These minutes will be officially approved by the Board of Directors at its next meeting.

USA Swimming Board of Directors Meeting Minutes

July 17, 2026/Virtual

PRESENT

Maya Andrews, Katy Arris-Wilson, Jack Bauerle, Chris Brearton, Kenneth Chung, Billy Doughty, Nic Fink, Kathy Fish, Brent Lang, Caitlin Leverenz Smith, Kate Lundsten, Sabir Muhammad, Kathleen Prindle, Kevin Ring, Andrew Seliskar, Michelle Steinfeld.

NOT PRESENT

Katie Playko.

GUESTS

Julie Bachman, Anne Berry, Melissa Hellervik-Bing, Paris Jacobs, Jennifer LaMont, Michael Lawrence, Jamie Platt, Bob Staab.

STAFF

Paula D'Amico, Liz Hahn, Cory Hilliard, Jake Grosser, Greg Meehan, Patrick Murphy, Rachel Olson, Derek Paul, Joel Shinofield, Eric Stimson, Nikki Warner.

CALL TO ORDER

Board Chair, Brent Lang, called the July 17, 2026 Board of Directors meeting to order at 9:04 a.m. Mountain Time.

CHAIR/CEO WELCOME

Mr. Lang welcomed the Board and provided opening remarks.

Kevin Ring, Chief Executive Officer (CEO), provided an overview of the organization's 2026 Q2 Objectives and Key Results (OKRs) Status Report (Attachment 2), including progress toward key organizational objectives and strategic initiatives.

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.

No disclosures were made.

CONSENT AGENDA

Michelle Steinfeld, Secretary & General Counsel, presented the consent agenda.

MOTION: *To approve the following Consent Agenda items (Attachments 3- 5):*

- *a. Draft April 17, 2026 Board Meeting Minutes*
- *b. Sport Integrity Policy*
- *c. Registration Policy for the Operating Policy Manual*

Seconded. Motion passed unanimously.

RULES & REGULATIONS LEGISLATIVE OVERVIEW

Derek Paul, Associate General Counsel, provided an overview of proposed legislation that will be presented to the House of Delegates in September 2026.

PAN PACS PREVIEW

Jake Grosser, Chief Operating Officer, provided a preview of the 2026 Pan Pacific Championships, highlighting event preparations, fan engagement initiatives, and enhancements to the athlete and spectator experience. Mr. Grosser reported strong ticket sales, expanded hospitality and activation opportunities, enhanced broadcast coverage, and plans for a championship atmosphere designed to showcase the sport and support athlete performance.

Greg Meehan, Managing Director, National Team, provided an update on the National Team's preparation for the 2026 Pan Pacific Championships, highlighting recent athlete performances, team composition, and the value of international racing opportunities. Mr. Meehan also noted the importance of the Toyota National Championships and Speedo Junior National Championships in preparing athletes for the Pan Pacific Championships.

COMMERCIAL UPDATE

Mr. Grosser provided an update on the organization’s commercial and partnership strategy, highlighting significant growth across the partnership portfolio driven by expanded sponsorship opportunities, new premium assets, and increased engagement from both endemic and non-endemic brands. Mr. Grosser emphasized the organization’s focus on building long-term partnerships and sustainable revenue streams beyond the LA2028 Olympic Games, noting continued momentum and a strong pipeline of prospective partners.

FINANCE UPDATE

Cory Hilliard, Chief Financial Officer, provided a second quarter financial update (Attachments 6 - 7). Mr. Hilliard reported that the projected fiscal year deficit has improved by more than $3.6 million compared to the original budget, largely due to partnership revenue performance and membership growth. Membership results generated approximately $250,000 in favorable variance, driven in part by increased Block Party participation and growth in Flex and seasonal memberships.

Mr. Hilliard reviewed additional operational improvements, including implementation of enhanced financial and human resources systems designed to improve organizational efficiency, spending transparency, and reporting capabilities. Mr. Hilliard also highlighted favorable insurance renewal outcomes, personnel-related savings, and continued support from the USA Swimming Foundation.

Mr. Hilliard further reported positive investment performance and shared that the Investment Committee continues to evaluate implementation of the recently approved private equity allocation strategy through a gradual long-term approach.

BLOCK PARTY

Joel Shinofield, Managing Director, Sport Development, presented an update on the Block Party pilot program and recommended transitioning the initiative from a pilot program to a permanent membership offering. Mr. Shinofield reported continued growth and adoption, with more than 420 clubs hosting over 2,400 Block Party meets involving approximately 66,000 participants and more than 17,000 first-time athletes. He noted that approximately half of first-time participants subsequently competed in traditional sanctioned meets, demonstrating the program's effectiveness as an athlete development and retention tool.

Mr. Shinofield explained that the program was designed to provide short, flexible, low-pressure competition opportunities aligned with the American Development Model. He reported positive feedback from clubs and described benefits including increased athlete engagement, opportunities for volunteer and official development, and stronger athlete retention trends. Mr. Shinofield also presented recommendations for future program parameters, including session length limitations, multi-session flexibility for large clubs, preservation of options for both officials-tracking and non-officials-tracking events, and continued support for Flex membership participation.

Board members discussed the program's success, future legislative considerations, and the importance of continuing to evaluate participation and retention data. The Board expressed support for the proposed transition of Block Party from a pilot to a permanent program, as presented, and looked forward to reviewing future legislative recommendations.

DIGITAL TRANSFORMATION/TECH STRATEGY

Patrick Murphy, Managing Director, Technology & Data, provided an update on technology initiatives and organizational digital transformation efforts (Attachment 8). Mr. Murphy reported the successful launch of the USA Swimming mobile application on June 15, noting that more than 31,000 unique users utilized the platform during its initial launch period. He also reported the introduction of a new Data Hub designed to improve member access to information while strengthening data security and protecting proprietary organizational data.

Mr. Murphy highlighted Sigma dashboarding capabilities for clubs and coaches, progress on initiatives supporting Local Swimming Committee (LSC) sanctioning pilots, implementation of a new background check provider, and ongoing efforts to maintain and enhance core systems. Looking ahead, Mr. Murphy discussed plans to expand mobile application functionality, increase member engagement, launch a new Age Group Excellence program, implement artificial intelligence initiatives, and support new commercial partnerships.

FOUNDATION UPDATE

Ms. Steinfeld provided an update on the USA Swimming Foundation, including that the Foundation has undertaken significant organizational restructuring and investment designed to increase fundraising capacity and better position the organization for future growth opportunities. Ms. Steinfeld announced the addition of new Foundation staff focused on major gifts, donor engagement, communications, and event strategy.

Ms. Steinfeld outlined several strategic priorities, including revitalization of the Swim-a-Thon program, enhancements to Learn-to-Swim grant administration, expansion of donor stewardship efforts, implementation of a comprehensive event strategy, and increased integration between the Foundation and USA Swimming operations.

CLOSED SESSION

LITIGATION UPDATE

Ms. Steinfeld provided a litigation update for the Board.

CENTER UPDATE

Liz Hahn, Director, Safe Sport, and Mr. Paul provided an update on the U.S. Center for SafeSport.

LSC TASK FORCE / MEMBERSHIP UPDATE

Mr. Shinofield, Mr. Paul, and LSC Task Force members, Paris Jacobs and Michael Lawrence, provided an update on the Task Force's developments.

FOUNDATION UPDATE

Ms. Steinfeld provided an additional Foundation update.

USOPC UPDATE

Mr. Ring provided an update on USOPC relations.

EXECUTIVE SESSION

The Board remained in Closed Session to conduct an Executive Session; all members of the staff left the meeting except Mr. Ring.

EXECUTIVE SESSION – BOARD ONLY

The Board remained in Closed Session to continue conducting an Executive Session; Mr. Ring left the meeting.

ADJOURNMENT

Mr. Lang adjourned the July 17, 2026 meeting of the Board of Directors at approximately 2:00 p.m. Mountain Time.

Respectfully submitted:

Michelle Steinfeld, Secretary and General Counsel

Brent Lang, Board Chair

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USA Swimming Board of Directors Meeting Minutes
July 17, 2026 / Virtual

Attachment 1	Agenda
Attachment 2	Page 1 – 2026 Q2 OKR Status
Attachment 3	Page 2 – DRAFT April 17, 2026 Board Meeting Minutes
Attachment 4	Page 2 – Sport Integrity Policy
Attachment 5	Page 2 – Registration Policy for the Operating Policy Manual
Attachment 6	Page 2 – FY26 Q2 Budget vs Projection
Attachment 7	Page 2 – FY26 Q2 Financial Update
Attachment 8	Page 3 – Technology Pre-Read