirements on the Governance Committee

- g. Board Work Plan
- h. Move Coach Advisory Council Policy Manual into the Operating Policy Manual
- i. **ACTION:** Approve Consent Agenda

B. **ACTION:** End 1.0 Report Approval

9:30

C. **ACTION:** End 1.3 Report Approval

9:35

D. Review of 2024 Strategic Plan and Key Performance Indicators	
1. Overview	9:40
2. Competitive Success	9:50
3. Membership	10:20
4. Stakeholder Engagement	10:50
5. Trials Tickets Dashboards	11:20
6. Commercial & Fundraising	11:50
7. Financials	12:20
a. ACTION: Approve Monitoring Report 3.4: Financial Conditions and Activities	
E. ACTION: Approval of 2024 Strategic Plan and Key Performance Indicators	12:50
F. Lunch	12:55
G. National Event Site Selection Strategy	1:20
<i>Presentation from Greensboro representatives</i>	
1. ACTION: Approve Greensboro as host site for 2024 Toyota U.S. Open	
H. CTO Group Presentation	1:40
I. Break	2:10
J. ACTION: Approve Board member committee appointments for 2024	2:25
<i>Nominating Committee: Kathleen Prindle</i>	
K. Board Gap Analysis and Nominating Committee Charge	2:30
L. R9 Discussion	2:45
1. ACTION: Approve proposed Officials certification standards in Attachment (X), effective immediately	
M. Break	3:05
N. Closed Session	3:20
1. Election Process Update	
2. Commercial Update	
3. Membership	
4. Litigation Update	
5. Executive Session	
a. Executive Compensation Committee	

O. **Adjourn**

4:00

Total Meeting Time: 7h 0m

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PRESENT

Maya Andrews, Katy Arris-Wilson, Chris Brearton, Kenneth Chung, Tony Ervin, Kathy Fish, Bruce Gemmell, Natalie Hall, Clark Hammond, Tim Hinchey, Ira Klein (virtual), Katie Meili, Sabir Muhammad, Kathleen Prindle, Michelle Steinfeld, Ashley Twichell Wall (virtual), Bob Vincent.

GUESTS

Sam Barany, Tim Bauer, Anne Berry, Bill Charney, Marc Christian, Dana Covington, Jay Definis, Cynthia Eubanks, Melissa Hellervik-Bing, Jennifer LaMont, Greg Lockard, Dan Mascolo, Emily Melina, Dale Neuburger, Brent Nowicki, Derek Paul, David Shackley, Mike Unger.

STAFF

Matt Barbini, Elaine Calip, Paula D'Amico, Jake Grosser, Shana Ferguson, Elizabeth Hahn, Courtney Intara, Lindsay Mintenko, Patrick Murphy, Ellery Parish, Joel Shinofield, Eric Skufca.

CALL TO ORDER

Chris Brearton, Board Chair, called the November 18, 2023 Board of Directors meeting to order at 8:36 a.m. Pacific Time.

BOARD CHAIR'S WELCOME

Mr. Brearton expressed his appreciation for the Board's role within the sport of swimming, along with the responsibility those roles bring, including setting our athletes up for success at the 2024 Olympic Games and prioritizing membership.

RULES OF ENGAGEMENT/PROTOCOL

Mr. Brearton remarked on the Board's Rules of Engagement, including that Closed Session items are to remain confidential and that members come prepared by reading the documents provided prior to the meeting.

DECLARATION OF CONFLICT OF INTEREST (2.5.4)

"Is any member aware of any conflict of interest (that is, of a personal interest or direct or indirect pecuniary interest) in any matter being considered by this meeting, which should now be reported or disclosed or addressed under the USA Swimming Conflict of Interest Policy?"

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If a Board member determines there to be a conflict of interest at any point during the course of the meeting when a specific subject is being discussed and/or action is being taken, a declaration of a conflict of interest should be made at that time.

No additional disclosures were made beyond the annual, continuing disclosures made at the September 22, 2023 Board meeting.

SAFE SPORT MOMENT

Elizabeth Hahn, Program Director, Safe Sport, reported that the U.S. Center for SafeSport (USCSS) provided a full report of USA Swimming's audit which will be utilized by USA Swimming to continue to meet the appropriate standards and ensure success in future audits.

Ms. Hahn remarked that USA Swimming has provided input to the USCSS regarding revisions to their SafeSport Code for the U.S. Olympic & Paralympic Movement and noted that USA Swimming provided feedback and recommendations for possible SafeSport legislative changes.

Lastly, Ms. Hahn reminded the Board members to be responsible when they interact with minor athletes, to ensure compliance with the Minor Athlete Abuse Prevention Policy.

CONSENT AGENDA

Mr. Brearton presented the Consent Agenda items:

- September 22 – 23, 2023 Board Meeting Minutes (Attachment 2)
- September 23, 2023 Board Meeting Minutes (Attachment 3)
- MR 3.0 General Management Constraint (Attachment 4)
- MR 3.7 Compensation and Benefits (Attachment 5)
- Bylaw Article 2 Proposal (Attachment 6)

MOTION: *To approve the Consent Agenda items. Seconded. Motion passed unanimously.*

WORLD AQUATICS PRESENTATION

Mr. Brearton introduced Brent Nowicki, Executive Director, World Aquatics (AQUA). Mr. Nowicki thanked Mr. Hinchey and Mr. Brearton for the invitation to speak to the Board and expressed appreciation for their efforts to establish and develop a professional rapport with him over the past few years.

Mr. Nowicki spoke about the importance of rebuilding relationships among the global swimming federations, specifically noting the role the leadership at USA Swimming has played in the rebuilding and rebranding process for AQUA as it strives to better engage athletes and bring them to the forefront of decision-making.

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Mr. Nowicki additionally provided an explanation of AQUA's independent Integrity Unit that conducts inquiries into violations of the Integrity Code, while also offering details on how AQUA builds out its competition calendar.

STAKEHOLDER SURVEY PRESENTATION

Joel Shinofield, Managing Director, Sport Development, introduced Marc Christian, PhD, Founder, Intellisport Analytics (Attachment 7).

Dr. Christian reported the findings from Intellisport Analytics' National Team Athlete Experience Study, which surveyed the National Team athletes and coaches on culture, challenges, and opportunities, support needed in the next Olympic Quad, resources, and the overall environment.

Dr. Christian additionally reported on the findings and recommendations from Intellisport Analytics' Club Excellence Coach Study on coach satisfaction, coach support from USA Swimming, organizational effectiveness from programs and services offered to coaches by USA Swimming, and overall coach concerns and recommendations. Dr. Christian provided recommendations based on the study's outcomes, including increased meaningful engagement between coaches and USA Swimming staff, providing technical coaching and high-performance educational opportunities, and determining if quality and access of services are more important than offering extensive services. Mr. Shinofield noted that National Team and Sport Development are already collaboratively building out a high-performance educational series with the first offering early the next week. This offering will be followed by a survey for participating coaches on requested topics for the series.

QUARTERLY OPERATIONAL REPORTS OVERVIEW

Mr. Brearton provided a brief overview of the operational updates.

INTERNATIONAL & COMPETITIVE SUCCESS

Lindsay Mintenko, Managing Director of National Team, remarked on the mental health work being done by National Team's Manager of Psychological Services, Emily Klueh. Mrs. Mintenko also reported that she will be attending the Intercollegiate Athletics Forum in December, along with Mr. Hinchey, to learn more about the changing landscape within the collegiate athletics system. Mrs. Mintenko also announced that Mr. Hinchey was selected to be on the Nominating Committee for the U.S. Olympic & Paralympic Committee (USOPC) Collegiate Advisory Council.

Lastly, Mrs. Mintenko reported that a pool team of eighteen (thirteen men and five women) will compete in AQUA's World Championships in Doha in February 2024.

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Matt Barbini, Director, National Team Performance, highlighted the performance of the USA Swimming team at the 2023 Pan American Games, including winning a total of 48 medals. Mr. Barbini also noted a few prominent individual performances.

Tim Hinchey, President and CEO, thanked Mr. Shinofield and Van Donkersgoed, Treasurer, PanAm Aquatics, for assistance with securing tickets for athletes' parents during the Pan American Games.

FINANCIALS

Eric Skufca, Chief Financial Officer, reported that there have been no material variances since the September 2023 Board of Directors meeting. He reported that the current \$1.3M surplus for the quad budget remains the same, which includes the current 2023 projection of a \$1.6M operating deficit (compared to the approved budget of a \$1.4M operating deficit). Mr. Skufca additionally presented the year-to-date investment gains for USA Swimming and the USA Swimming Foundation (Foundation). Mr. Skufca shared financial challenges and opportunities, including favorable insurance renewals, revenues from membership renewals, sponsorship sales, and U.S Olympic Team Trials – Swimming (Trials) ticket sales.

Mr. Skufca provided an overview of the financial deliverables made available to the Board and presented a summary of the budget-to-projected line items, specifically, the larger variance items.

POLICY 3.4: FINANCIAL CONDITION & ACTIVITIES

Mr. Brearton presented Monitoring Report 3.4, Financial Condition & Activities (Attachments 8- 11).

MOTION: *That the Board approves that the performance monitoring report on Policy 3.4 "Financial Conditions and Activities – Internal" conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. Motion passed unanimously.*

POLICY 3.6 FINANCIAL PLANNING AND BUDGETING

Mr. Brearton presented Monitoring Report 3.6, Financial Planning and Budgeting (Attachments 12 – 16).

MOTION: *That the Board approves that the performance monitoring report on Policy 3.6 "Financial Planning and Budgeting" conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. Motion passed unanimously.*

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MEMBERSHIP

Mr. Shinofield presented historical membership trends, while noting causes and threats to the overall membership rate. Mr. Shinofield remarked that staff is rethinking how to restructure the registration process, to be discussed with the 1.2 Working Group.

Mr. Shinofield shared points of focus for how to assist clubs with retention through reaching new communities and identifying what parents and families want and need.

The Board discussed challenges to club retention and youth sports overall.

COMMERCIAL & FUNDRAISING

Shana Ferguson, Chief Commercial Officer, briefly updated the Board on the 2023 Golden Goggle Awards and other events occurring over the celebratory weekend in Los Angeles.

Mrs. Ferguson commented on the strategy behind the utilization of USA Swimming's logos, specifically the shields for USA Swimming and the USA Swimming Foundation. Mrs. Ferguson provided historical data on partnership revenue, while also sharing the organization's current partners and key sponsorship categories the organization is focused on fulfilling going forward.

Mrs. Ferguson reported that the Commercial revenue projection for year ending 2023 is on budget at \$5.4M, aided by the addition of new partnerships in the third quarter.

Elaine Calip, Senior Director, Development, reported that Foundation Partnership revenue is projected to be higher than budgeted, reaching \$1.1M for 2023. Mrs. Calip remarked on the \$2M funding gap for Learn to Swim grants that the Foundation is looking to close, so that all programs wanting to provide Learn to Swim lessons can be funded. Mrs. Calip announced Dara Torres as the first National Team Alumni to become a donor in the Donor Athlete Partner Program (DAPP) and noted that all 32 National Team athletes that applied to DAPP in 2023 were paired with a donor. Lastly, Mrs. Calip commented on the Winning Paris Campaign to raise funds to assist the National Team with addressing unique athlete needs for the 2024 Olympic Games in Paris.

U.S. OLYMPIC TEAM TRIALS - SWIMMING

Mrs. Ferguson provided an update on the 2024 Trials, including the engagement of local clubs to sponsor athlete and coach hospitality areas, the 686 athletes qualified to swim, the release of single day tickets, club travel packages, and entitlement and sponsorships.

Jake Grosser, Senior Director, Marketing & Communications, presented ticket dashboards showing current Trials ticket sales, revenues, and cash flow, noting revenues are above set benchmarks. Mr. Grosser also shared a favorable quad-over-quad ticket sales analysis and described the marketing strategy leading up to the event.

These minutes will be officially approved by the USA Swimming Board of Directors at its January 27, 2024 meeting.

STAKEHOLDER ENGAGEMENT

Mr. Shinofield reported that the number of clubs in the Safe Sport Club Recognition program has not increased, noting that while larger clubs are doing well, smaller clubs need more support.

CEO ROUNDTABLE UPDATE

Mr. Hinchey shared updates from the inaugural CEO Roundtable Offsite, a gathering of club CEOs from various Local Swim Committees (LSC) meant to advise and collaborate on important issues. This Roundtable discussed the need for more opportunities for smaller meets, branding and marketing support for clubs, and maximization of USA Swimming services.

Mr. Shinofield briefly described two initiatives: the new High Performance Community, which was described earlier in the meeting during Dr. Christian's presentation, and International Water Safety Day, which was piloted in Chicago this past year and will expand to include three new cities in 2024.

UPDATE ON OFFICIALS' CERTIFICATION

Tim Bauer, Chair of the Coach Advisory Council (CAC), remarked on the collaboration between the CAC and Officials Committee on the creation of a proposal for Officials' certification standards (Attachments 17 – 19).

Dana Covington, Chair of the Officials Committee, highlighted the challenges and discussions the group had over the course of developing standard requirements for Officials.

Mrs. Covington presented the proposal and described the process for developing proposed certification standards, including comparing and analyzing the various requirements currently used by each LSC.

The Board discussed the nuances of the proposed Officials' certification standards. Michelle Steinfeld, Secretary & General Counsel, asked whether the Officials Committee would consider and accept an amended proposal from the Board, now that the Officials Committee had put their recommendations on the record; Mrs. Covington responded that she would.

ENDS 1.2 WORKING GROUP REPORT

Mr. Brearton presented a proposal to endorse USA Swimming's continued discussions with the Junior Swim League (Attachment 20).

MOTION: *To support USA Swimming's negotiation of a partnership with the Junior Swim League, effective immediately. Seconded. Motion passed unanimously.*

These minutes will be officially approved by the USA Swimming Board of Directors at its January 27, 2024 meeting.

MOTION: That the Board approve that the performance monitoring report on Policy 1.2 "Successful Athletes, Coaches, and Clubs" conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO's interpretations. Seconded. Motion passed unanimously.

FOUNDATION

Mrs. Calip introduced members of the Foundation Board of Directors, including Chair, David Shackley, Cynthia Eubanks, Jay DeFinis, and Vice Chair, Anne Berry.

Mr. Shackley thanked Mr. Brearton and Bob Vincent for their donations to the Foundation and reported that the Golden Goggle Awards Auction is in full swing.

Mrs. Calip provided details on upcoming Foundation events, including Foundation Onboarding in early 2024, Foundation engagements at the TYR Pro Swim Series in Knoxville, and the Foundation's activation during International Water Safety Day on May 15, 2024.

Mr. Skufca shared a Foundation financial update, highlighting projected revenue being greater than budgeted due to an increase in Annual Campaign and corporate sponsorships (Attachments 21 – 22).

Mrs. Eubanks presented the three new Foundation Board members to be approved by the Board: Kimberly Chen Bock, Heather Glass, and Kelley Gay.

MOTION: That the Board approve Heather Glass, Kelley Gay, and Kimberly Chen Bock to three-year terms as new members of the USA Swimming Foundation Board of Directors. Seconded. Motion passed unanimously.

Ms. Steinfeld briefly provided background information on the amended Foundation governance documents for final approval from the Board.

MOTION: That the Board approve the newly drafted USA Swimming Foundation Articles of Incorporation as included in Attachment (23). Seconded. Motion passed unanimously.

MOTION: That the Board approve amendments to the USA Swimming Foundation Bylaws as included in Attachment (24). Seconded. Motion passed unanimously.

MOTION: That the Board approve amendments to the MOU between USA Swimming and the USA Swimming Foundation as included in Attachment (25). Seconded. Motion passed unanimously.

Mr. Hinchey announced that Mrs. Calip will soon be promoted to the Executive Director of the USA Swimming Foundation.

These minutes will be officially approved by the USA Swimming Board of Directors at its January 27, 2024 meeting.

2024 BUDGET

Mr. Skufca presented and discussed the 2024 budget as proposed for Board approval reviewing both the revenue and expenditure components of the plan. Mr. Skufca reported that the proposed 2024 budget of the \$4.2M operating surplus is materially consistent with the 2024 plan the Board and staff have been reviewing and planning since 2022. Additionally, Mr. Skufca highlighted the key revenue priorities, including membership revenue, sponsorship revenue, and Trials ticket sales. Mr. Skufca noted that the budget includes all the programming and activation based on current domestic and international events and competitive schedules.

Mr. Skufca presented the proposed 2024 budget (Attachment 26).

MOTION: *That the Board approve the 2024 Budget as presented. Seconded. Motion passed unanimously.*

VICE CHAIR ELECTION

Ms. Steinfeld announced that Kenneth Chung will be running unopposed for Vice-Chair, Fiscal Oversight and that Katy Arnis-Wilson, Natalie Coughlin Hall, and Kathleen Prindle will be running for Vice-Chair.

CLOSED SESSION (2.3.6)**VICE CHAIR ELECTION**

The Board went into Closed Session to conduct an election for Vice-Chair.

MONITORING REPORTS

The Board remained in Closed Session for Bob Vincent to lead a discussion regarding revamping monitoring reports.

FINANCIAL UPDATE

The Board remained in Closed Session to receive a financial update from Mr. Skufca.

LITIGATION UPDATE

The Board remained in Closed Session to receive a legal update from Ms. Steinfeld.

OPEN SESSION

The Board came out of Closed Session to approve those elected as Vice-Chairs.

MOTION: *That the Board approve Natalie Coughlin Hall as the USA Swimming Board Vice-Chair. Seconded. Motion passed unanimously.*

MOTION: *That the Board approve Kenneth Chung as the USA Swimming Board Vice-Chair Fiscal Oversight. Seconded. Motion passed unanimously.*

These minutes will be officially approved by the USA Swimming Board of Directors at its January 27, 2024 meeting.

MOTION: *That the Board approve to destroy the ballots. Seconded. Motion passed unanimously.*

MOTION: *That the Board make the recommended process change to Board Policy 3.0 - General Management Constraint. Seconded. Motion passed unanimously.*

EXECUTIVE SESSION

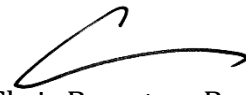
The Board went back into Closed Session so it could conduct an Executive Session to discuss key performance indicators for the President & CEO; all members of the staff left the meeting prior to Executive Session.

ADJOURNMENT

Mr. Brearton adjourned the November 18, 2023 meeting of the Board of Directors at 7:15 p.m. Pacific Time.

Respectfully submitted:


Michelle Steinfeld, Secretary and General Counsel


Chris Brearton, Board Chair

These minutes will be officially approved by the USA Swimming Board of Directors at its January 27, 2024 meeting.

USA Swimming Board of Directors Meeting Minutes

November 18, 2023 / Colorado Springs, CO

Attachment 1	Agenda
Attachment 2	Page 2 – September 22 – 23, 2023 Board Meeting Minutes
Attachment 3	Page 2 – September 23, 2023 Board Meeting Minutes
Attachment 4	Page 2 – MR 3.0 General Management Constraint
Attachment 5	Page 2 – MR 3.7 Compensation and Benefits
Attachment 6	Page 2 – Bylaw Article 2 Proposal
Attachment 7	Page 3 – USA Swimming Club Excellence Coach Report
Attachment 8	Page 4 – Q3 2023 Financial Statement Report
Attachment 9	Page 4 – Year-Over-Year YTD Comparison 2022-2023
Attachment 10	Page 4 – Q3 2023 Portfolio Statements
Attachment 11	Page 4 – MR 3.4: Financial Quarterly
Attachment 12	Page 4 – 2024 Budget vs. 2023 Projection
Attachment 13	Page 4 – 2023 Budget vs. 2023 Projection
Attachment 14	Page 4 – 2023 Budget vs. Aug. 2023 Proj. vs. Nov. 2023 Proj.
Attachment 15	Page 4 – 2022-2024 Quad Business Plan Summary
Attachment 16	Page 4 – MR 3.6: Budget - Annual Forecast
Attachment 17	Page 6 – LSC Standards for Officiating
Attachment 18	Page 6 – ST Certification Template
Attachment 19	Page 6 – Session and Time Requirement Comparison
Attachment 20	Page 6 – Policy 1.2 Successful Athletes, Coaches, and Club
Attachment 21	Page 7 – Foundation Q3 2023 Financial Statement Report
Attachment 22	Page 7 – Foundation 2023 Budget vs. 2023 Projection
Attachment 23	Page 7 – Redrafted Foundation Articles of Incorporation
Attachment 24	Page 7 – Amended Foundation Bylaws
Attachment 25	Page 7 – Amended Swimming/Foundation MOU
Attachment 26	Page 8 – USA Swimming 2024 Budget
Attachment 27	CSCAA Report

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, Chief Executive Officer
RE: Internal Report – Management Parameters
Annual Monitoring on **Policy 3.3: Treatment of Employees and Volunteers**
DA: January 19th, 2024

I hereby present the Monitoring Report for Management Parameters Policy 3.3 “Treatment of Employees and Volunteers,” in accordance with the monitoring schedule set forth in Board Policy and certify that the information contained in this report is true for the year ended January 19, 2024.

Signed , President & CEO

BROADEST POLICY PROVISION: “With respect to the treatment of employees and volunteers, the CEO will not cause or allow conditions that are unfair, unsafe or undignified.”

CEO’S INTERPRETATION: (No change since previous report)

I submit that the Board’s concerns about employees are comprehensively addressed by this Policy’s subsequent provisions. My interpretations and reporting data are presented with those provisions, below.

Regarding volunteers, my interpretation is volunteer commitment and leadership participation have been and continue to be a vital organizational asset. As such, we are to ensure that volunteers at the NGB level are treated with respect and equitably (e.g., inclusion, fairness of opportunity, and avoidance of nepotism). We are to ensure that appreciation for their commitment to the organization is expressed and that volunteers do not encounter physical harm or threatening situations while performing services on our behalf.

REPORT:

In 2023, we continued to prioritize consistency in recognizing and communicating with our volunteers. In September 2023, we invited Committee Chairs and Local Swimming Committee General Chairs to attend the Annual Business Meeting in Colorado Springs to connect with USA Swimming staff leads and liaisons and collaborate with one another.

The Committee structure of USA Swimming remains largely unchanged. The staff has a vested interest in activating committees to address organizational priorities. One such example includes collecting feedback from the Coach Advisory Council on how to improve the coach certification experience and subsequently implementing the Provisional Coach membership.

I therefore report **COMPLIANCE**.

POLICY PROVISION 1: “The CEO will not: Operate without ensuring employees are provided with written personnel policies, reviewed by qualified legal counsel, which clarify personnel rules for employees and provide for effective handling of complaints/grievances.”

CEO’S INTERPRETATION: (No change since previous report)

I interpret “May not operate without ensuring that employees are provided with written personnel policies... which clarify personnel rules for employees...” to mean that all employees must be provided an Employee Handbook that sets forth the expectations of employment such as work hours, overtime pay, expense reimbursements, personnel leave, and procedures to follow in case of emergencies, as well as examples of and expected response to unacceptable conduct.

I interpret “reviewed by qualified legal counsel” to mean that an attorney competent in human resource matters has reviewed and approved the initial and all material changes to the Handbook, with exceptions for minor procedural matters (e.g., vacation scheduling, reimbursement procedures, etc.).

Finally, I interpret “provide for effective handling of complaints/grievances” to mean that personnel policies must provide a process and assurances that formal complaints/grievances will be addressed professionally and fairly. The manual should outline the manner in which a complaint/grievance is to be initiated and what the concerned employee has the right to expect from the process. Further, I interpret this to mean that even if the result of the process is not satisfactory or pleasing to such employee, they would agree that their grievance was heard, considered, and responded to in a timely, courteous, and confidential manner.

REPORT:

Our Employee Handbook contains our personnel policies. Business Affairs updates the Handbook annually with revisions sent to employees by the end of January. Specifically, the Senior Manager, Human Resources, Payroll & Benefits and the Secretary & General Counsel are responsible for the oversight of the Handbook. The Handbook contains a process for initiating grievances and explains to employees how complaints are handled.

Employees must sign an acknowledgement to verify that they have received the latest version of the Handbook; these acknowledgements are maintained in their personnel files. The acknowledgement also conveys awareness of access to the Board Governing Policies Manual, as required by Provision 1A, below. The 2024 version will be distributed digitally in January and is housed in the Human Resources information system. A copy of the 2024 Employee Handbook is available for the Board Members' review upon request.

I therefore report **COMPLIANCE**.

POLICY PROVISION 1A: "The CEO will not: Allow employees to be unaware of the Board's governing policies including, but not limited to, this Treatment of Staff Policy, along with the CEO's interpretations of staff's protections under this Policy."

CEO'S INTERPRETATION: (No change since previous report)

To meet this requirement, and those of Provisions #1 and #3, the Employee Handbook must reference, and employees must be made aware of, how to access the Board Governing Policies Manual. This is to include specific reference to this Treatment of Employees and Volunteers Policy. Further, upon the Board's acceptance of these interpretations as reasonable, they are also to be made accessible to and, upon request, explained to employees.

REPORT:

The 2024 Employee Handbook references the Board Governing Policies Manual and includes the link to access its most current version on the USA Swimming website.

I therefore report **COMPLIANCE**.

POLICY PROVISION 2: "The CEO will not: Allow employees to be unprepared to deal with reasonably foreseeable emergency situations."

CEO'S INTERPRETATION: (No change since previous report, but for removal of references to the COVID-19 pandemic)

Response plans are to be in place, with employees provided appropriate orientation/training, as pertinent to different components of our operations. Examples of "reasonably foreseeable" situations include situations that could occur in two distinct contexts: at our OPTC headquarters or at events.

At the OPTC, there are potential internal emergencies, key examples including but not limited to data breaches and security or other impediments to building access or egress. At events, the most prevalent concerns are weather-related emergencies and, at events with high attendance, intruders with malice.

REPORT:

Basic emergency procedures are in place. For example, we maintain and regularly update a Disaster Recovery Plan (with 12 appendices that range from inventory and configuration to SWIMS info and restore procedures) to address potential data incidents. We also have a "text tree" for contacting all staff. This has been predominantly used to address changes in office hours/closings due to inclement weather but would be applicable in other emergency situations.

Our OPTC headquarters does provide a greater degree of protection from some risks, such as intruders, than we would be exposed to in a regular office space, including security check-ins at points of access to campus, locked gates, and keycard access. The USOPC also hosts risk management events that USA Swimming regularly attends.

As to events, we are continuously identifying risk factors and appropriate steps that will enhance our preparedness in the event of an emergency situation.

In summary, effective risk management requires that we are aware of changes as to the types of emergencies that are reasonably foreseeable and respond accordingly. This is an ongoing process, but there have been no notable problems regarding preparation in the past year. Additionally, USA Swimming employs an experienced Risk Manager.

I therefore report **COMPLIANCE**.

POLICY PROVISION 3: "The CEO will not: Retaliate or allow retaliation against an employee for non-disruptive, internal expression of dissent, or for reporting to management or to the Board of Directors (per the process for handling of grievances in the personnel policies) acts or omissions by USA Swimming personnel, management,

or the Board of Directors that the employee believes, in good faith and based on credible information, constitutes a violation of state or federal law or a governing policy of the Board.”

CEO’S INTERPRETATION: (No change since previous report)

“Expression of dissent” is any statement by an employee that indicates disagreement with a decision made by management and/or the Board of Directors. Such expression is “non-disruptive” when there is no refusal to perform work, no encouragement of others not to perform work, when it is made in a courteous and internal manner, e.g., not publicly, including social and other forms of media. Employees who disagree non-disruptively (as defined above) with management or Board decisions may not experience “retaliation” from the CEO or any other member of management, such as firing, reassignment to less desirable jobs or job hours, or initiation of a formal discipline procedure.

The remainder of this provision ensures “whistleblower protection” to employees who report inappropriate activities/behaviors in the manner outlined in the Employee Handbook. Given its importance to workplace culture, and liability implications if not afforded, we are to ensure that employees who use that process to report alleged wrongdoing, as defined above and on a “good faith” and “credible information” basis, are to also be protected from retaliation by the CEO or any other member of management.

REPORT:

There were no complaints filed with the Human Resources division in 2023. There are no outstanding complaints or investigations pending.

I therefore report **COMPLIANCE**.

POLICY PROVISION 3A: “The CEO will not: Prevent employees from grieving to the Board when (a) internal grievance procedures outlined in the Employee Handbook have been exhausted and (b) the employee alleges that Board policy has been violated.”

CEO’S INTERPRETATION: (No change since previous report)

The Employee Handbook has explicit provisions that explain these protections to employees and encourages them to raise serious concerns so that they can be productively addressed.

The Handbook conveys that if the grievance process does not produce a result satisfactory to the grieving employee, the employee may bring the concern to the Board as a last step in the process, *but only if* the grievance includes an allegation that Board Policy has been violated. In such a case, they must be provided with a notice/reminder that, per the Handbook, the matter may be presented to the Board “via written correspondence to the Board Chair.” “Prevention” of a staff member from doing so would include any threat of reprisal.

While this Policy provides employees the opportunity to elevate a grievance to the Board under the very specific enumerated circumstances, I interpret it as also affirming that the Board will support my personnel-related decisions, as long as consistent with Board Policy.

REPORT:


The Handbook addresses the specific complaint/grievance process requirements consistent with this *Treatment of Employees and Volunteers* Policy, including the ability to elevate the concern to the Board. It has not been invoked, as none of the concerns shared with our Human Resources division were unresolved at the senior management level.

I therefore report **COMPLIANCE**.

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, Chief Executive Officer
RE: Internal Report – Management Parameters
Annual Monitoring on **Policy 3.9: Board Awareness and Support**
DA: January 19th, 2024

I hereby present the Monitoring Report on Management Parameters Policy 3.9 “Board Awareness and Support” in accordance with the monitoring schedule set forth in Board Policy and certify that the information contained in this report is true for the year ended January 19, 2024.

Signed , President & CEO

BROADEST POLICY PROVISION: “The CEO will not cause or allow the Board to be uninformed or unsupported in its work.”

CEO’S INTERPRETATION: (No change since previous report)

One of my primary obligations as CEO is to ensure that the Board has the information, resources, and support necessary for the fulfillment of its role, as defined by statute, the Bylaws, and the Board Governing Policies Manual. I submit that the subsequent provisions comprehensively define this Policy. My interpretations and reporting data for each are presented below.

POLICY PROVISION 1: “The CEO will not withhold, impede, or confound information necessary for the Board’s informed accomplishment of its job.”

CEO’S INTERPRETATION: (No change since previous report)

With the active support of the General Counsel, the CEO is to ensure that the Board is aware of all required functions and actions required of it by statute, Bylaws, and the U.S. Olympic & Paralympic Committee, and that it receives information that is clear and sufficient to make informed decisions and take appropriate actions. Compliance with this standard is demonstrated by fulfillment of the five sub-provisions of this policy, addressed below:

POLICY PROVISION 1A: “The CEO will not neglect to submit monitoring reports (including the CEO’s policy interpretations, as well as compliance data) required by the Board (see Monitoring Performance policy in Board-Management Delegation) in a timely, accurate, and understandable fashion.”

CEO’S INTERPRETATION: (No change since previous report)

I am to submit Monitoring Reports in the month designated in Policy 4.4. The Reports must convey interpretation of each Policy provision, noting whether it is changed or unchanged since the previous report, and factual data sufficient for the Board to make an informed judgment as to whether compliance (Parameters) or achievement (Ends) is sufficiently substantiated.

Fulfillment of this Policy is evidenced by the Reports having been submitted in time for posting on BoardPaq at least seven days prior to a scheduled Board meeting (per Policy 2.3.3), and Board action on submitted Reports, noting that each met the criteria of including interpretations the Board deems reasonable, as well as reporting data the Board accepts as having demonstrated compliance/achievement.

REPORT:

As to being factually complete and understandable, no Reports submitted to the Board in the last year were rejected for not meeting the “accurate and understandable” policy criteria, which I submit as evidence of having met that requirement to the Board’s satisfaction. Further, the external financial audit in this reporting year substantiated the veracity of our financial reporting. Regarding timeliness, we have consistently met the 7-day advance expectation.

I therefore report **COMPLIANCE**.

POLICY PROVISION 1B: “The CEO will not let the Board be unaware of any actual or anticipated noncompliance with any Ends or Management Parameters Policy, regardless of the monitoring schedule set forth by the Board.”

CEO’S INTERPRETATION: (No change since previous report)

I am to notify the Board, on a timely basis, whenever there is an incurred or anticipated violation of a Board Ends or Management Parameters Policy. Timeliness will vary depending on the perceived materiality of the non-compliance issue. Where in my estimation the importance is serious or potentially damaging to USA Swimming, or likely to be deemed that way by multiple members of the Board, actual or anticipated non-compliance issues should be reported as soon as they are known. For issues of lesser importance, and when the period of non-compliance is expected to be brief or related to an ongoing circumstance previously brought to the Board's attention, non-compliance should be at least reported in the regularly (or otherwise) scheduled Monitoring Report.

REPORT:

Our Monitoring Reports have provided the Board with substantiation of compliance of Board policies and explanations of circumstances and/or steps taken to rectify exceptions. In addition, at each Board meeting in 2023, we have apprised the Board of budgetary challenges that resulted in a "Potential Non-Compliance" or "Non-Compliance" finding within some of the financial Performance Monitoring Reports primarily related to changing domestic and international event schedule, as well as membership revenue decline and other continued effects of the COVID-19 pandemic. As a result of these reports, the Board has been kept apprised of policy compliance issues and has been made aware when difficulties are encountered.

I therefore report **COMPLIANCE**.

POLICY PROVISION 1C: "The CEO will not let the Board be without objective background/decision information it periodically requests or unaware of relevant trends or incidental information (e.g., anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal/organizational changes). Notification of planned internal changes is to be provided in advance, when feasible."

CEO'S INTERPRETATION: (No change since previous report)

In addition to formal reporting on Board Policies, I am to fulfill requests for data and other information the Board may make from time to time, and to keep the Board apprised of material developments, such as with the U.S. Center for SafeSport, USOPC/NGBs, key international bodies, etc. Timelines for such notifications will be based on context - awareness of issues such as negative media coverage or litigation is based on when the material will become public and/or otherwise impact the organization.

When the Board is preparing to make policy decisions, I am to submit background information, as requested by the Board, on the pros and cons of the options being considered and/or those otherwise available and in my estimation (often based on Strategy Team input) viable for Board consideration.

I interpret material internal changes to be issues such as significant revisions to member-facing programs, to revenues or expenditures (that are compliant with our financial policies) or personnel changes at or above the Senior Director level.

In summary, I view this to be a "no surprises" policy, reflecting that when there are surprises about our functions/operations, the Board should maintain confidence that it learns about them from me and/or members of the Strategy Team (not from members, social media, etc.).

REPORT:

The Board has received litigation updates from the General Counsel at each regular Board meeting, and in 2023, there was not significant adverse media coverage of USA Swimming.

There were two material personnel changes made in 2023. Lucinda McRoberts, Chief Administrative Officer and Executive Director, USA Swimming Foundation, departed USA Swimming for other opportunities. Elaine Calip became a member of the Strategy Team and was promoted to Executive Director, USA Swimming Foundation.

I therefore report **COMPLIANCE**.

POLICY PROVISION 1D: "The CEO will not let the Board be unaware of any Board or Board member actions that, in the CEO's opinion, are not consistent with the Board's own policies on Board Process and Board-Management Delegation, particularly in the case of Board or Board member behavior that is detrimental to the working relationship between the Board and the CEO."

CEO'S INTERPRETATION:

I am to notify the Board Chair of any Board or Board members' actions which are inconsistent with the Board's own Policies (Board Process and Board-Management Delegation), especially if such actions undermine the Board/CEO relationship. A primary example would be individual board members attempting to exert authority over staff, such as by directing staff to engage in activities or work with vendors/volunteers of the Board members' choosing. In the case of perceived noncompliance by the Board Chair, I will report issues directly to the Board if the perceived

noncompliance is not resolved after discussing the perceived noncompliance with the Chair directly.

REPORT:

Any concerns with Board interaction with staff have been brought directly to the Board Chair for resolution. I therefore report **COMPLIANCE**.

POLICY PROVISION 1E: “The CEO will not present information in unnecessarily complex or lengthy form or without differentiating among three types of written communications: 1) monitoring, 2) decision preparation or “action item”; and 3) incidental/“FYI.”

CEO’S INTERPRETATION:

Written correspondence to the Board is to be concise. To assist Board members in making the distinction between information that they “must read” to participate fully and information that is more incidental in nature, written correspondence is to be labeled/highlighted as one of the three types listed in the policy.

REPORT:

As the Board has seen, emails/written correspondence that I send out are quite concise, with more thorough “CEO Updates” also provided in conjunction with Board meetings.

In the past year, we continued our efforts to ensure that Board packets are not cumbersome. Monitoring Reports are specifically labeled, and action items are always flagged as such on Board agendas.

I therefore report **COMPLIANCE**.

POLICY PROVISION 2: “The CEO will not allow the Board to be without logistical and administrative support for official Board, officer ,or committee communications and functions.”

CEO’S INTERPRETATION:

As CEO, I am to ensure adequate support for operations of the Board, its officers, and committees. I interpret “official” to mean those functions dealing with the carrying out of the Board’s governing responsibilities, including those of its officers and committees. Examples of support include arranging meeting space, phone and communication facilities, distribution of correspondence, recording minutes, providing refreshments, etc.

REPORT:

Staff support for Board functions, including production and uploading/distribution of Board meeting packets, minutes, meeting logistics and refreshments, and similar arrangements for the work of official Board committees is regularly provided. There have been no exceptions.

I therefore report **COMPLIANCE**.

POLICY PROVISION 3: “The CEO will not deal with the Board in a way that favors or privileges certain Board members over others except when:

A. Fulfilling individual requests for information, or

B. Responding to officers or committees duly charged by the Board”

CEO’S INTERPRETATION:

I interpret this to mean I am to view the Board collectively and am to provide communications about Board issues and Policy choices to all Board members, rather than just to the Chair and/or Board members I may view as “sympathetic” to my concerns. The exceptions are the two circumstances stated as “a” and “b.” While I am to pass requests for agenda items to the Chair, the background information supporting my request is to be distributed to all Board members. I interpret this Policy as pertinent to business dealings, rather than personal or social relationships.

REPORT:

We distribute Monitoring Reports, FYI information, and background information on action items to all Board Members. Correspondence does take place with individual Board Members, either in casual/social context, or from time to time when seeking input/advice or pursuant to exceptions as set forth in the Policy. We also keep the Board Chair and Board Officers apprised of matters on a consistent basis.

I therefore report **COMPLIANCE**.

Location: Policy 2.3 in the Board Governing Policies Manual

Purpose: To adjust the timeline of the Board Work Plan presentation by the Board Chair.

Effective Date: Immediately (January 27, 2024)

Work Plan Development: At the ~~November~~ January/February meeting, the Board Chair will present for the Board's consideration and approval a suggested work plan for the following year's meetings. Considerations should include:

Location: Policy 2.6 in the Board Governing Policies Manual

Purpose: To adjust the anti-discrimination training requirement for Board and staff members, based on amended requirements from the U.S. Olympic & Paralympic Committee.

Effective Date: Immediately (January 27, 2024)

. 11 Anti-Discrimination Training: Board members must participate in ~~annual~~ any anti-discrimination training, ~~provided by the USOPC~~ required by state and/or local law applicable to USA Swimming.

Location: Policy 2.8 Board Committee Structure in the Board Governing Policies Manual

Purpose: To account for the possibility that the Vice-Chair may be a 10-Year Athlete, thus allowing the Board Chair to appoint up to two non-athlete members to the Governance Committee while still maintaining the 1/3 athlete representation.

Effective Date: Immediately (January 27, 2024)

Policy 2.8 Board Committee Structure

Additional Board Committees

1. Governance Committee

C. Composition: Three (3) members. To be chaired by the Board Vice-Chair, in addition to one (1) non-athlete Board member, chosen annually by the Board Chair, and one (1) Board athlete representative, decided annually among the Board athlete representatives. However, if the Board Vice-Chair is a Board athlete representative, the Board Chair may appoint two (2) non-athlete Board members, instead of appointment of one (1) Board athlete representative, while still maintaining 1/3 athlete representation.

2024 Board Work Plan

Board Education: Identification of topics that will elevate the Board's competencies, primarily of external issues and trends that impact USA Swimming's Ends, and, to a lesser extent, key areas of operations and governance training.

- The Board will attend a leadership training at the University of Georgia as part of its April Board meeting. Main topics will include:
 - Design Thinking & Stakeholder Analysis
 - Developing a Culture of Inclusion & Trust
 - Strategic Thinking & Decision Making
 - Developing Emotional Intelligence & Building Social Capital

Orientation/Training for New Board Members: Per Policy 2.1.5, to include review of USA Swimming's governance system and documents, overview of key strategic issues to be addressed early in new Board members' tenure, and operational overview. Orientation is to be conducted within three months of new Board members being seated. Board members must also complete training as required by the USOPC.

- Governance Consultant Bill Charney provided a governance onboarding for new Board member Sabir Muhammad in November 2023. Sabir also met with Tim and members of the Strategy Team.
- Sabir also completed the USOPC training in December 2023.
- All Board members were invited to attend a Financial Reporting Workshop hosted by staff in January 2024.

Engage with Membership: How the Board will connect with members, through phone calls and emails, and during swim meets and LSC meetings.

- Board members will attend the Annual Business Meeting & Workshop presented by Live Barn in September 2024.
- Board members are encouraged to attend the U.S. Olympic Team Trials – Swimming in Indianapolis, Indiana during the month of June 2024.

Strategic Planning Review and Advocacy for Board-Proposed Changes to the Rules and Regulations: The plan for the Board to systematically review strategic planning (short and long term) and its Ends over the course of the year/quadrennium (e.g. by priority, by topic, or by emphasis of the Board's choosing. This includes the plan for the Board review and consideration of proposed changes to amend the Rules and Regulations, and determination of communications strategy and advocacy to help the HOD make informed decisions, with understanding of the rationale for and implications/intended benefits of Board-proposed legislative changes.

- The Governance Committee will convene to discuss updates to the Board Governing Policies Manual for the 2028 Quad and propose said updates at the Q3 meeting. This is to include Immediate Past Chair Bob Vincent conducting a review of the Monitoring Reports, per directive from the Board at the November 2023 meeting.
- Board members are encouraged to attend the annual legislative session in April/May 2024.
- The Board will meet informally in July 2024 to consider the proposed legislative changes.

Assessment/Evaluation of CEO Performance: Reviewing the schedule of planned monitoring activities to assure performance on Ends/Priority Results Policies and adherence to Management Parameters Policies.

- The Executive Compensation Committee will conduct an annual evaluation of the CEO's performance.

Self-Assessment: Methods and timeline for periodic evaluation of how well the Board is fulfilling its role (i.e., in accordance with Board Process Policies and Board-Management Delegation Policies) and open discussion of how the Board's performance can be improved. At least once per quad, the Board will perform a self-evaluation using a USOPC-provided resource.

- The Board conducted its self-evaluation using the USOPC-provided resource in 2023.
- The Board will complete a Board Gap Analysis in January 2024 to provide its annual charge to the Nominating Committee.

Meeting Schedule/Locations: Confirmation of the meeting schedule for the coming year to maximize Board member attendance and participation.

- January 27, 2024 – Virtual
- April 18 – 21, 2024 – Athens, Georgia
- September 26, 2024 – Denver, Colorado
- December 2024 – Virtual
 - *Optional in-person*

**Encouraged to attend Golden Goggles on own. Can attend Foundation Board meeting if in-person.*

Tentative 2025 Schedule

- Mid-late February 2025 – Virtual
- Early May 2025 - TBD
- Late September 2025 – TBD
- December 2025 – Virtual
 - *Optional in-person*

**Encouraged to attend Golden Goggles on own. Can attend Foundation Board meeting if in-person.*

USA Swimming Coach Advisory Council Operating Policy Manual

Date of adoption / Last revision: February 16, 2022

.1 Purpose

- A. The USA Swimming Coach Advisory Council (“CAC”) is an operating committee reporting to the USA Swimming President & CEO or their designee.
- B. The CAC aims to ensure that all USA Swimming member coaches, from coaches with athletes at the grassroots level to those with athletes on the USA Swimming National Team level, are represented and have their voices heard in the USA Swimming governance process.
- C. The CAC shall lead, direct and represent the voice, opinions and viewpoints of all non-athlete coach members within USA Swimming.

.2 Membership

- A. GENERAL MEMBERSHIP – The CAC shall have a maximum of eighteen (18) total voting members.
- B. VOTING COACH MEMBERS – must meet the following criteria to be eligible to be elected to the CAC:
 - i. A member of USA Swimming in good standing.
 - ii. Have at least one year of governance experience within USA Swimming, such as, but not limited to Zone, LSC board or committee membership.
 - iii. Not concurrently serving as a Zone Coach Representative.
 - iv. Not concurrently serving on a USA Swimming Committee or the USA Swimming Board of Directors.
 - v. At least three (3) members from each gender shall be represented.
- C. VOTING 10-YEAR ATHLETE REPRESENTATIVES OR 10-YEAR+ ATHLETE REPRESENTATIVES
 - i. Six (6) 10-Year Athlete representatives and/or 10-Year+ Athlete representatives appointed by the Athletes’ Advisory Council.
 - ii. It is preferred that such appointed members have leadership experience in a coaching role.
 - iii. The 10-Year Athlete representatives or 10-Year+ Athlete representatives shall serve a two (2) year term, not to exceed three consecutive terms.

.3 Election Procedures - The voting non-athlete coach members will be elected through a direct election which may be via a web-based election format.

- A. Eligible Voters
 - i. All currently registered non-athlete coach members of USA Swimming.
- B. Nomination Procedure
 - i. Self-Nominations must be submitted to the CAC staff leader no later than 30 days prior to election.
 - ii. Self-Nominations will include a brief written statement of intent which may include any other information pertaining to the nominee’s ability to serve the mission of the USA Swimming CAC.
 - iii. Must be coach member in good standing at the time of nomination, as verified by USA Swimming.
 - iv. Potential conflicts of interest will be handled consistent with USA Swimming’s Conflict of Interest policy.
- C. Slate will be published to the USA Swimming website no later than 10 days prior to election.

.4 CAC OFFICERS

- A. The officers of the CAC shall be its Chair, its Administrative Vice Chair and its Secretary.
- B. The CAC Chair shall lead and direct the voice of the CAC. The responsibilities of the CAC Chair shall be as follows:

- i. To present and support all motions and proposals of the CAC to the appropriate USA Swimming and/or LSC committees or legislative bodies
 - ii. To conduct all meetings of the CAC, or to designate another member to conduct the meetings of the CAC.
 - iii. To call and schedule meetings of the CAC; to notify CAC members of upcoming meetings of the CAC.
 - iv. To oversee selection of seven (7) voting non-athlete coach members from the Council to the House of Delegates.
 - v. To regularly communicate with any sub-committees and working groups.
- C. Administrative Vice Chair – The CAC Administrative Vice Chair shall assist the CAC Chair in leading and directing the voice of the CAC. The responsibilities of the CAC Administrative Vice Chair shall be as follows:
- i. In the absence of the CAC Chair, to assume the responsibilities and duties of the CAC Chair.
 - ii. To generally assist the CAC Chair in all the duties.
 - iii. To regularly communicate with the CAC sub-committee chairs and working groups.
- D. Secretary - The responsibilities of the Secretary shall be as follows:
- i. To record minutes of all CAC meetings.
 - ii. Oversight of election proceedings in cohort with USA Swimming staff.
 - iii. Disseminate all minutes in a timely manner to all CAC members for approval.
 - iv. Maintain meeting calendar.

.5 ELECTION OF OFFICERS

- A. The CAC shall elect its officers from among its voting members by majority vote at the first meeting after the CAC elections. In the event that no candidate receives a majority of votes cast, the candidates receiving the two (2) highest vote totals shall advance to a run-off election. The election of each officer position shall be facilitated by a member of the CAC not running for that position.
- B. The officers of the CAC shall be elected in the following order: Chair, Administrative Vice Chair, Secretary. CAC members must declare their intention to run for each officer position prior to the election.
- C. A member of the CAC may not hold more than one officer position simultaneously.

.6 REMOVAL OF OFFICERS OR CAC MEMBERS

- A. Any CAC coach member who has failed to attend to their official duties or responsibilities or has done so improperly may be removed from the CAC.
 - a. At least one-third (1/3) of the voting members of the CAC may recommend the removal of a coach member of the CAC by submitting a written request to the CAC Chair.
 - b. Should one-third (1/3) or more members of the CAC call for the removal of a coach member, the CAC Chair shall call for a CAC meeting at which the removal of the coach member shall be discussed.
 - c. At least seven (7) days written notice shall be given prior to any meeting at which action is taken on the removal of a coach member. The coach member facing removal shall be given the opportunity to respond at the meeting at which action could be taken.
 - d. At least two-thirds (2/3) of the CAC vote shall be required to remove a coach member from the CAC.
- B. The CAC may remove any coach member officer who has failed to attend to their official duties or responsibilities or has done so improperly. This action removes an CAC officer from their officer position but does not remove them from the CAC.
 - a. At least one-third (1/3) of the voting members of the CAC shall recommend the removal of an officer by submitting a written request to the CAC Chair.

- b. Should one-third (1/3) or more members of the CAC call for the removal of an officer, the CAC Chair shall call for a CAC meeting at which the removal of the officer shall be discussed.
 - c. At least seven (7) days written notice shall be given prior to any meeting at which action is taken on the removal of an officer. The officer facing removal shall be given the opportunity to respond at the meeting at which action could be taken.
 - d. A two-thirds (2/3) of the CAC vote shall be required to remove an officer from the CAC.
- C. Any CAC Athlete Member who has failed to attend to their official duties or responsibilities or has done so improperly will be recommended to the AAC for removal from the CAC.

.7 VACANCIES

- A. If a vacancy occurs on the CAC, a successor shall be appointed to fill the term of the vacated office using the following procedure:
 - a. A vacancy in a coach member position shall be filled with an appointment made by the CAC Chair and confirmed by a majority vote of the CAC.
 - b. A vacancy in a 10-Year Athlete representative or 10-Year+ Athlete representative position shall be filled by the AAC.
- B. If a vacancy occurs in a CAC officer position, a successor shall be elected by a majority vote of the CAC to fill the term of the vacated officer position.

.8 MEETINGS

- A. MEETINGS – The CAC will meet at least quarterly and will usually do so virtually. In-person meetings of the CAC may be held at a location determined by the CAC Chair and USA Swimming staff. A special meeting of the CAC may be called by the CAC Chair or by one-third (1/3) of the voting membership of the CAC.
- B. MEETING NOTICE – Meeting notice should be provided to all CAC members at least twenty-one (21) days prior to all in-person meetings, at least five (5) days prior to all virtual meetings. An email sent to CAC members e-mail address registered with USA Swimming listing the time, date and location of a meeting shall constitute notice.
- C. QUORUM – The presence in-person or by electronic means of the majority of voting CAC members shall constitute a quorum at any meeting of the CAC. Voting by proxy shall be prohibited.
- D. MINUTES – Minutes shall be taken during all meetings.
 - a. The Secretary shall record a summary of the proceedings of each meeting of the CAC.
 - b. The proceedings of each meeting of the CAC sub-committees shall be recorded by a designee of the sub-committee Chair.
- E. VOTING – The eighteen (18) voting members of the CAC shall have both voice and vote in all CAC matters. A majority vote of the members present is required for action, except for the removal of an officer during which at least two-thirds (2/3) of the CAC vote shall be required.
- F. OPEN MEETINGS – All meetings of the CAC and associated sub-committees shall be conducted in open session except in those situations it would be in the interests of USA Swimming or the CAC to hold a closed session, as determined by a majority vote of the CAC.

Amendments

Any provision of this Policy manual may be amended by a simple majority vote.

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, Chief Executive Officer
RE: Internal Report – Ends
Annual Monitoring on **Policy 1.0: Broadest End – Growth and Success of Swimming**
DA: January 19, 2024

I hereby present the Monitoring Report on the Board's Broadest Ends Policy 1.0 "Growth and Success of Swimming," in accordance with the monitoring schedule set forth in Board Policy and certify that the information contained in this report is true for the year ended January 19, 2024.

Signed , President & CEO

BROADEST PROVISION: "USA Swimming exists for: The growth and success of swimming in the United States (with results optimizing use of available resources.)"

CEO'S INTERPRETATION: (No changes since last report)

"The growth and success of swimming in the United States" is the equivalent to "the bottom line" on how we, as a non-profit, assess organizational effectiveness: Everything we plan and do, and all resources expended, should be aligned towards our sport's growth and success.

As demonstrated by the four Ends Monitoring Reports submitted to and approved by the Board over the course of the year, we believe this broadest End is comprehensively defined by the subsequent four statements, with emphasis on the first three: Competitive Success (1.1); Successful Athletes, Coaches, and Clubs (1.2); and Public Engagement with Swimming (1.3).

Recognition of USA Swimming as the "Best in Class" NGB (1.4) is important and is in many ways an intended by-product of our future success. Achievement of "Best in Class" status adds luster to our initiatives to grow the sport. However, such status will be authentically merited only if USA Swimming hits the marks on Ends 1.1, 1.2 and 1.3.

"...with results optimizing use of available resources" requires that competing priorities be weighed and considered in light of the broad set of needs and opportunities that are presented in the sport, and where we see the greatest opportunities to maximize the impact of our resources, including financial, staff, and relationships with other entities.

As the Ends are not stated with explicit prioritization, it is my obligation to convey to the Board, through the Ends reporting process and reflected in part by subsequent budget allocations, any shifts, or changes in areas of emphasis. The Board has led this process through its articulation of Ends and its augmentation of our efforts with the Keeping Athletes First initiative and funding commitment. Our Ends Monitoring Reports will continue to be the primary vehicle through which we keep the Board informed of our vision/interpretation and key priorities and metrics.

To summarize:

- Sustained Competitive Success (1.1) always remains a top priority and requires a particular focus this year with the 2024 Paris Olympic Games.
- Successful Athletes, Coaches, and Clubs (1.2) addresses a broad spectrum of our programs and operations. As conveyed in our November 1.2 Ends Report, strengthening our membership structure, reaching new communities, and standardizing the education and certification process for officials are the most critical initiatives we will undertake in the coming year.
- As to growth in Public Engagement (1.3), both passive audience engagement and active participation in the sport are emphasized, with priority being given to the diversity of swimming participants. In the long-term, growth in the number of people reached through our water safety awareness programs will positively impact the growth of the sport.

REPORT:

As noted above, achievement of this End is constituted by the incremental achievements and progress made regarding Ends 1.1 - 1.4 in the aggregate. The Board has received periodic updates on all of these, and formal reports have been presented to and approved by the Board.

Our Ends Reports have conveyed to the Board certain results areas in which we have had significant achievements and others in which performance must improve. As we head into the final year of this three-year quad, our staff remains hyper focused on athlete safety, successful coaches and clubs, public engagement with the sport of swimming, and competitive success.

I therefore report **ACHIEVEMENT**.

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, Chief Executive Officer
RE: Internal Report – Ends
Annual Monitoring on **Policy 1.3: Public Engagement with Swimming**
DA: January 19, 2024

I hereby present the Monitoring Report on the Board's Ends Policy 1.3 "Public Engagement with Swimming," in accordance with the monitoring schedule set forth in Board Policy. The information contained in this report is true for the year ended January 19, 2024.

Signed , President & CEO

BROADEST PROVISION: There is growth in swimming participation and interest.

CEO'S VISION OF SUCCESS: (No change since last report)

I interpret achievement of sub-points A-D below to constitute fulfillment of this End. Interpretations/visions of success and Key Performance Indicators for each are presented and reported below.

PROVISION A: "Swimming achieves water safety awareness and swimming skills to save lives."

CEO'S INTERPRETATION: (No change since last report)

Our highest awareness priority is all Americans have the opportunity to learn how to swim – developing safety skills in, on, and around water.

Our highest drowning reduction priority is youth 19 & under, diverse, and under-served communities.

Key Performance Indicators:

1. Double the number of children reached via the Make a Splash Tour (1500)
2. Increase in the Swim Lesson Provider Network programs by 150 programs (1200)

REPORT:

Key Performance Indicators	2023 Results	Achievement
1. Double the number of children reached via the Make a Splash Tour (1500)	The 2023 Make a Splash Tour presented by Phillips 66 directly impacted 1,987 individual children through on-site programming.	Partial
2. Increase in the Swim Lesson Provider Network programs by 150 programs (1200)	Increased the Swim Lesson Provider Network by 161 programs in 2023, with an additional 80 programs pending approval.	Yes

Make-A-Splash Tour

The 2023 Make a Splash Tour presented by Phillips 66 traveled to three regions (Houston, TX, Lake Charles, LA, and Wood River, IL) to share educational materials about drowning prevention and water safety with children in underserved populations. The visit to Houston included three presentations to elementary, middle, and high school students respectively and an in-water learn-to-swim clinic. In total, we directly impacted 924 children in the Houston

area. The visit to Lake Charles resulted in impacting 450 children through an elementary school presentation and an in-water clinic. The last stop in Wood River included an elementary school presentation to 513 children and an in-water clinic with an Olympian meet-and-greet, reaching 100 additional kids.

The Foundation team continues to work through our USA Swimming member clubs and partners to create anti-drowning solutions at the grassroots level.

Swim Lesson Provider Network:

In 2023, USA Swimming increased the Swim Less Provider Network (SLPN) by 161 programs, with an additional 80 programs pending approval. The data collected on additions to the SLPN comes from programs that have been accepted into the SLPN. However, these new programs, along with many of existing programs in the SLPN, will not reap the full benefit of being a partner of USA Swimming until after the SLPN interface is fully realized in SWIMS 3.0.

With the pending launch of the SWIMS database for learn to swim providers, enrollment data will be collected as part of an annual registration/renewal process in September of each year. The SWIMS database is being constructed to provide the necessary data points and annual registration requirements to allow for a more comprehensive collection of information and back-end reporting. USA Swimming anticipated launching the SLPN in the SWIMS database in 2023, but the development team re-prioritized Online Meet Entry, Officials' Tracking System, and updates to the user experience of Online Membership Registration based on member feedback.

Long term impacts of the COVID-19 pandemic continue to plague drowning rates and the learn to swim industry. Learn to swim opportunities were few and far between throughout the country during the pandemic, which created high demand for current programming. Additionally, continued instructor and lifeguard shortages remain at the forefront for most programs. USA Swimming and the USA Swimming Foundation continue to see growth and engagement in the SLPN.

Based on the number of individual children impacted by the Make a Splash Tour presented by Phillips 66 and the increase in SLPN programs, I report **PARTIAL ACHIEVEMENT**.

PROVISION B: "Swimming achieves sustained growth in participation at all levels."

CEO'S INTERPRETATION: (No change since last report)

Growth in participation is interpreted to emphasize all levels nationally. Participants in swim schools, recreational swimming, etc. will engage on a continuum that will convert into membership growth.

Key Performance Indicators:

1. *Remain in the top 20% among team sport growth according to Sports and Fitness Industry Association (SFIA) Data (17%)*

REPORT:

Key Performance Indicators	2023 Results	Achievement
1. <i>Remain in the top 20% among team sport growth according to SFIA Data (17%)</i>	According to SFIA Data, swimming on a team ranked 8 th out of 23 sports, putting us in the top 34% among team sport growth.	Partial

Based on the SFIA participation data, the number of athletes swimming on a team continues to grow, with a 2.9% increase in participation from 2021 to 2022 (note: the SFIA releases their report in the summer of each year, based on data from the previous calendar year). Casual participation in swimming accounts for nearly all of that growth, which reinforces the Board focus and staff efforts to provide lower-commitment opportunities for athletes and families in the form of shorter meets. Many youth sports continue to feel the effects of the pandemic; only 7 of the 23 team

sports surveyed observed a positive growth trend over a 3-year period, with swimming being one. The sports that surpassed swimming in growth were basketball, football, soccer, and wrestling.

I therefore report **PARTIAL ACHIEVEMENT**.

PROVISION B i.: “Growth in participation in underserved/underrepresented populations.”

CEO’S INTERPRETATION: (No change since last report)

Swimming participation reflects society from a demographic standpoint.

Key Performance Indicators:

1. Continue to support 22 current Community Impact Grant programs and add *eight* more
2. Execute *three additional* Memorandums of Understanding (MOUs) with Historically Black Colleges and Universities (HBCUs) to establish local swim programming using their facilities (5)
3. *Expand Community Swim Team participation by two programs (1)*

Key Performance Indicators	2023 Results	Achievement
1. Continue to support 22 current Community Impact Grant programs and add <i>eight</i> more	Continued to support 22 Community Impact Grant Programs and added seven new programs.	Partial
2. Execute <i>three additional</i> MOUs with HBCUs to establish local swim programming using their facilities (5)	Executed four additional MOUs with HBCUs to utilize their facilities and maintained four of five existing MOUs.	Yes
3. <i>Expand Community Swim Team participation by two programs (1)</i>	Expanded Community Swim Team participation to two cities, Los Angeles and Indianapolis.	Yes

The Community Impact Grant program currently funds 29 USA Swimming clubs. Through the USA Swimming Foundation, USA Swimming member clubs that meet criteria of providing resources to underserved communities are eligible to receive \$5,000 annually for up to three years. Grant recipients also receive tailored business education, coach education, and professional development. The 22 clubs that received Community Impact Grants in 2022 continued to receive support in 2023 and, due to additional fundraising efforts by the USA Swimming Foundation, seven additional programs received support in 2023. Initially, the USA Swimming Foundation selected eight new clubs to receive funding, but two clubs delayed the start of their program and were unable to accept funds for 2023. We then selected a club from the alternate list. We will expand the number of alternate clubs selected for 2024 and shorten the period for competing grant paperwork to increase the likelihood of distributing the full funding in the future.

In 2023, our Diversity, Equity, and Inclusion team selected eight Historically Black Colleges and Universities for a \$5,000 - \$10,000 grant, renewable over a three-year period. This group included four programs that continued to operate with an existing MOU (Norfolk State University, Texas Southern University, Morehouse College, and Grambling State University) and four new programs (Lane College, Spelman College, North Carolina Central University, and Delaware State). One program chose not to renew their grant in 2023. These grants aim to revitalize swimming in diverse communities by utilizing existing HBCU pool spaces to provide aquatic programming. The grant amount varies based on the type of project the awardee will execute. The \$5,000 grants are awarded for either a

learn-to-swim program or a competitive swimming club program, whereas the \$10,000 grants are awarded for a program looking to support both lessons and competitive swimming programs on campus.

Finally, we expanded Community Swim Team participation into two new cities, Indianapolis and Los Angeles. The Community Swim Team program aims to grow USA Swimming membership by partnering with municipal and recreational departments throughout the United States, particularly in racially and socioeconomically diverse communities. We strategically selected Indianapolis and Los Angeles as the host sites of the 2024 U.S. Olympic Team Trials – Swimming and the 2028 Olympic Games respectively. Our DEI and Member Success teams continue to work on expanding the resources provided to our Community Swim Team partners to ensure maximum reach to potential swimmers in these cities.

I therefore report **ACHIEVEMENT**.

PROVISION C: “There is growth in audience engagement.”

CEO’S INTERPRETATION: (No change since last report)

Growth of swimming audience engagement through attending swimming events and an array of digital platforms. A key strategy and impact towards this will be showcasing and promoting swimming stars and events.

Key Performance Indicators:

1. Event attendance at USA Swimming events (e.g., TYR Pro Swim Series, Nationals and Winter Nationals/TUSO): Finals attendance as a percentage of venue capacity (aggregate per event).
 - a. Targets: Trials (World Championships or Olympics) and Nationals – 65% (44%)
 - b. TYR Pro Swim Series – 65% (44%)
2. 2% growth in Digital Swimming Index (DSI) Individuals (i.e., total fans of USA Swimming content) (1,666,753)
 - a. 5% growth in Social media followers (1,591,296)
 - b. 2% growth in USA Swimming app active users (75,457)
3. 1% growth in DSI Interactions (i.e., total engagements with USA Swimming digital media) (9,732,338)
 - a. Maintain number of Live Stream Views (521,555)
 - b. 10% growth in Podcast Downloads (29,110)
 - c. 5% in quarterly growth in video on demands views (Connected TV & Youtube) (4,603,816)
 - d. 5% growth in Social Media Likes (4,587,857)

REPORT:

Key Performance Indicators	2023 Results	Achievement
1. Event attendance at USA Swimming events (e.g., TYR Pro Swim Series, Nationals and Winter Nationals/TUSO): Finals attendance as a percentage of venue capacity (aggregate per event). <ol style="list-style-type: none"> a. Targets: Trials and Nationals - 65% (44%) b. TYR Pro Swim Series - 65% (42%) 	For finals attendance as a percentage of venue capacity in 2023, achieved: <ol style="list-style-type: none"> a. Trials and Phillips 66 National Championships – 74% b. TYR Pro Swim Series – 65% 	Yes

<p>2. 2% growth in DSI Individuals (i.e., total fans of USA Swimming content) (1,515,606)</p> <p>a. 5% growth in social media followers (1,440,149)</p> <p>b. 2% growth in USA Swimming app active users (75,457)</p>	<p>Achieved 13% total growth in DSI individuals (1,706,291).</p> <p>a. 12% growth in social media followers (1,617,810)</p> <p>b. 17% growth in USA Swimming app active users (88,481)</p>	Yes
<p>3. 1% growth in DSI Interactions (i.e., total engagements with USA Swimming digital media) (9,742,838)</p> <p>a. Maintain number of Live Stream Views (521,255)</p> <p>b. 10% growth in Podcast Downloads (29,110)</p> <p>c. 5% in annual growth in video on demands views (Network & Youtube) (4,603,816)</p> <p>d. 5% growth in Social Media Likes (4,587,857)</p>	<p>Achieved a 28% growth in DSI Interactions (12,481,725)</p> <p>a. 201% growth in number of Live Stream Views (1,568,473)</p> <p>b. 3.3% growth in Podcast Downloads (30,060)</p> <p>c. 23% in annual growth in video on demands views (Connected TV & Youtube) (5,656,113)</p> <p>d. 14% growth in Social Media Likes (5,227,079)</p>	Yes

REPORT:

Event Attendance at USA Swimming Events:

The total average finals attendance as a percentage of ticket capacity for the TYR Pro Swim Series was 65%. The average finals attendance for individual stops were:

- Fort Lauderdale: 59%
- Westmont: 95%
- Mission Viejo: 51%

Returning to familiar markets in 2023 allowed us to more accurately measure the effectiveness of our marketing efforts to drive attendance. We saw higher ticket sales year-over-year at all return stops on the TYR Pro Swim Series and increased the average attendance from 44% in 2022 to 65% in 2023. The Commercial team developed the Event Marketing Toolkit in 2023. This toolkit provides hosts with templates to promote events through physical and digital means, which we believe was one of the contributing factors to the overall increase in attendance.

Strong attendance at the 2023 Phillips 66 National Championships, which also served as the selection meet for four international teams, is an indicator of the Indianapolis market's interest heading in to 2024 U.S. Olympic Team Trials – Swimming.

Digital Swimming Index:

DSI (Individuals) is a metric created by USA Swimming in 2017 to report on the number of individuals utilizing USA Swimming's social and digital channels. DSI (Interactions), a complementary metric, measures the *frequency* of interactions by those individuals (e.g., liking, commenting, etc.).

DSI (Individuals) growth is driven by increases in the number digital media followers. Digital media includes social media channels, digital app, and website platforms. We attribute the 2023 growth largely to better defined content plans on niche social channels (e.g., USA Swimming Next Gen), where there is real opportunity to acquire new

followers. Strong growth in USA Swimming app active users is another good sign, as we did not introduce new features in 2023. We are confident in future growth in app users as we plan for considerable updates and new functionality in 2024.

As DSI (Individuals) growth demonstrates acquisition of new fans of USA Swimming, the growth in DSI (Interactions) suggests that those fans are engaging more with our content. We attribute the 200% growth in streaming views to enhanced marketing plans to promote live streams. Most of that success was from the switch to YouTube for streaming in Q1 2023. However, growth on YouTube does not provide significant revenue, so we will continue to invest in sending fans to the USA Swimming Network in 2024. The increase in the Kick Set podcast downloads fell short of the 10% goal. To stimulate growth in 2024, we are introducing video-based viewing options and Kick Set “shorts”.

I therefore report **ACHIEVEMENT**.

PROVISION D: “There is growth in member communication engagement.”

CEO’S INTERPRETATION: (No change since last report)

Growth in engagement with USA Swimming member communications (newsletters, announcements, etc.). Key strategies towards this will be optimizing email content and deliverability.

Key Performance Indicators:

1. Average 40% on open rates on member-targeted email communications and newsletters (55.6%)
 - a. 40% open rates on member-targeted communications (57.7%)
 - b. 40% open rates on newsletters (48.5%)

REPORT:

Key Performance Indicators	2023 Results	Achievement
Average 40% on open rates on member-targeted email communications and newsletters (55.6%) <ol style="list-style-type: none"> a. 40% open rates on member-targeted communications (57.7%) b. 40% open rates on newsletters (48.5%) 	Averaged 55% on open rates on member-targeted email communications and newsletters <ol style="list-style-type: none"> a. 55% open rates on member-targeted communications b. 57% open rates on newsletters 	Yes

Our average open rate on member targeted email communications and newsletters was 55%, exceeding the 40% KPI.

We did see a significant increase in Newsletter open rates averaged across all of our stakeholder-specific Newsletters (i.e., coaches, officials, National Team athletes, LSC registrars, and Safe Sport). Providing consistency in newsletter distribution and increased relevance in the content is driving members to engage at a higher rate.

I therefore report **ACHIEVEMENT**.

USA Swimming

Financial Highlights – January 2024 Board Meeting

PROJECTED 2023 PERFORMANCE

GENERAL COMMENTS:

- Our financial health continues to be strong in 2023 and 2024.
- Obtained favorable insurance renewal terms.
- In conjunction with our Investment Committee, we initiated a comprehensive investment advisor RFP.
- Key financial focuses in early 2024 continue to be membership registration and renewals, Trials event revenue sales, and sponsorship sales.

INCOME STATEMENT COMMENTS:

(Preliminary - see "2023 Budget vs. 2023 Projection Summary - as of 11.8.2023 with 1.15.2024 update")

- The current 2023 projection remains consistent with the previously reported annual projection from November 2023 (net operating results are projecting an annual operating deficit of -\$1.61 million which is greater than the -\$1.37 million deficit budget by -\$243 thousand).
- As reported in Monitoring Report 3.4 Financial Conditions and Activities and given our 2023 operating deficit projection from November is materially close to the 2023 originally approved operating deficit budget, meeting or favorably exceeding the original 2023 budget is currently obtainable depending on the year's final results in many areas.
- All revenue and expense are the same as the previously reported November 2023 projection except the non-operating unrealized investment portfolio results as they are near final as of the January 2024 Board meeting (the "below-the-line" investment gains have been updated in the provided income statement projection). Consistent with prior years, actual/final 2023 results will be confirmed in March 2024.

BALANCE SHEET COMMENTS:

(Preliminary - see "Preliminary Comparative Balance Sheet 12.31.2023 - as of 1.15.2024")

- Cash and Cash Equivalents: Increased \$3.07 million year over year – Cash balances at a point in time are based on the respective periods' operations and cashflow management (past and projected). We held more cash at 12/31/2023 compared to 12/31/2022 primarily due to us not executing an insurance premium financing agreement for 2024 like we did in 2023 given the current (higher) interest rate environment.
- Long-term Investments: Decreased \$3.2 million year over year – Primarily due to net portfolio distributions to fund operations and approved "below-the-line" expense (current year and prior year) (-\$7 million) offset by portfolio market gains (+\$3.8 million). The annual investment portfolio gain of 14.87% outperformed the policy benchmark of 13.77%, the expected return of 6.60%, and the prior year's performance of a -15.12% loss.
- Accounts Payable: Decreased \$4.2 million year over year – Due to timing of business & vendor payments (travel, legal, USOPC, member/LSC reimbursements, etc.). Additionally, there were materially less non-operating, "below-the-line" payables as of 12/31/2023 compared to 12/31/2022.
- Deferred Revenue: Increased \$3.9 million year over year. Deferred revenue equals funds received that are to be recognized in the subsequent year. The balance increased compared to 12/31/2022 primarily given increased revenue received for subsequent year's membership and 2024 Trials Rights Fees/Management Fees received in 2023.
- Line of Credit Payable: Decreased \$1 million year over year – Lowered/eliminated this debt in 2023. We fully paid off our operating line of credit given the current interest rate environment as compared to our expected investment portfolio returns.
- Change in Total Net Assets: Projected to increase \$324 thousand year over year compared to the year's budgeted decrease of -\$6.36 million and the prior year's decrease of -\$17.66 million. Note the 2023 change is better than the original budget (+\$324 thousand vs. -\$6.36 million) primarily due to the non-operating unrealized investment portfolio gain and timing of non-operating Board approved reserve expense. Material "below-the-line" spends budgeted in 2023 ended up being known, incurred, and recorded in 2022. Per GAAP, these expenses are recorded when known and incurred which is why 2022 non-operating Board approved reserve expense was greater than budget and why 2023 non-operating Board approved reserve expense was less than budget. (Change in total net assets is the sum of operating results, non-operating unrealized investment gains/(losses), and non-operating Board approved reserve investments).

USA Swimming
2023 Budget vs. 2023 Projection Summary
As of 11/8/2023

1/2024 Update: The current 2023 projection remains consistent with the previously reported annual projection from November 2023. All numbers are the same as the previously reported November 2023 projection except the non-operating investment portfolio results as they are near final as of the January 2024 Board meeting (the "below the line" investment gains have been updated herein). All other lines are reasonably consistent with the 11/2023 projection as total 2023 results are not final at the time of the January 2024 Board meeting. Lastly, the "Total Change in Net Assets" calculation was added to the end of the report.

	Approved Budget YE 2023	Current Projection YE 2023	\$ Variance Favorable (Unfavorable)	% Variance Favorable (Unfavorable)	Comment
REVENUE:					
Membership	\$ 24,268,287	\$ 23,342,135	\$ (926,152)	-3.8%	Latest from Membership. Pending year end recon and Q4 technology activity.
Partnership Marketing	5,360,598	5,382,980	22,382	0.4%	Latest from Commercial given current signed contracts (assumes full, max VIK utilization).
USOPC Partnership	5,289,965	5,351,465	61,500	1.2%	PPA/DAS plus additional special grants compared to budget.
Investment Income (short-term only)	-	45,000	45,000		Short term interest earnings.
Foundation	1,554,375	1,773,500	219,125	14.1%	Additional donors and support compared to budget.
Sport and Events	1,381,947	1,437,547	55,600	4.0%	GGA, clinics, camps, OME, event rights fees, etc.
Olympic Trials	(75,000)	-	75,000	100.0%	
Pandemic Relief	-	449,469	449,469		Employee Retention Credit (ERC).
Other Income	346,418	574,108	227,690	65.7%	NCAA contract, other.
Total Revenue	38,126,590	38,356,203	229,613	0.6%	
EXPENSES:					
Technical/Sport:					
National Team	9,274,604	10,205,970	(931,366)	-10.0%	Add'l athlete support (Foundation, relay incentive, other), added LEN U23 meet, added Mental Health personnel.
Sport Development	9,065,042	9,140,323	(75,281)	-0.8%	Larger USA Swimming Workshop (larger, more attendees), add'l/accelerated development work, added Membership & Data personnel.
Event Operations	4,878,432	5,448,198	(569,766)	-11.7%	Additional and added Events and Event Expense (primarily Nationals, TYR Pro Swim Series Champs).
Total Technical / Sport	23,218,078	24,794,491	(1,576,413)	-6.8%	
Other Programs:					
Commercial	5,299,214	4,995,600	303,614	5.7%	Decrease in Event Marketing and Business Intelligence software expense.
Risk Management / Insurance	4,489,515	4,124,529	364,986	8.1%	Net more favorable premiums (not all premiums are known at time of budget approval).
Foundation Support	457,385	300,000	157,385	34.4%	Updated similar to 2022 actuals (allocation nets \$0 to bottom line).
Total Other Programs	10,246,114	9,420,128	825,986	8.1%	
Administration:					
Executive	1,624,452	1,754,569	(130,117)	-8.0%	Programming and Foundation allocations (net \$0 to bottom line)
Finance & Operations	2,527,931	2,382,541	145,390	5.8%	Decrease in IT Ops.
Business Affairs	1,878,978	1,616,229	262,749	14.0%	Decrease in personnel expense, legal, and HR.
Total Administration	6,031,361	5,753,339	278,022	4.6%	
Total Expenses	39,495,553	39,967,958	(472,405)	-1.2%	
Operating Surplus (Deficit)	\$ (1,368,963)	\$ (1,611,755)	\$ (242,792)		

USA Swimming
2023 Budget vs. 2023 Projection Summary
As of 11/8/2023

1/2024 Update: The current 2023 projection remains consistent with the previously reported annual projection from November 2023. All numbers are the same as the previously reported November 2023 projection except the non-operating investment portfolio results as they are near final as of the January 2024 Board meeting (the "below the line" investment gains have been updated herein). All other lines are reasonably consistent with the 11/2023 projection as total 2023 results are not final at the time of the January 2024 Board meeting. Lastly, the "Total Change in Net Assets" calculation was added to the end of the report.

**NON-OPERATING INVESTMENT GAINS (LOSSES) and
BOARD APPROVED RESERVE INVESTMENTS**

	Approved Budget YE 2023	Current Projection YE 2023	\$ Variance Favorable (Unfavorable)	Comment
Non-Operating Unrealized Investment Gains (Losses)	\$ 1,800,000	\$ 3,800,000	\$ 2,000,000	Given near final 2023 results.
Operating Reserves:				
"Keeping Athletes First" (KAF) 2.0 Initiative	\$ -	\$ (200,000)	\$ (200,000)	Given YTD 2023 activity.
Disaster Donations	(25,000)	(10,000)	15,000	
Total Operating Reserve Investments:	(25,000)	(210,000)	(185,000)	
Board Designated Funds:				
Multiple Initiatives	(6,770,000)	(1,654,536)	5,115,464	"Keeping Athletes First" (KAF) 1.0 Initiative, Legal & Risk Mgmt.
Total Board Design. Reserve Investments:	(6,770,000)	(1,654,536)	5,115,464	
Total Board Approved Reserve Investments	\$ (6,795,000)	\$ (1,864,536)	\$ 4,930,464	
Total Change in Net Assets *	\$ (6,363,963)	\$ 323,709	\$ 6,687,672	

* Sum of Operating Results, Non-Operating Unrealized Investment Gains/(Losses), and Board Approved Reserve Investments

USA Swimming
2024 Quad Business Plan Summary
As of 11/8/2023

1/2024 Update: The current 2023 projection remains consistent with the previously reported annual projection from November 2023. All numbers are the same as the previously reported November 2023 projection except the non-operating investment portfolio results as they are near final as of the January 2024 Board meeting (the "below the line" investment gains have been updated herein). All other lines are reasonably consistent with the 11/2023 projection as total 2023 results are not final at the time of the January 2024 Board meeting. Lastly, the "Total Change in Net Assets" calculation was added to the end of the report.

	Actual YE 2022	Current Projection YE 2023	Approved Budget YE 2024	Current 2024 Quad Budget
REVENUE:				
Membership	\$ 23,234,255	\$ 23,342,135	\$ 23,966,653	\$ 70,543,043
Partnership Marketing	4,369,272	5,382,980	5,786,400	15,538,652
USOPC Partnership	5,341,414	5,351,465	5,983,631	16,676,510
Investment Income (Short-term only)	1	45,000	35,000	80,001
Foundation	1,753,150	1,773,500	1,660,000	5,186,650
Sport and Events	1,446,091	1,437,547	1,327,547	4,211,185
Olympic Trials	-	-	8,260,000	8,260,000
Pandemic Relief	-	449,469	-	449,469
Other Income	341,765	574,108	342,939	1,258,812
Total Revenue	36,485,948	38,356,203	47,362,170	122,204,321
EXPENSES:				
Technical/Sport:				
National Team	8,394,344	10,205,970	12,220,565	30,820,878
Sport Development	7,619,210	9,140,323	9,576,663	26,336,196
Event Operations	6,968,413	5,448,198	4,445,533	16,862,144
Total Technical / Sport	22,981,967	24,794,491	26,242,761	74,019,219
Other Programs:				
Commercial	5,050,408	4,995,600	6,422,695	16,468,703
Risk Management / Insurance	3,697,439	4,124,529	4,373,682	12,195,649
Foundation Support	268,740	300,000	300,000	868,740
Total Other Programs	9,016,587	9,420,128	11,096,377	29,533,092
Administration:				
Executive	1,723,750	1,754,569	1,854,582	5,332,901
Finance & Operations	2,441,126	2,382,541	2,386,646	7,210,314
Business Affairs	1,608,771	1,616,229	1,545,963	4,770,963
Total Administration	5,773,646	5,753,339	5,787,192	17,314,177
Total Expenses	37,772,200	39,967,958	43,126,330	120,866,488
OPERATING SURPLUS (DEFICIT)	\$ (1,286,252)	\$ (1,611,755)	\$ 4,235,840	\$ 1,337,833

USA Swimming

2024 Quad Non-Operating Investment Gains (Losses) Board Approved Reserve Investments As of 11/8/2023

1/2024 Update: The current 2023 projection remains consistent with the previously reported annual projection from November 2023. All numbers are the same as the previously reported November 2023 projection except the non-operating investment portfolio results as they are near final as of the January 2024 Board meeting (the "below the line" investment gains have been updated herein). All other lines are reasonably consistent with the 11/2023 projection as total 2023 results are not final at the time of the January 2024 Board meeting. Lastly, the "Total Change in Net Assets" calculation was added to the end of the report.

NON-OPERATING INVESTMENT GAINS (LOSSES) and BOARD APPROVED RESERVE INVESTMENTS

	Actual YE 2022	Current Projection YE 2023	Approved Budget YE 2024	Current 2024 Quad Budget
Non-Operating Unrealized Investment Gains (Losses)	\$ (6,013,253)	\$ 3,800,000	\$ 1,500,000	\$ (713,253)
Operating Reserves:				
"Keeping Athletes First" (KAF) 2.0 Initiative	\$ -	\$ (200,000)	\$ (600,000)	\$ (800,000)
Disaster Donations	(30,795)	(10,000)	(25,000)	(65,795)
Total Operating Reserve Investments:	(30,795)	(210,000)	(625,000)	(865,795)
Board Designated Funds:				
Multiple Initiatives	(10,336,002)	(1,654,536)	(1,702,536)	(13,693,074)
Total Board Design. Reserve Investments:	(10,336,002)	(1,654,536)	(1,702,536)	(13,693,074)
Total Board Approved Reserve Investments	\$ (10,366,797)	\$ (1,864,536)	\$ (2,327,536)	\$ (14,558,869)
Total Change in Net Assets *	\$ (17,666,302)	\$ 323,709	\$ 3,408,304	\$ (13,934,289)

* Sum of Operating Results, Non-Operating Unrealized Investment Gains/(Losses), and Board Approved Reserve Investments

USA Swimming
Comparative Preliminary Balance Sheet (2023 & 2022)
As of 1/15/2024

	Preliminary 12/31/2023	Final 12/31/2022	\$ Change	Preliminary 2022 to 2023 Directional Explanation
ASSETS				
CURRENT ASSETS:				
Cash and cash equivalents	\$ 7,899,926	\$ 4,827,053	\$ 3,072,873	↑ based on the respective periods' operations and cashflow management (past and projected). Held more cash at 12/31/2023 primarily due to not executing an insurance premium financing agreement in 2024 like 2023 given high interest rates.
Accounts receivable	2,623,535	2,811,312	(187,777)	Flux due to timing of business & partner payments. YE balance is primarily OMR Stripe receivables.
Prepaid expenses and deferred charges	1,503,394	1,460,690	42,704	Similar YOY balance primarily given similar annual deposits with vendors (insurance, travel, operating vendors, etc.).
Total Current Assets	12,026,855	9,099,055	2,927,800	
FIXED ASSETS:				
Leasehold Improv., IT Systems, FF&E, Other	14,533,336	13,325,826	1,207,510	Flux due to new capital projects (primarily Digital Transformation tech work) offset by disposal of any unused assets.
Accumulated depreciation & amortization	(10,432,468)	(8,931,250)	(1,501,218)	Balance follows depreciation schedules on all active fixed assets above.
Total Fixed Assets	4,100,868	4,394,576	(293,708)	
LONG-TERM INVESTMENTS:				
Long-term Investments	26,769,373	29,968,412	(3,199,039)	↓ primarily due to net portfolio distributions to fund operations and approved below the line expense (current year and prior year) offset by portfolio market gains: +\$3.8M unrealized investment portfolio gain (14.87% gain) -\$7M net portfolio distribution -\$3.2M year over year investment asset decrease
OTHER ASSETS:				
Investment in 2024 Swim Trials	225,000	-	225,000	Partner capital funding ("upfront cash") for 2024 Swim Trials (matched by ISC). 2023 cash received for Rights Fees and Mgmt. Fees included in the deferred revenue balance below.
Prepaid rent	4,455,507	4,594,827	(139,320)	Follows schedule pertaining to our building lease agreement with the USOPC.
Total Other Assets	4,680,507	4,594,827	85,680	
TOTAL ASSETS	\$ 47,577,603	\$ 48,056,871	\$ (479,268)	
LIABILITIES AND NET ASSETS				
CURRENT LIABILITIES:				
Accounts payable	\$ 2,899,314	\$ 7,051,819	\$ (4,152,505)	Flux due to timing of business & vendor payments (travel, legal, USOPC, member/LSC reimburs., etc.).
Accrued expenses and other liabilities	1,676,557	1,165,248	511,309	Flux due to timing of business & vendor invoicing (payroll/benefits, meet host payables, etc.).
Deferred revenue	20,475,323	16,569,555	3,905,768	Deferred revenue = funds received to be recognized in the subsequent year. ↑ YOY compared to 12/31/2022 primarily given increased revenue received for subsequent year's membership and 2024 Trials Rights Fees/Management Fees received in 2023.
Total Current Liabilities	25,051,194	24,786,622	264,572	
NONCURRENT LIABILITIES:				
Insurance Payable	618,929	686,478	(67,549)	Insurance loss reserve created based on 2021 (and beyond) insurance structure (deductible layer, etc.).
Line of Credit Payable	-	1,000,000	(1,000,000)	Paid off operating line of credit in 2023 given current borrowing rate environment.
Total Noncurrent Liabilities	618,929	1,686,478	(1,067,549)	
Total Liabilities	25,670,123	26,473,100	(802,977)	
NET ASSETS:				
Unrestricted:				
Undesignated Net Assets	18,969,558	17,060,779	1,908,779	
Board Designated - USSIC	2,937,922	4,522,993	(1,585,071)	
Total Unrestricted Net Assets	21,907,480	21,583,771	323,709	
Total Net Assets	21,907,480	21,583,771	323,709	Similar to Retained Earnings for a for-profit entity. Cumulative difference between revenues and expenses and also equal to assets less liabilities. This change in total net assets is the sum of Operating Results, Non-Operating Unrealized Investment Gains/(Losses), and Board Approved Reserve Investments.
TOTAL LIABILITIES AND NET ASSETS	\$ 47,577,603	\$ 48,056,871	\$ (479,268)	

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Tim Hinchey, Chief Executive Officer
Eric Skufca, Chief Financial Officer
RE: Internal Report – Management Limitations
Quarterly Monitoring on **Policy 3.4: Financial Condition and Activities**
DA: January 19, 2024

We hereby present the Monitoring Report on the Policy 3.4 “Financial Condition and Activities” in accordance with the monitoring schedule set forth in Board policy.

Similar to prior years and given the timing of this Monitoring Report as it relates to the completion of the 2023 financial “close” results, all stated 2023 financial results herein are preliminary as of our latest projections. Final 2023 results will be completed by early March 2024.

We certify that the information contained in this report and the accompanying Income Statement and Balance Sheet are true for the quarterly period ending December 31, 2023, on a preliminary basis.

Signed , President & CEO

, CFO

BROADEST POLICY PROVISION: “With respect to financial condition and activities, the CEO will not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.”

CEO’S INTERPRETATION: (No change since previous report)

I submit that the Board’s concerns about avoiding fiscal jeopardy are comprehensively interpreted in this Policy’s subsequent provisions. Regarding expenditures, I interpret “material deviation from Ends priorities” to mean avoidance of waste, such that all expenditures be viewed and can be correlated as investments towards the achievement of USA Swimming’s Ends.

REPORT:

As to expenditures deviating from Ends policies, anticipated expenditures were itemized in our approved FY 2023 budget and are subject to review by the Board, using its monitoring system to ensure adherence to our Budget Policy (3.6). All expenditures/procurements during this reporting period have been authorized and determined to be consistent with the FY 2023 budget and Ends achievement. For this quarter, we report **COMPLIANCE**.

Interpretations and reporting data on the fiscal jeopardy provisions are presented with those provisions, below.

POLICY PROVISION 1: “The CEO will not manage finances without adherence to applicable Generally Accepted Accounting Principles (GAAP), as promulgated by the Financial Accounting Standards Board (FASB).”

CEO’S INTERPRETATION: (No change since previous report)

I interpret this to be a clearly articulated standard, addressed to the best of our Chief Financial Officer’s ability throughout the year, with compliance verified at the conclusion of each fiscal year in the report of the independent auditor.

REPORT:

The organization’s financial statements as of and for the year ended December 31, 2022, were audited and issued a clean opinion. The Chief Financial Officer continues to abide by GAAP.

We therefore report **COMPLIANCE**.

POLICY PROVISION 2: “The CEO will not expend more funds than have been projected to be received in the fiscal year, except up to the amount of any Board-approved operating deficit for such fiscal year.”

CEO’S INTERPRETATION: (No change since previous report)

This Policy requires that annual operating expenses be less than total projected revenues, with the exception being up to the amount of a deficit-spend that the Board may have approved for a given fiscal year.

REPORT:

The previous version of this Monitoring Report dated November 11, 2023, included our latest comprehensive 2023 projection. In this projection, we anticipated a FY 2023 operating deficit of (\$1,611,755) compared to an approved operating deficit budget of (\$1,368,963).

Based on current 2023 projections compared to the original 2023 budget approved by this body in November 2022, the year’s projected operating deficit is greater than the approved budget. Understanding our 2023 financial results will not be finalized until March 2024, we note the November 2023 operating projection is still materially accurate and reasonable at the time of this Monitoring Report.

Consistent with the previous version of this Monitoring Report, we report **POTENTIAL NON-COMPLIANCE** on a current, preliminary basis, but note **COMPLIANCE** is currently obtainable depending on the year’s final results in many areas. We note the ongoing concerted efforts by the Strategy Team and Division Directors to strategically make operational decisions that can position us as well as possible throughout the 2024 “three-year quad” and beyond.

POLICY PROVISION 3: “The CEO will not allow cash and cash equivalents to drop below that amount necessary to meet operating expenditures over a 30-day period.”

CEO’S INTERPRETATION: (No change since previous report)

This Policy requires that we maintain liquid investments adequate to meet one month of operating expenses. I interpret these to include cash expenses only (not depreciation).

REPORT:

On a preliminary basis, cash and cash equivalents were \$7,899,926 as of December 31, 2023, with 2023 projected monthly operating expenses at approximately \$3,330,000 – thus in compliance at quarter-end. We note cash and cash equivalent balances were below the \$3,330,000 threshold at specific times throughout the quarter (e.g., prior to the September membership registrations via Online Member Registration), but these times were known, projected, and did not interfere with operating expenditures.

We therefore report **COMPLIANCE**.

POLICY PROVISION 4: “The CEO will not borrow funds (with exception of credit cards used for normal business purposes and paid in full each month).”

CEO’S INTERPRETATION: (No change since previous report)

CEO/Staff are not authorized to borrow funds or use corporate assets as security for any purchase contracts. Use of credit cards by staff is permitted, with each card paid in full on a monthly basis.

REPORT:

Approximately ten staff members have corporate credit cards, with balances paid in full through the last statements. No other debt originated during this reporting period. The organization still maintains its revolving line of credit that originated in 2020 and has been reported and approved in prior Monitoring Reports, but note the line has no outstanding balance as of December 31, 2023. We therefore report **COMPLIANCE**.

POLICY PROVISION 5: “The CEO will not use Board-designated Reserve funds.”

CEO’S INTERPRETATION: (No change since previous report)

Accessing the reserve funds is purely at the discretion of, and requires explicit authorization by, the Board.

REPORT:

The Board-designated Reserve and Operating Reserve have been tapped (capitalized or expensed) at approximately \$1.5M thus far in 2023 for four Board-approved planned investments: the “Keeping Athletes First” 1.0 initiative, legal and risk management expenditures (including interest expense on the revolving line of credit balance used to fund a portion of these initiatives) from the Board-designated Reserve, the “Keeping Athletes First” 2.0 initiative and a disaster donation from the Operating Reserve. All initiatives were Board approved, to be paid from the Board-designated Reserve or Operating Reserve accordingly. We therefore report **COMPLIANCE**.

POLICY PROVISION 6: “The CEO will not operate without settling payroll obligations and payables in a timely manner.”

CEO’S INTERPRETATION: (No change since previous report)

Payroll must meet its obligations every two weeks. For other payables, I interpret “timely” to mean by the date stipulated in agreement with the vendor, or if not explicit, within thirty days of invoice (assuming provision of goods or services has been completed).

REPORT:

Payroll has met the schedule as interpreted above. USA Swimming processes payables weekly. There are no invoices in dispute as of January 19, 2024 (the date of this Monitoring Report) and all payables have been paid on time.

We therefore report **COMPLIANCE**.

POLICY PROVISION 7: “The CEO will not allow tax or other government-ordered payments or filings to be overdue or inaccurately filed.”

CEO’S INTERPRETATION: (No change since previous report)

All tax and governmentally required payments or filings (payroll, Form 990, 1099’s, etc.) must be made in a timely and accurate manner.

REPORT:

All withholding taxes and other such payroll payments and filings have been made by the deadline by our payroll provider, BambooHR. Forms 1099/1096 were filed by January 31, 2023. The 2022 Form 5500 was filed by the annual filing extension of October 15, 2023. The 2022 Form 990 was filed by the annual filing extension of November 15, 2023. There are no outstanding filings and there have been no late penalties. We therefore report **COMPLIANCE**.

POLICY PROVISION 8: “The CEO will not execute a purchase commitment, check or electronic funds transfer for greater than \$250,000, unless such expenditure was explicitly itemized in budget monitoring data previously disclosed to the Board. Splitting orders to avoid this limit is not acceptable.”

CEO’S INTERPRETATION: (No change since previous report)

Any expenditure in excess of \$250,000 that was not disclosed as part of our budget plan must be approved by the Board.

REPORT:

No expenditures in excess of \$250,000 have been incurred that were not part of our approved budget plan thus far in this fiscal year.

We therefore report **COMPLIANCE**.

POLICY PROVISION 9: “The CEO will not acquire, encumber, lease or dispose of real property.”

CEO’S INTERPRETATION: (No change since previous report)

All decisions regarding the purchase, lease, sale or other claim of/on land, buildings, office, or warehouse space are considered to be at the discretion of the Board.

REPORT:

No decisions or changes with respect to real property were made during this reporting quarter. We therefore report **COMPLIANCE**.

POLICY PROVISION 10: “The CEO will not operate without aggressively pursuing material receivables after a reasonable grace period.”

CEO’S INTERPRETATION: (No change since previous report)

USA Swimming is not to be lackadaisical regarding collections. “Material” is interpreted to be receivables that, when collected, are of greater value than the cost of collection (including staff time), but generally anything over \$10,000. “Aggressively” is interpreted to mean that we will seek legal counsel after a “grace period” of 60 days and reasonable collection efforts have been unsuccessful.

REPORT:

Primary receivables are membership dues, sponsorship payments, and event fees. At the time of this Monitoring Report, there was one sponsor (totaling \$91,475) on our receivables that was both greater than \$10,000 and over 60 days past due. We are monitoring and communicating with this customer regularly and anticipate successful resolution without legal intervention at this time.

We therefore report **COMPLIANCE**.

POLICY PROVISION 11: “The CEO will not operate without adequate internal controls over receipts and disbursements to avoid unauthorized payments or material dissipation of assets.”

CEO’S INTERPRETATION: (No change since previous report)

Controls must be in place that ensure that all disbursements are appropriately authorized. Further, all payments (checks, credit card purchases, petty cash, etc.) and capitalized assets must have corresponding documentation sufficient to satisfy the auditor. I interpret fulfillment of this Policy to be evidenced by written Policies and Procedures that the auditor considers when performing audit procedures. Complete implementation (or absence) of recommendations brought forth by the auditor in a Management Letter is further evidence of compliance.

REPORT:

Controls in place are consistent with Board Policy. The 2022 fiscal audit was not accompanied by any Management Letter recommendations. We therefore report **COMPLIANCE**.

POLICY PROVISION 11A: “The CEO will not operate without clearly delineated procedures and limitations for reimbursement of authorized expenses incurred by board members and committee members, and others who are entitled to reimbursement from USA-S.”

CEO’S INTERPRETATION: (No change since previous report)

Staff is to maintain, disseminate, and ensure adherence to travel/expense reimbursement Policies applicable to staff, Board members, and other volunteers.

REPORT:

All travel/expense reimbursement processes have been uniformly applied with minimal exceptions (e.g., a missing cab receipt) that are neither material nor regular. We therefore report **COMPLIANCE**.

POLICY PROVISION 11B: “CEO credit card statements and/or expense reimbursements must be reviewed and authorized for payment by the Vice-Chair Fiscal Oversight. CEO credit card statements must be reviewed and approved within 30 days of payment.”

CEO’S INTERPRETATION: (No change since previous report)

Documentation/receipts for CEO credit card statements and expense reports are to be provided electronically (Concur) to the Vice-Chair Fiscal Oversight for approval before payment.

REPORT:

Vice-Chair Fiscal Oversight reviewed and approved all expense reimbursements (either direct or via CEO credit card) submitted by the CEO during the fourth quarter 2023. We therefore report **COMPLIANCE**.

2024 STRATEGIC PLAN

The below plan aims to align the Chief Executive Officer, the staff, and the Board of Directors on the items that are most relevant to our organization in the final and Olympic year of the 2024 Quad. Thus, the approval of this 2024 Strategic Plan demonstrates a crystallization of the “main things” to prioritize in 2024. This plan reflects the significant feedback received from the Board and other key stakeholders over the past year.

1.1 Competitive Success

1. Winning the 2024 Paris Olympic Games, meaning:
 - a. Win the Gold Medal count
 - b. With the overall Medal count
 - c. Medal in all relays
 - d. Meet the U.S. Olympic & Paralympic Committee medal goals
2. Pipeline development at Junior Pan Pacific Championships
 - a. Win medal count

1.2 Successful Athletes, Coaches, and Clubs

1. 2024 membership year projection, as budgeted: 333,000 athletes, 379,000 total members. This projection is flat over 2023 (based on flat membership in 2016 and 2021).
 - a. *Achieved via: Approved communication with coaches, bulk renewal option, functioning technology*
2. 2025 projection: 5% membership increase, based on 2017, i.e., post-Olympic year
 - b. *Achieved via: Alternate meet format, national marketing campaign, U.S. Olympic Team Trials.*
3. Develop action plan in response to 2023 surveys already conducted; to address material items noted, as well as key learnings
4. Create an annual survey plan to target National Team, National Team coaches, and clubs at various levels; to include an evaluation of how these stakeholder groups are receiving our communication.
5. Facilitate and execute on data-driven Board- and constituency-led initiative on individual and club membership fees for the 2028 Quad

1.3 Public Engagement with Swimming

1. Meet current goals for U.S. Olympic Team Trials – Swimming, specifically:
 - a. Ticket revenue
 - b. Viewership and ratings
 - c. Participant experience

2. Create a communications plan to better our customer service and stakeholder engagement, specifically:
 - a. Define and communicate our value proposition
 - b. Create and launch new national marketing campaign to increase awareness of our sport and its physical, mental, and social benefits
 - c. Improve the means and effectiveness of communication to stakeholders, with special emphasis on diverse members
 - d. Promote awareness of National Team resources and services and deliberately celebrate recent successes of Team USA athletes and National Team leadership
 - e. Circulate quarterly update to membership from the Board Chair and CEO after Board meetings
 - f. Create user-friendly financial reporting package

1.4 Recognition of USA Swimming as “Best in Class” NGB

1. Financial Stewardship
 - a. Growing reserves net of expenses for risk management
 - b. Deliver Quad surplus
 - c. Clean audits for both organizations in 2024
2. Achieve commercial revenue targets in 2024 budget
3. Achieve 2024 fundraising goals

Q4 Subsequent Priorities

1.1 Competitive Success

- Create Team USA coach support plan for the 2028 quad

1.2 Successful Athletes, Coaches, and Clubs

- Re-imagine LSCs, including conducting a comparison of ALL fees across the country, with the goal of developing national pricing structure to fit with USA Swimming fees for next Quad

1.4 Best-in-Class NGB

- Conduct collaborative 2028 Quad priority setting for budgeting process
- Review Board Nominating Process



Board Gap Analysis

Prepared for USA Swimming

January 15, 2024



Overview

Date:	December 22, 2023
Number of Participants Pursued:	15
Number of Participants to Date:	13
Participation Rate:	86.7%

Assessment Process

The board of directors completed the assessment online, responding to questions that are quantitative and qualitative across the following areas:

Industry Experience	Functional Expertise	Board Competencies
Consumer Products & Services	Chief Executive	Setting Vision & Goals
Sports	Operations	Articulating Strategy
Retailing / E-commerce	P&L	Implementing Strategy
Media / Advertising	Finance / Audit	Bringing an Innovation Mindset
Technology	Sales / Revenue	Understanding Policy & Legal Dynamics
Healthcare Services	Marketing	Guiding on Risk Management
Financial Services	Communications/ Media	Clarifying Technology Trends
Professional Services	Strategy / Business Transformation / Corporate Development	Supporting Cross-Functional Team Leadership
Education	Information Technology / Cyber Security / Related	Maintaining a Broad Perspective
Non-Profit Services / Grant-making	Human Resources / Talent Acquisition & Development	
Industrials / Energy / Transportation	Legal / Compliance / Regulatory	
Children's Programming / Advocacy	Investments / Capital Markets	
	Client Services / Customer Success	
	Athlete / Coach / Sports-related	
	Fundraising / Development	

Important Strengths

These are the areas your board identified as important attributes to its success and where the board, collectively, is strong. When any current members step off the board, think about how these attributes will continue to be represented.

Industry Experience	Functional Expertise	Board Competencies
Consumer Products & Services	Chief Executive	Setting Vision & Goals
Sports	Operations	Articulating Strategy
Media / Advertising	P&L	Implementing Strategy
Technology	Finance / Audit	Bringing an Innovation Mindset
Financial Services	Sales / Revenue	Understanding Policy & Legal Dynamics
Professional Services	Marketing	Guiding on Risk Management
Children’s Programming / Advocacy	Communications/ Media	Supporting Cross-Functional Team Leadership
	Strategy / Business Transformation / Corporate Development	
	Human Resources / Talent Acquisition & Development	
	Legal / Compliance / Regulatory	
	Client Services / Customer Success	
	Athlete / Coach / Sports-related	

Critical Gaps

These are the areas your board identified as important to its success, but where the board sees itself as needing talent it doesn’t currently have. When selecting new board members, think about finding candidates with these attributes.

Industry Experience	Functional Expertise	Board Competencies
None Present	Information Technology / Cyber Security / Related	Maintaining a Broad Perspective

Industry Experience

The board of directors completed the assessment online, responding to questions that are quantitative and qualitative across the following areas:



Industry Experience

The board of directors completed the assessment online, responding to questions that are quantitative and qualitative across the following areas:

Less Important Strengths

Education
Non-Profit Services / Grant-making

Important Strengths

Consumer Products & Services
Sports
Media / Advertising
Technology
Financial Services
Professional Services
Children’s Programming / Advocacy

Less Critical Gaps

Retailing / E-commerce
Healthcare Services
Industrials / Energy / Transportation

Critical Gaps

None Present

Comments:

- active industry experience - meaning working INSIDE the business of swimming

Functional Expertise

The board of directors completed the assessment online, responding to questions that are quantitative and qualitative across the following areas:



Functional Expertise

The board of directors completed the assessment online, responding to questions that are quantitative and qualitative across the following areas:

Less Important Strengths

None Present

Important Strengths

Chief Executive
Operations
P&L
Finance / Audit
Sales / Revenue
Marketing
Communications/ Media
Strategy / Business Transformation / Corporate Development
Human Resources / Talent Acquisition & Development
Legal / Compliance / Regulatory
Client Services / Customer Success
Athlete / Coach / Sports-related

Less Critical Gaps

Investments / Capital Markets
Fundraising / Development

Critical Gaps

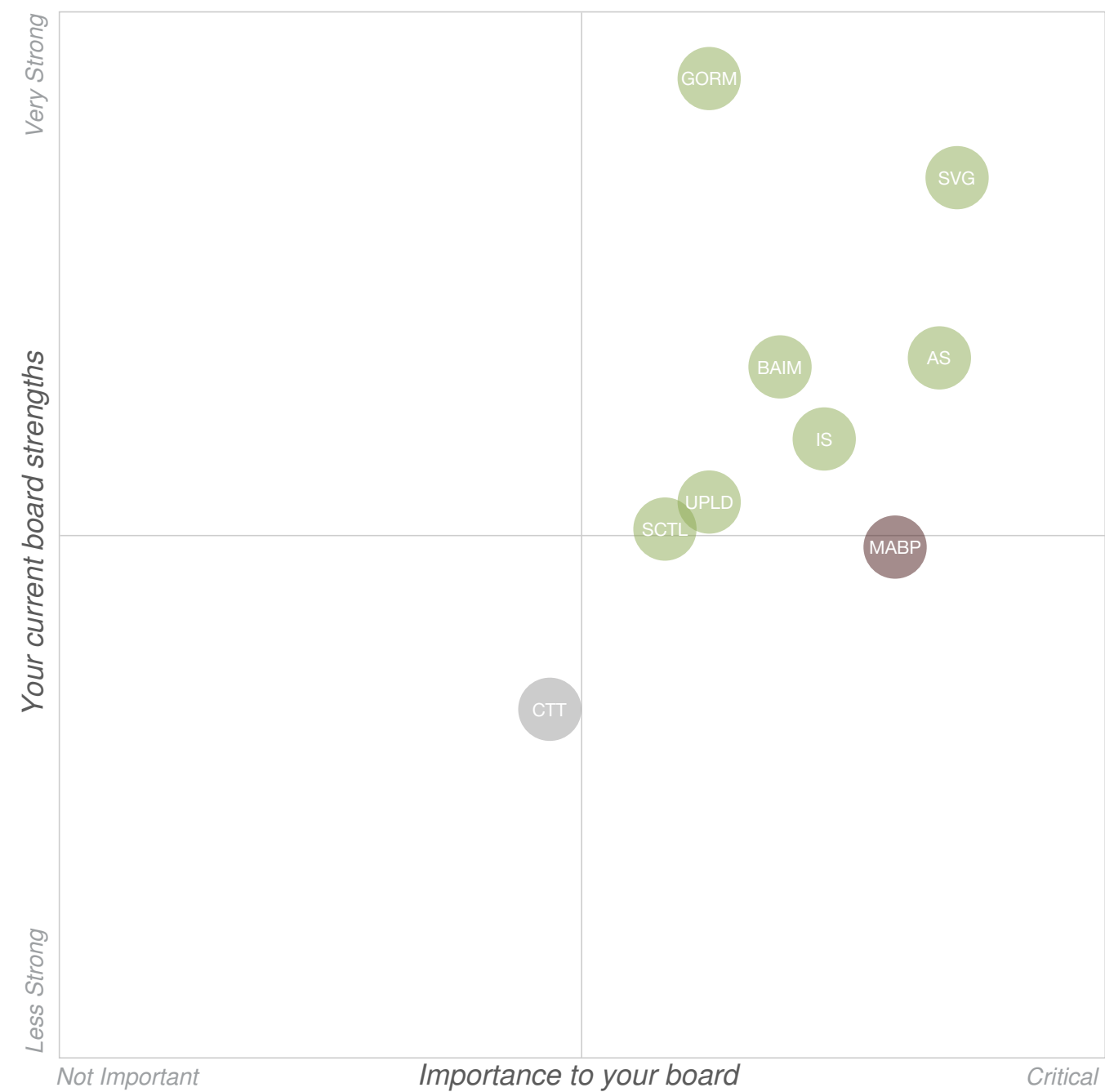
Information Technology / Cyber Security / Related

Comments:

- Insider industry knowledge is SORELY LACKING on this board. Connection to the sport is turning out to be not enough.
- It is not possible to drag/drop on an iPad. Here is the order of functional expertise: 1) athlete/coach/sports-related 2.) client services/customer success 3.) operations 4.) regulatory/compliance

Board Competencies

The board of directors completed the assessment online, responding to questions that are quantitative and qualitative across the following areas:



Legend

- SVG - Setting Vision & Goals
- AS - Articulating Strategy
- IS - Implementing Strategy
- BAIM - Bringing an Innovation Mindset
- UPLD - Understanding Policy & Legal Dynamics
- GORM - Guiding on Risk Management
- SCTL - Supporting Cross-Functional Team Leadership
- MABP - Maintaining a Broad Perspective
- CTT - Clarifying Technology Trends

Board Competencies

The board of directors completed the assessment online, responding to questions that are quantitative and qualitative across the following areas:

Less Important Strengths

None Present

Important Strengths

Setting Vision & Goals
Articulating Strategy
Implementing Strategy
Bringing an Innovation Mindset
Understanding Policy & Legal Dynamics
Guiding on Risk Management
Supporting Cross-Functional Team Leadership

Less Critical Gaps

Clarifying Technology Trends

Critical Gaps

Maintaining a Broad Perspective

Comments:

- Keeping strategic but keeping an eye on processes and operations We are failing in setting vision/goals, and in accountability for staff leadership
- too many board members have a very narrow focus. each board member should gain a very broad understanding of the broad scope of challenges. this comes with better onboarding. currently at USA Swimming our main hurdle remains operational. our leadership team is good with strategy but not so much with execution. we need to support and lead them here.

Board Demographics

Demographic diversity can be a key element in the healthy composition of your board.

Committee Participation							Additional Information				
Name	Audit	Compensation	Ethics	Investment	Nominating	Governance	Board Diversity	Independent	Athlete Representative	Coach	Officials
Chris Brearton											
Maya DiRado											
Natalie Coughlin											
Kathleen Prindle											
Bruce Gemmell											
Kenneth Chung											
Kathy Fish											
Ira Klein											
Katie Meili											
Clark Hammond											
Ashley Twichell											
Bob Vincent											

Katy Arris- Wilson		
Sabir Muhammad		
Anthony Ervin		

Appendix

Board Competencies

Setting Vision & Goals — Building on the organization’s fundamental values and purpose in a manner consistent with its vision and guiding the leadership team in setting the organization’s goals and priorities.

Articulating Strategy — Translating vision and goals to effective strategies, thereby setting the stage for the management team to drive the execution.

Implementing Strategy — Translating strategies into actionable plans that can be executed to advance the organization’s success and enhance its performance.

Bringing an Innovation Mindset — Identifying change agents, questioning currently accepted practices and championing new approaches to execution of agreed-upon strategies.

Understanding Policy & Legal Dynamics — Appreciating the effects of rules, directives and laws that may impact the organization, its athletes and other constituents, both positively and negatively, and how such policies might evolve over time.

Guiding on Risk Management — Identifying, assessing and anticipating potential risks that would compromise safety, result in unfair treatment or impede the organization from achieving its objectives and recommending strategies to preempt possible risks.

Clarifying Technology Trends — Anticipating and assimilating trends in technology adoption, particularly as they relate to sports and related matters, with an eye toward capitalizing on new technologies that benefit the organization through greater efficiencies and/or a broader and more engaging experience for the various constituents.

Supporting Cross-Functional Team Leadership — Experience and ability to mentor others in leading teams across a range of functions and disciplines to foster coherence, motivation, and teamwork that results in optimal organizational performance.

Maintaining a Broad Perspective — Drawing on business practices and problem-solving modes of other organizations to foster a better understanding of the organization’s strengths and weaknesses and help inform it on emerging challenges and opportunities.



OFFICIALS CERTIFICATION STANDARDS

FOR UTILIZATION BY LOCAL SWIMMING COMMITTEE (LSC) OFFICIALS

The following standards have been established to provide a clear and uniform path for members who wish to become officials at the local level and enable LSCs to develop and conduct programs to recruit, certify, educate, train, and mentor USA Swimming officials and to provide competent and consistent officiating for our athletes. Furthermore, LSCs are required to implement these standards beginning February 1, 2024. Additionally, all LSCs are required to recognize the certified status of visiting and transferring officials from other LSCs.

The standards are being implemented expressly to facilitate the ability of officials to officiate in LSCs other than the one they received their certification. Additionally, these standards are intended to:

- Ensure a clear and consistent knowledge of the rules.
- Provide sufficient time in training to assure familiarity with all levels of competition.
- Provide opportunity to work on the deck and advance through the certification process.
- Allow automatic acceptance of officials' certifications between all LSCs.
- Ensure professionalism and teamwork while in attendance at a swim event both on and off the deck.

Any LSC official that holds an LSC certification as of 2/1/2024 will be grandfathered into that certification without additional training.

For the positions of Stroke & Turn and Starter, members who have five (5) plus years of USA Swimming as a 13 & Over athlete or coach member need only complete half of the on-deck apprentice requirements provided they show competency in the position, at the discretion of the LSC Officials' Chair (LSC OC) or designee. An athlete or coach may not officiate at a session in which they are competing or coaching.

In the event it is believed that an official has not shown the necessary competency in the position after completion of the required training and apprentice sessions, the ~~Certifier~~ LSC OC, or designee, shall provide the official with a written action plan of the steps needed to successfully obtain certification. Written notice shall be provided to the official within two (2) weeks of the last apprentice session (or submission of the appropriate documents to the Certifier), and a copy shall be provided to the ~~LSC Officials' Chair~~ (LSC OC). An apprentice may always request additional training.

Definitions:

Certifier: An official designated by the LSC OC to certify training is complete and who shall record it in Officials Tracking System (OTS).

Clinic: Formal in person or online training clinic, recorded in ~~Officials Tracking System (OTS)~~. Current LSC training curriculum will stay in place until USA Swimming Online Certification Training is available. When USA Swimming training curriculum is available, then that will be the required training.

Certification: The act of certifying. An official must meet certain requirements to be certified in a particular position.

Satisfactory Performance: Demonstrates the requisite knowledge of the applicable rules and satisfactorily performs the on-deck protocols and duties for the position. Deficiencies must be provided by LSC OC, or designee, in writing to the affected official with an Action Plan to success.

Session: Any portion of a meet distinctly separated from other portions by locale, time, or type of competition, i.e., preliminaries and finals; morning and evening; Senior or Age Group, etc., which has been sanctioned or approved by USA Swimming and recorded in OTS.

Trainer: An official designated by the Referee at a meet, or the LSC OC, who has been certified in the position for at least one (1) year. If an official meeting the one (1) year requirement is not on deck, the Referee may select the most experienced certified official(s) to be a Trainer(s).

Training Sessions: Sessions that include strokes and/or relays. Time Trials & Freestyle Only Sessions shall not count toward Training Session requirements. Sessions shall be recorded in OTS.

USA Swimming Membership: Completed all USAS member associated requirements before being certified in any position.

Online Testing:

- ☐ A certification test with a score of 80% or greater is required.
- ☐ A recertification test with a score of 80% or greater is required every three years:
 - The Stroke and Turn recertification test recertifies Stroke & Turn Judge and Chief Judge (if held).
 - The Starter recertification test recertifies Starter and Stroke & Turn Judge.

- The Referee recertification test recertifies Referee, Administrative Official, Starter, Chief Judge (if held), and Stroke & Turn Judge.
- The Administrative Official recertification test recertifies Administrative Official.

Recertification:

- The Stroke & Turn recertification procedures recertify Stroke & Turn Judge LSC certification.
- The Chief Judge recertification procedures recertify Chief Judge and Stroke & Turn LSC certifications.
- The Starter recertification procedures recertify Starter and Stroke & Turn Judge LSC certifications.
- The Administrative Official recertification procedures recertify Administrative Official LSC certification.
- The Referee recertification procedures recertify Referee, Administrative Official, Starter, Chief Judge (if held), and Stroke & Turn Judge LSC certifications.

TIMER (Minimum Age 11)	
Education & Training	None except pre-meet briefing. Performance monitored by Chief Timer and/or Referee during meet.
Evaluation & Certification	No evaluation or certification required.
Renewal	Based on satisfactory performance.
STROKE & TURN Junior Official (Age 16-17) effective 9/01/2024	
Education & Training	Member of USA Swimming. Attend Stroke & Turn Clinic training. Pass USA Swimming Stroke & Turn Judge certification test. Apprentice a minimum of four (4) Training Sessions total over two (2) different meets with a Trainer (<i>cannot make a disqualification during those apprentice sessions.</i>) Satisfactory performance.
Evaluation & Certification	Apprenticeship signed off by a Certifier. Must complete certification within one (1) year from date of clinic. May officiate in competitions below LSC Championships for 12&U athletes.
Recertification every 3 years	When a Jr Official turns eighteen (18), their Jr. ST certification will convert to certified ST once the adult membership requirements have been met. Time as a Jr ST official will convert to the S&T renewal cycle.
STROKE & TURN (Minimum Age 18)	
Education & Training	Member of USA Swimming. Attend Stroke & Turn Clinic training. Pass USA Swimming Stroke & Turn Judge certification test. Apprentice a minimum of four (4) Training Sessions total over two (2) different meets with a <u>T</u> rainer (<i>cannot make a disqualification during those apprentice Sessions.</i>) Satisfactory performance.
Evaluation & Certification	Apprenticeship signed off by a Certifier. Must complete certification within one (1) year from date of Clinic. May officiate in any LSC meet.
Recertification every 3 years	Worked a minimum of eight (8) Sessions, within a three (3) year period, at a minimum of two (2) different meets in Stroke & Turn or higher capacity. Attend Clinic every three (3) years. Pass USA Swimming recertification test every three (3) years for the highest certification held. Satisfactory performance.

Comment	Once a person is certified as a stroke and turn official, they are encouraged to participate in as many meets as they can to gain experience and knowledge. This will allow those running meets to have greater confidence in their ability to officiate at meets of various levels.
STARTER (Minimum Age 18)	
Education & Training	Member of USA Swimming. <u>Attend Starter Clinic training.</u> Certified Stroke & Turn Judge for minimum of three (3) months; worked at least four (4) Sessions at a minimum of two (2) meets since Stroke & Turn certification. Pass USA Swimming Starter certification test. Apprentice as Starter <u>for</u> at least four (4) Training Sessions total, over two (2) meets with two (2) Trainers. Trainer can be the Deck Referee. Satisfactory performance.
Evaluation & Certification	Apprenticeship signed off by a Certifier. Must complete certification within one (1) year from date of Clinic. May officiate in any LSC meet.
Recertification every 3 years	Worked eight (8) Sessions, within a three (3) year period, as Starter. Attend Clinic (recommend Starter) every three (3) years. Pass USA Swimming recertification test every three (3) years for the highest certification held. Satisfactory performance.
Comment	Once a person is certified as a starter, they are encouraged to participate in as many meets as they can to gain experience and knowledge. This will allow those running meets to have greater confidence in their ability to be a starter at meets of various levels.

ADMINISTRATIVE OFFICIAL (Minimum Age 18)	
Education & Training:	Member of USA Swimming. Attend AO Clinic training. Pass USA <u>Swimming</u> Administrative Official certification test. Apprentice as an Administrative Official for at least four (4) Training Sessions over two (2) meets with a Trainer(s). Satisfactory performance.
Evaluation & Certification	Apprenticeship signed off by a Certifier. Must complete certification within one (1) year from date of Clinic. May officiate in any AO role at any meet.
Recertification every 3 years	Worked at least eight (8) Sessions, within a three (3) year period, as an AO, or in a role identified under 102.14.1A-D. Attend Clinic (recommend AO Clinic) training every three (3) years. Pass USA Swimming Administrative Official recertification test. Satisfactory Performance as AO.
Comment	Once a person is certified as an AO, they are encouraged to participate in as many meets as they can to gain experience and knowledge. This will allow those running meets to have greater confidence in their ability to be an AO at meets of various levels.
REFEREE (Minimum Age 19)	
Education & Training	Member of USA Swimming. Certified Stroke & Turn. Certified Administrative Official. Certified Starter. <u>Attend R</u> Referee Clinic training. Pass USA Swimming Referee certification test.

	Apprentice as a Referee for at least four (4) Training Sessions total over two (2) meets with two (2) Trainers. Satisfactory performance.
Evaluation & Certification	Apprenticeship signed off by a Certifier. Must complete certification within one year from date of Clinic. May officiate in any Referee role at any meet, except that in meets classified as USA Swimming Championships (as defined by 102.10.5), this certification may not meet the requirements of serving as the required Administrative Referee.
Recertification every 3 years	Worked sixteen (16) Sessions, within a three (3) year period, at least eight (8) Sessions in any Referee position. Pass USA Swimming Referee recertification test every three (3) years. Attend Clinic (recommend Referee) every three (3) years. Satisfactory performance.
Comment	Once a person is certified as a Referee, they are encouraged to participate in as many meets as they can to gain experience and knowledge. This will allow those running meets to have greater confidence in their ability to be a referee at meets of various levels.

Optional LSC Certification

CHIEF JUDGE (Minimum Age 18)

Education & Training	Must be certified Stroke & Turn Judge Sixteen (16) or more Sessions as certified ST. Attend a CJ Clinic or briefing of CJ duties. Have read the CJ Professional documents. Apprentice as CJ <u>for</u> four (4) Training Sessions at a minimum of two (2) meets with a Trainer(s)
Evaluation & Certification	Apprenticeship signed off by a Certifier. May officiate in any LSC meet.
Recertification every 3 years	Work eight (8) Sessions per year with at least four (4) as a CJ or Referee. <u>USAS-Pass USA Swimming</u> recertification test every three (3) years for the highest certification held. Satisfactory Performance as Chief Judge.

Any additional exception and/or addition to these standards must be approved by the USA Swimming Board of Directors and National Officials Committee, who may stipulate appropriate conditions for each exception.

Recommend review of Standards after 2 years of implementation (January 2026).

January 2024



To: USA Swimming & USA Swimming Board of Directors
From: Samantha Barany, Executive Director
Date: January, 22, 2024
Subject: CSCAA Report

SUMMARY

Happy New Year! Below you will find a summary of the CSCAA PP&E efforts since our last report on November 8, 2023. Included with our report is a profit and loss statement for PP&E activities ending January 22, 2024.

As always, thank you for your continued support of the CSCAA and collegiate swimming. It is our hope that this board will approve our grant request, allowing the CSCAA to continue our work to protect, preserve and expand collegiate swimming opportunities. I am happy to connect at any time with you. Please feel free to contact me with questions, ideas or feedback at sbarany@cscaa.org or (804) 426-3422.

OPEN WATER

We maintain that the addition of Open Water Swimming into the NCAA will create new opportunities for athletes and contribute to the overall stability and growth of our sport. Recent efforts to this end include:

- **NCAA Convention:** During the NCAA Convention, we engaged with sport associations actively navigating the NCAA Emerging Sports program. These meetings were invaluable as we strategize the best path forward for Open Water.
- **Open Water Working Group:** An Open Water Working Group was established and the first meeting took place last week. The group will develop a proposal to incorporate Open Water Swimming as an NCAA sponsored sport. It is worth noting the presence of Ashley Twichell as an athlete representative on this committee.
- **CSCAA Open Water Collegiate National Championship:** Due to unprecedented weather conditions this event was postponed and ultimately canceled. Notably, the event had a record number of registrations from all three NCAA Divisions. This surge underscores the growing enthusiasm for open water swimming and planning for the 2024 event has begun.

ADVOCACY EFFORTS

- **Growing Numbers:** We are happy to report that the number of DII swim programs increased by six for both men and women since last year. Additionally, Salem University will bring men and women's swimming back to campus in 2025.
- **Touch Points:** The CSCAA has engaged with administrators from various institutions, including Wisconsin, the Ivy League, the Sun Belt, Old Dominion, Towson, and Fairleigh Dickinson. Initial discussions with Brad Hurlbut, Senior Associate VP & Athletic Director, focus on opportunities to access water and bring swimming to the FDU Knights.
- **CSCAA December Town Hall:** During a virtual Town Hall the CSCAA reviewed several hot topic items that are set to shake the NCAA. We charged the coaching community to consider bold changes as we aim to secure and shape the future of college swimming. The recap sent to the CSCAA membership can be found on the next page of this summary.
- **Waivers:** The CSCAA has NCAA waivers set for approval, allowing NCAA athletes to access coaching beyond their NCAA season if they have 1) earned a US OT standard or 2) are within a standard deviation of the OT qualifying time.
- **Scholar All-America:** Next week, the CSCAA will unveil the Scholar All-America team for Fall 2023. This award provides well-deserved recognition to teams with outstanding cumulative GPAs and gives key decision-makers on campus a clear understanding of the value of their swimming and diving program. We anticipate the recognition to include 800 teams.

THE CSCAA CALENDAR AHEAD

- **National Invitational Championship:** The CSCAA will host the largest collegiate championship with over 1,000 athletes currently registered. The NIC provides critical postseason experience to athletes and offers ADs an opportunity to celebrate their team's postseason qualification and success. This is a crucial piece of the CSCAA's PP&E efforts. Following the meet we will run a time trial for those athletes who want to race for a Trials cut.
- **CSCAA Championship Travel:** CSCAA staff will travel to all three NCAA Division Championships. This travel allows for the CSCAA to have in-person contact with coaches, administrators, and NCAA championship staff.
- **CSCAA Annual Meetings:** The meetings will take place in Indy on May 5-8. This serves as a platform for coaches to engage in essential collaborations, helping to shape the trajectory of college swimming. Attendees also benefit from access to educational programs delivered by fellow coaches, administrators, and industry leaders.
 - I would like to highlight that the CSCAA purposefully chose Indianapolis to build additional enthusiasm for the Olympic Trials among college coaches. While the much of Team USA has a college affiliation, most college coaches won't coach at the Olympic Trials. We firmly believe that if you're not on deck, you should be in the stands cheering on the event. We are collaborating with Shana Ferguson to showcase the excitement of the Olympic Trials and partnering with Indy Sports Corp to ensure that tickets are easily accessible for purchase by any college coach not participating on deck.



To: CSCAA Membership
From: Samantha Barany, Executive Director
Date: January, 17, 2024
Subject: CSCAA Town Hall Recap

During the December 2023 Town Hall the CSCAA reviewed several hot topic items that are set to shake the NCAA. Executive Director, Samantha Barany, along with the CSCAA Executive Board presented these items in two segments.

First, items threatening the NCAA model (i.e. pending court cases, revenue sharing bills and classifying student-athletes as employees) Second, changes coming from within the NCAA that will disrupt the current college athletics system (i.e. Charlie Baker's proposal to split Division I, new ESPN contract, etc.). A brief overview of these items can be seen below:

Athletes as Employees: The NCAA is putting efforts towards achieving an antitrust exemption from Congress to prevent student-athletes from being identified as employees. This is a key element in protecting college athletics, and Olympic sport programs. Our sport has been a benefactor of Title IX protections and enjoyed international participation – if athletes become employees both of these become threatened.

Pending Court Cases: Numerous court cases have the potential to significantly threaten the current structure of the NCAA. Most notably the NCAA v. House, set for trial in January 2025, has the ability to bankrupt the NCAA at a cost upwards of 2 Billion dollars (or more).

Revenue Sharing: State bills that require institutions to share revenue with basketball and football student-athletes are being tested. While the CSCAA believes in the concept of supporting student-athletes, these bills come at the expense of most Olympic sports since the revenue generated by football and basketball programs fund Olympic sports teams. This poses a significant threat to Olympic sports programs and athletic departments with broad-based programs.

NCAA President, Charlie Baker's proposal: In draft form, this proposal includes three main points: 1) A new NCAA Division for DI schools who have budgets of \$100 million or more, 2) student-athlete compensation by investing a minimum of 30k annually for at least half a school's athletes and 3) NIL engagement, putting athletic departments in a position to sign student-athletes to NIL deals.

NCAA Media Rights Package: Since the Town Hall took place the NCAA announced the news media rights deal worth \$920 million dollars over eight years. With this contract swimming & diving keeps the same, limited coverage and it is safe to assume that this will not change as long as the DI swimming & diving championship remains in direct conflict with the NCAA MBB, WBB, Ice Hockey and Wrestling championships. Support from NCAA Corporate Championship sponsors (Coke, Capital One, etc.) at the NCAA championship will also likely stay status quo without more viewership.

WHAT NEXT?

The CSCAA remains in collaboration with administrators, peer sport organizations, the USOPC, and NGBs to collectively influence the future where possible. For matters that are out of reach (e.g., court cases), we'll stay informed and keep you updated.

Please be open to a new version of NCAA swimming & diving. We all must consider that a new championship format and/or dates could provide our sport new and additional support. Let's rethink our practice and playing season to both minimize athletic department costs and position our sport for long term sustainability. Understand the power of your voice and involvement in NCAA or CSCAA committees. Your contribution is crucial and this will take the work of us all!

Stay connected. The CSCAA will always advocate on our sport's behalf and many times that requires building and illustrating consensus among experts and practitioners (that's you)! Email or call with ideas or thoughts. Complete surveys when they come to you and please have someone from your staff join the CSCAA business meetings in May, where we will determine our best path forward.

While the future is changing quickly, please know I am humbled to lead your coaches association and be a part of this extraordinary time. Always, I am here and available to you (sbarany@cscaa.org).

College Swimming & Diving Coaches Association of America

Profit and Loss

July 1, 2023 - January 22, 2024

	TOTAL
Revenue	\$382,639.58
Gross Revenue	\$382,639.58
Expenses	
Banking	8,746.29
Computer Expenses	23,071.88
Dues and Subscriptions	148.00
Gifts	537.61
Insurance	5,858.60
Office Expense	1,531.12
Payroll Expenses	171,258.03
Professional Fees	3,261.25
Program Expense	13,956.59
Protect, Preserve & Expand	
PP&E - Annual Meeting	34,229.57
PP&E - Consulting	6,795.00
PP&E - NIC	11,245.92
PP&E - Open Water Championships	18,255.12
PP&E - Travel	7,301.83
USA Swimming Championship	1,072.47
Total PP&E - Travel	8,374.30
Total Protect, Preserve & Expand	78,899.91
Total Expenses	\$307,269.28
NET OPERATING INCOME	\$75,370.30
NET INCOME	\$75,370.30

2024 STRATEGIC PLAN

The below plan aims to align the Chief Executive Officer, the staff, and the Board of Directors on the items that are most relevant to our organization in the final and Olympic year of the 2024 Quad. Thus, the approval of this 2024 Strategic Plan demonstrates a crystallization of the “main things” to prioritize in 2024. This plan reflects the significant feedback received from the Board and other key stakeholders over the past year.

1.1 Competitive Success

1. Winning the 2024 Paris Olympic Games, meaning:
 - a. Win the Gold Medal count
 - ~~b. Win the overall Medal count~~
 - ~~c. Medal in all relays~~
 - ~~d. Meet the U.S. Olympic & Paralympic Committee medal goals~~
2. Pipeline development at Junior Pan Pacific Championships
 - a. Win medal count
3. Increase education and awareness of mental health services
- 3.4. Develop a strategy to establish and maintain a positive culture within the National and National Junior Teams with specific attention to team mission and core values, including, but not limited to, respect, teamwork, transparency, mental and physical health, and excellence

1.2 Successful Athletes, Coaches, and Clubs

1. 2024 membership year projection, as budgeted: 333,000 athletes, 379,000 total members. This projection is flat over 2023 (based on flat membership in 2016 and 2021)
 - a. *Achieved via: Approved communication with coaches, bulk renewal option, functioning technology*
2. 2025 projection: $\geq 5\%$ membership increase, based on 2017, i.e., post-Olympic year
 - a. *Achieved via: Alternate meet format, national marketing campaign, U.S. Olympic Team Trials*
3. Develop action plan in response to 2023 surveys already conducted; to address material items noted, as well as key learnings
4. Create Develop and implement an annual, routine survey strategy plan to target the various groups within our organization, including, but not limited to, the National Team, National Team coaches, clubs, club coaches, officials, Local Swimming Committees, and clubs volunteers -at various levels; ~~to include an evaluation of how these stakeholder groups are receiving our communication. Strategy to include a schedule for when such surveys will occur, and which group(s) will be surveyed~~
 - a. Achieve a great NPS score on the National Team Survey (target ≥ 30)
 - ~~a. b.~~ Achieve a good NPS score on the 2024 Coaches Survey (target 0 – 30)
- 4.5. Facilitate and execute on data-driven Board- and constituency-led initiative on individual and club membership fees for the 2028 Quad

1.3 Public Engagement with Swimming

1. Meet current goals for U.S. Olympic Team Trials – Swimming, specifically:
 - a. Ticket revenue
 - Achieve budgeted ticket sales goal
 - b. Viewership and ratings
 - Goal: Total 45 million viewers for Finals (NBC)
 - Goal: Offer preliminaries stream (platform TBD)
 - c. Participant experience
 - Post event surveys to:
 - Athletes
 - Coaches
 - Officials
 - Fans
2. Create a communications plan to better our customer service and stakeholder engagement, specifically:
 - a. Define and communicate our value proposition
 - b. Create and launch new national marketing campaign to increase awareness of our sport and its physical, mental, and social benefits
 - c. Improve the means and effectiveness of communication to stakeholders, with special emphasis on diverse members
 - d. Promote awareness of National Team resources and services and deliberately celebrate recent successes of Team USA athletes and National Team leadership
 - e. Circulate quarterly update to membership from the Board Chair ~~and CEO~~
 - f. Create user-friendly financial reporting package from the Vice-Chair Fiscal Oversight

1.4 Recognition of USA Swimming as “Best in Class” NGB

1. Financial Stewardship
 - a. ~~Growing~~ Create a plan to manage current and future reserves net of expenses ~~for risk management~~
 - b. Deliver Quad surplus
 - c. Clean audits for both organizations in 2024
2. Achieve commercial revenue targets in 2024 budget
3. Achieve 2024 fundraising goals

Q4 Subsequent Priorities

1.1 Competitive Success

- Create Team USA coach support plan for the 2028 quad

1.2 Successful Athletes, Coaches, and Clubs

- Re-imagine LSCs, including conducting a comparison of ALL fees across the country, with the goal of developing national pricing structure to fit with USA Swimming fees

for next Quad

1.4 Best-in-Class NGB

- Conduct collaborative 2028 Quad priority setting for budgeting process
- Review Board Nominating Process