

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

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

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.

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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.

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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

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

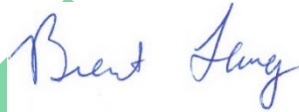
ADJOURNMENT

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

DRAFT

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USA Swimming Board of Directors Meeting Minutes

July 17, 2026 / Virtual

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Agenda

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Page 2 – DRAFT April 17, 2026 Board Meeting Minutes
Page 2 – Sport Integrity Policy
Page 2 – Registration Policy for the Operating Policy Manual
Page 2 – FY26 Q2 Budget vs Projection
Page 2 – FY26 Q2 Financial Update
Page 3 – Technology Pre-Read

DRAFT

Time	Topic	Session	Audience
9:00 AM	Call to Order – <i>Brent Lang</i> Chair/CEO Welcome – <i>Brent Lang, Kevin Ring</i> Declaration of Conflict of Interest – <i>Michelle Steinfeld</i> Consent Agenda – <i>Michelle Steinfeld</i> MOTION: Approve consent agenda items - April 17, 2026 Draft Board Meeting Minutes - Sport Integrity Policy - Registration Policy for Operating Policy Manual - Addition	Open Session	All Participants
9:15 AM	Rules & Regs Legislative Overview – <i>Derek Paul</i>	Open Session	All Participants
9:30 AM	Pan Pacs Preview – <i>Greg Meehan, Jake Grosser</i>	Open Session	All Participants
9:45 AM	Commercial Update – <i>Jake Grosser</i>	Open Session	All Participants
10:00 AM	Finance Update – <i>Cory Hilliard</i>	Open Session	All Participants
10:10 AM	Block Party – <i>Joel Shinofield</i>	Open Session	All Participants
10:20 AM	Digital Transformation/Tech Strategy – <i>Patrick Murphy</i>	Open Session	All Participants
10:40 AM	Foundation Update – <i>Michelle Steinfeld (5 minutes)</i>	Open Session	All Participants
10:45 AM	Litigation Update – <i>Michelle Steinfeld (10 minutes)</i> Center Update – <i>Derek Paul, Liz Hahn (40 minutes)</i> LSC Task Force / Membership Update – <i>Derek Paul, Joel Shinofield (60 minutes)</i>	Closed Session	Board, Staff
12:35 PM	Lunch / Break		
12:55 PM	Foundation Update – <i>Michelle Steinfeld (5 minutes)</i> USOPC Update – <i>Kevin Ring (30 minutes)</i>	Closed Session	Board, Staff
1:30 PM	Executive Session I	Closed Session	Board, CEO
1:45 PM	Executive Session II	Closed Session	Board
2:00 PM	Adjournment – <i>Brent Lang</i>	Open Session	All Participants

USA Swimming — 2026 Q2 OKR Status

Organization OKR Status Report
Reporting period: Q2 2026 • Prepared July 10, 2026



STATUS KEY

Complete 3

In Progress 10

Not Started 0

13 objectives

Objective / Key Result	Status	Q2 Detail
Develop a compelling value proposition for USA Swimming membership	In Progress	Membership draft available in BoardEffect; will be discussed at the Board meeting.
Increase number of teams hosting Block Party meets	In Progress	Reached 410 teams to date.
Maximize club satisfaction with Block Party	In Progress	Satisfaction survey to be conducted mid-July.
Grow the Community Swim Team Program	In Progress	2,600 participants.
Enhance member services offerings	Complete	Club satisfaction rating of 4.94 / 5.00.
Increase non-membership revenue	In Progress	Grow Partnership Revenue: 97% YOY growth and 52% over 2026 budget growth Increase Philanthropic Giving: Have reached approximately the same giving as all of 2025. Identity and Activate new revenue opportunities: Event host agreement (Greensboro), video licensing, apparel royalties
Publish Mission, Vision, Values	Complete	Complete.
Pan Pac medal counts	In Progress	Competition begins August 10.
Implement race analytics platform	In Progress	Vendor negotiations ongoing.
Complete training site visits to majority of NT athletes	Complete	Complete at 91%.
Maintain customer satisfaction scores above industry standards for SWIMS-based services	In Progress	82.4% customer satisfaction score. Ongoing feedback.
Establish a high customer satisfaction rating for the new USA Swimming App	In Progress	App launched in June; Too early to report satisfaction score. 31K unique users in June.
Increase short form content to promote the sport and reach new audiences	In Progress	61 / 100 videos; 32M / 50M views; 2.97% engagement rate.

Status flags: Green = Complete · Yellow = In Progress · Red = Not Started

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USA Swimming Board of Directors Meeting Minutes

April 17, 2026/Virtual

PRESENT

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

GUESTS

Anne Berry, Linda Elkins, Paris Jacobs, Jennifer LaMont, Michael Lawrence, Jamie Platt, Bob Staab, Tom Ugast.

STAFF

Paula D'Amico, Liz Hahn, Cory Hilliard, Jake Grosser, Tom Luchsinger, Greg Meehan, Patrick Murphy, Derek Paul, Joel Shinofield, Nikki Warner.

CLOSED SESSION

LSC TASK FORCE

Derek Paul, Associate General Counsel, and Local Swimming Committee (LSC) Task Force members, Paris Jacobs and Michael Lawrence, provided an update on the Task Force's developments.

MEMBERSHIP UPDATE

Joel Shinofield, Managing Director, Sport Development, provided a membership update.

EVENT LOCATION DISCUSSION

Jake Grosser, Chief Operating Officer (COO), provided event location updates.

NATIONAL TEAM UPDATE

Greg Meehan, Managing Director, National Team, provided a National Team update.

FINANCE UPDATE

Cory Hilliard, Chief Financial Officer (CFO), provided a financial update.

OPEN SESSION

CALL TO ORDER

Board Chair, Brent Lang, called the April 17, 2026 Board of Directors meeting to order at 10:30 a.m. Central Time.

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CHAIR/CEO WELCOME

Mr. Lang welcomed Board members and guests and provided an overview of organizational progress since the previous meeting. Mr. Lang noted that the organization has made meaningful progress over the past several months, particularly in financial performance, organizational alignment, and execution against strategic priorities.

Kevin Ring, Chief Executive Officer (CEO), reported that Elaine Calip concluded her service as Executive Director of the Foundation and thanked her for her contributions. Mr. Ring stated that he will continue to serve as CEO of the Foundation, with General Counsel Michelle Steinfeld leaning in to support the next phase of the Foundation. Mr. Ring also described internal structural changes intended to improve operational efficiency, including the transition of Human Resources oversight to Cory Hilliard and the realignment of technology functions to separate member-facing technology services from internal IT operations.

Mr. Ring reported progress on both expense management and revenue growth since the January meeting, highlighting improved partnership performance, supported by a revised go-to-market approach.

Mr. Ring explained that the purpose of today's update is to demonstrate accountability through an initial first-quarter review of the Objectives and Key Results (OKRs) approved by the Board on January 30. Mr. Ring described the report as an early performance checkpoint, noting that progress varies across initiatives as expected and that both qualitative and quantitative improvements are contributing to long-term organizational strength. Mr. Ring concluded by thanking the Board, LSC Task Force members, and staff for their continued engagement, collaboration, and commitment to USA Swimming's mission.

DECLARATION OF CONFLICT OF INTEREST (2.5.4)

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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 disclosures were made.

CONSENT AGENDA

Ms. Steinfeld presented the consent agenda.

MOTION: To approve the following Consent Agenda items (Attachments 2- 6):

- a. Draft January 30, 2026 Board Minutes REDLINE

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- b. *MR 3.4 Financial Conditions and Activities*
- c. *Bylaw 6.1.16*
- d. *Board Governing Policies Manual 2.9*
- e. *Operating Policy Manual 34.0 – Officials Certification Update*

Seconded. Motion passed unanimously.

OBJECTIVES & KEY RESULTS

Mr. Ring explained that the organization's OKRs are implemented consistently across USA Swimming, cascading from the Executive Team throughout all departments, and are tied to performance evaluations and incentive compensation. Mr. Ring reported that each division has established clear accountability for delivery and measurement, with executive leaders responsible for progress within their respective areas. Mr. Ring emphasized that he is personally accountable for overall success against the OKRs and will evaluate leadership performance accordingly.

Mr. Shinofield reported that membership growth efforts continue to focus on improving service to clubs, expanding facility access, supporting coach development, aligning growth objectives with LSCs, and strengthening the athlete development pipeline.

Mr. Shinofield explained that recent program and technology enhancements are the result of actively listening to coaches and clubs. He highlighted strong positive feedback on the new mobile app, continued improvements to the data hub and related tools, and sustained high satisfaction with the Block Party program among clubs and families. Mr. Shinofield added that Block Party utilization varies across LSCs, with higher adoption in some regions contributing to increased participation in both Block Party and traditional LSC-sanctioned competition, while in other areas the program is being used as an alternative due to local officiating or sanctioning challenges. Mr. Shinofield emphasized ongoing efforts to better align Block Party with existing competition structures and reported that overall participation, meet volume, and club engagement continue to trend positively.

Mr. Shinofield reported continued growth in the Community Swim Team program, noting expanded capacity in the Chicago and Los Angeles programs supported by mentor coaching and targeted staff assistance. Mr. Shinofield also reported plans to launch a new Community Swim Team program in Indianapolis using a short season format (8-10 weeks, 3 sessions per year) league model co-sponsored by multiple local clubs serving diverse communities.

Mr. Shinofield stated that feedback from increased club visits has been overwhelmingly positive, noting that post-visit surveys and qualitative input are being used to identify and replicate effective service practices across the membership.

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Mr. Grosser reported strong revenue momentum, noting partnership revenue is significantly ahead of both 2025 totals and the original 2026 budget. Mr. Grosser highlighted early success in diversifying revenue through expanded partnership assets, leveraging technology-related partnerships, and overall growth to the partnership portfolio. Mr. Grosser also noted that bringing archival video licensing in house has eliminated prior expenses and that staff continue to explore opportunities to enhance event rights fees through collaboration with host organizations and sports commissions.

Mr. Grosser described the implementation of the organization's updated Mission, Vision, and Values and associated strategic plan, noting a deliberate approach to ensure adoption across the organization. Mr. Grosser explained that the strategic plan was communicated to all staff members, published prominently on the USA Swimming website, shared with key stakeholders, and incorporated into partnership communications. Mr. Grosser further noted that the strategic plan has been integrated into committee templates and internal performance management processes to align individual and departmental goals with organizational priorities.

Mr. Meehan provided an update on National Team OKRs, noting that the first objective is competitive success at the 2026 Pan Pacific Championships in Irvine and the 2026 Short Course World Championships in Beijing. Mr. Meehan reported that the Pan Pacific Championship team was selected a year in advance, allowing for earlier event planning and enhanced athlete-coach collaboration. Mr. Meehan also noted that USA Swimming will host its first Short Course World Championships selection meet in October in Westmont to select the most competitive short-course team for that event.

Mr. Meehan next addressed implementation of the race analytics platform, reporting that multiple systems have been tested, a preferred platform identified, and that contract finalization is underway.

Mr. Meehan concluded by reporting progress on National Team training site visits, noting that staff have conducted individual meetings with the majority of National Team athletes and plan to complete remaining visits as scheduling allows.

Patrick Murphy, Managing Director, Technology & Data, reported that customer satisfaction tracking across all technology product offerings, launched in December, continues to perform strongly, with approximately 84 percent positive satisfaction. Mr. Murphy noted that real-time feedback is enabling the technology team to make timely improvements and further enhance the overall user experience.

Mr. Murphy provided an update on the USA Swimming mobile app, noting that a four-week beta test conducted in March yielded strong engagement and actionable feedback. Mr. Murphy reported that more than 600 members participated, generating extensive qualitative input, with additional opportunities for beta testing planned, including participation by Board members. Mr.

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Murphy stated that the app launch is targeted for June 15, with coordinated marketing and communications planning underway.

Mr. Grosser provided an update on short-form content performance, noting that more than 35 original pieces have generated more than 20 million video views year-to-date, well ahead of last year's pace. Mr. Grosser added that engagement rates remain above industry benchmarks and that additional growth is anticipated during the summer championship season.

FINANCE UPDATE

Mr. Hilliard (Attachments 7 - 8) provided a first quarter financial update, noting that while the fiscal year began with a projected deficit of approximately \$5.5 million, strong partnership revenue growth has reduced the projected deficit to just under \$2.6 million, representing a favorable variance of approximately \$2.9 million and positively impacting the overall quad projection.

Mr. Hilliard noted that additional revenue improvements include Foundation support applied to National Team and USA Swimming operations, with further Foundation and membership revenue anticipated later in the fiscal year. On the expense side, Mr. Hilliard reported favorable timing related to National Team staffing, increased use of in-kind partnerships to offset expenses, and more strategic investment in technology services. Mr. Hilliard added that future reports will further differentiate technology overhead from member-facing technology services to provide clearer financial visibility.

INVESTMENT COMMITTEE

Mr. Hilliard (Attachments 9 - 10) provided an update on the evaluation of potential adjustments to the organization's investment strategy, noting collaboration with Goldman Sachs to balance long-term return opportunities with liquidity needs. He reported that the Investment Committee reviewed multiple private equity allocation scenarios and identified a 15 percent target, to be implemented through a gradual ten-year glide path. Mr. Hilliard emphasized that this approach preserves flexibility, maintains liquidity, and will be subject to annual review under the Investment Policy Statement, with similar discussions planned for the Foundation.

MOTION: To approve changing the Investment Policy Statement (IPS) asset allocation for USA Swimming, Inc. to include a 15% private equity target over an expected 10-year ramp rate effective in 2026. The IPS will be reviewed annually moving forward to re-evaluate the allocations as needed to serve the financial needs of the organization. Seconded. Motion passed unanimously.

LOCATION APPROVALS

Mr. Grosser presented proposed locations for upcoming national events, noting strategic considerations related to community engagement, facility quality, and long-term planning tied to Olympic Trials.

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MOTION: To approve event locations:

- 2026 Toyota U.S. Open (Austin)
- 2027 Open Water Nationals and Jr. Nationals (Sarasota)
- 2027 National Championships (Indy)

Seconded. Motion passed unanimously

MEMBERSHIP UPDATE / BLOCK PARTY

Mr. Shinofield reported that Flex membership continues to grow at approximately six percent, with strong increases in coach and official membership driven in part by the provisional coach pathway. Mr. Shinofield noted that while premium youth membership remains below prior levels, Flex and seasonal memberships are increasing. Mr. Shinofield stated that the Block Party program continues to expand, with over 360 clubs participating and nearly 60,000 athletes competing, including many first-time participants, contributing to increased meet offerings and supporting improved retention across the sport.

Mr. Shinofield noted that current membership efforts are focused on both retention and new membership growth. Mr. Shinofield emphasized the importance of expanding capacity through improved facility access and reported ongoing engagement in facility-related solutions at the local, regional, and national levels. Mr. Shinofield noted that while USA Swimming does not directly build pools, the organization is playing an active role by partnering with commercial real estate organizations, supporting financing efforts, and exploring relationships with financial institutions to incentivize and expand aquatic facility development in communities nationwide.

LSC TASK FORCE

Ms. Jacobs stated that the LSC Task Force's work has been guided by three core considerations: what best serves the sport, clubs and coaches, and long-term sustainability. Ms. Jacobs reported that the Task Force is reviewing LSC services to distinguish essential functions from discretionary offerings, and recommended three services that must remain at the local level: cultivating community, delivering championship-level competition, and supporting membership growth.

Mr. Lawrence reported that stakeholder outreach revealed misalignment among mission statements across many LSCs and national committees, with inconsistent alignment to USA Swimming's overarching mission. He noted broad agreement that improvement is needed, alongside concerns about unintended consequences and some skepticism regarding whether change will occur, and he emphasized that the Task Force has communicated the Board's unified commitment to meaningful change.

Ms. Jacobs noted significant variability across the 58 LSCs, including differences in membership size, financial capacity, geography, and sanctioning practices, which contribute to barriers affecting growth and sustainability and make uniform solutions impractical. She added that stakeholders identified competition access and an overemphasis on policy enforcement as

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barriers to athlete development, retention, and growth, and raised concerns about potential retaliation for speaking candidly, underscoring the importance of maintaining a safe environment for open input.

Ms. Jacobs stated that the task force is focused on aligning LSC structures and services with the Board-approved strategic pillars, emphasizing membership growth, retention, professionalism, and improved competition access. She reported that while no formal recommendations are being presented at this time, the next phase will focus on broad stakeholder engagement through town halls, outreach to all LSC boards, national committees, paid LSC staff, and the membership, noting that informed recommendations depend on continued, candid participation.

TECHNOLOGY UPDATE

Mr. Murphy provided a technology update, highlighting current and potential strategic partnerships, continued enhancements to the membership experience, and development of a three-to-five-year AI strategy and innovation roadmap. Mr. Murphy also discussed the mobile app strategy, outlining success metrics and a phased product release plan, with the initial app launch targeted for June 1 followed by additional releases in the subsequent months.

SAFE SPORT UPDATE

Liz Hahn, Director, Safe Sport, presented an update on internal USA Swimming Safe Sport and U.S. Center for SafeSport response and resolution activity, including case trends, timelines, and training efforts. She reported that USA Swimming successfully completed corrective actions identified in its most recent event audit and remains in compliance with U.S. Center for SafeSport requirements.

CLOSED SESSION

EXECUTIVE SESSION

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

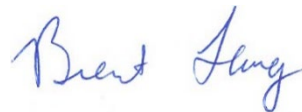
EXECUTIVE SESSION – BOARD ONLY

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

ADJOURNMENT

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

Respectfully submitted:



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Michelle Steinfeld, Secretary and General Counsel

Brent Lang, Board Chair

DRAFT

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USA Swimming Board of Directors Meeting Minutes

April 17, 2026 / Frisco, TX

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Agenda

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Page 2 – Bylaw 6.1.16
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Page 5 – Balance Sheet
Page 5 – FY26 Q1 Budget vs. Projection
Page 5 – Goldman Sachs Review
Page 5 – USA Swimming IPS Draft

DRAFT

USA Swimming's Sport Integrity Policy

1. Purpose

Integrity is fundamental to the credibility, fairness, and sustainability of sport. USA Swimming is committed to upholding the principles of honesty, ethical conduct, and fair competition, ensuring that all participants engage in sport in a manner that maintains public confidence and respect, and consistent with the International Olympic Committee ("IOC") Olympic Movement Code on the Prevention of the Manipulation of Competitions. This Policy recognizes the increasing risks to sporting integrity, including corruption, match-fixing, misuse of insider information, and other inappropriate involvement in sports betting. Such behaviors threaten the core values of sport and undermine the safety, welfare, and reputation of athletes, officials, organizations, and competitions.

This Policy provides a framework for identifying, mitigating, and responding to integrity threats; outlines expectations, responsibilities, and prohibited conduct; and supports education, monitoring, and enforcement measures. This Policy does not attempt to provide an exhaustive list of every circumstance in which an integrity threat may occur. Instead, by promoting awareness, accountability, and transparency, this Policy safeguards fair competition, protects participants from harm, and preserves the trust of fans, stakeholders, and the broader sporting community.

2. Applicability of Policy

This Policy is applicable to all Covered Individuals (defined below). All Covered Individuals are required to comply with the integrity standards outlined in the Policy. For individuals that are considered Covered Individuals based on a specific Applicable Competition, obligations commence from the time they are selected by USA Swimming to the Applicable Competition and shall continue until all competition-related obligations, including the entire competition and post-event processes, have concluded.

3. Definitions

"Applicable Competition" refers to any swim meet that is sanctioned by USA Swimming, whether domestic or international; any swim meet in which USA Swimming selects and sends a team to participate; any competition where the U.S. Olympic & Paralympic Committee ("USOPC") officially designates entrants (which may be subject to the exclusive jurisdiction of the USOPC); and trials meets that serve as the sole qualification event for swim meets in which USA Swimming selects and sends a team. Applicable Competitions include, but are not limited to, the Olympic Games, Pan American Games World Championships, and other international competitions where individual and/or team selection is made by USA Swimming; and U.S. Olympic Team Trials – Swimming.

"Covered Individuals" are:

- USA Swimming employees;

- Members of USA Swimming’s Board of Directors (the “Board”);
- Members of the National Team Steering Committee, the Open Water Committee, and the Athletes’ Advisory Council; and
- Athletes, staff (including all coaches and support personnel), and officials that are selected by USA Swimming to participate in Applicable Competitions.

For purposes of this Policy, when referring to restrictions on Covered Individuals for Applicable Competitions:

(1) Employees, Board members, members of the National Team Steering Committee, the Open Water Committee, and the Athletes’ Advisory Council may not engage in any activity prohibited by this Policy for any Applicable Competitions, and

(2) Athletes, staff, and officials selected by USA Swimming to a team to participate in an Applicable Competition may not engage in any activity prohibited by this Policy with regard to the specific Applicable Competition for which they were selected, including a trials meet used as the sole qualification event for such Applicable Competition.

“Inside Information” includes any non-public information that could affect competition outcomes or be used for betting purposes. Examples of Inside Information include, but are not limited to, non-public injury or health information; team selection decisions prior to public announcement; competition strategies or tactics; and training or coaching details.

“Sports Betting” or **“Sports Wagering”** includes, attempts to bet, offers to bet, agreements to bet, soliciting betting, facilitating betting, or inducing another to bet on an Applicable Competition, whether or not the wager is ultimately accepted or settled.

4. Prohibitions and Requirements

A. Prohibition on Betting

Covered Individuals may not engage in any form of Sports Betting and/or Sports Wagering on Applicable Competitions. Covered Individuals are prohibited from engaging in any form of wagering, gambling, or staking of money or any other thing of value (whether monetary or non-monetary) in return for accepting or receiving (directly or indirectly) benefits or other things of value (whether monetary or non-monetary) based on the outcome, progress, conduct, or any other competitive aspect of an Applicable Competition.

Prohibitions on Sports Betting or Sports Wagering extend to include, without limitation, wagers placed directly or indirectly: with licensed, unlicensed, domestic or international betting operators (including through licensed or unlicensed sport books, fantasy sport leagues, and futures and/or prediction contracts); through intermediaries or third parties; through use of cash, credit, digital assets, or any other means of payment; and on behalf of oneself or another person on any Applicable Competition.

B. Prohibition on Manipulation

Covered Individuals may not influence, manipulate, or attempt to influence or manipulate any competitive aspect of an Applicable Competition in a way such that the outcome or any other aspect of the competition is determined (in whole or in part) by something other than the competitors' merits. Examples include, but are not limited to the result, score, margin, or placing; individual or team performance; statistics, or conduct; specific actions or incidents occurring during a competition (including prop/spot bets); and decisions made by officials.¹

C. Prohibition on Disclosing Inside Information for Betting

Covered Individuals may not request or disclose, directly or indirectly to any individual that does not have a legitimate need to know, any Inside Information that the individual knows or should have known might lead to the information being used for purposes of Sports Betting related to Applicable Competitions. Examples of Inside Information include, but are not limited to, injury or health information, competitive strategy, and training or coaching details. However, such examples only violate this Policy if the Inside Information is disclosed to an individual who later uses it to engage in Sports Betting or Sports Wagering related to an Applicable Competition or if such disclosure could affect a specific outcome in an Applicable Competition.

D. Prohibition on Indirect Violations

Covered Individuals may not direct, request, or encourage third parties to engage in the prohibitions contained in this Policy on the Covered Individuals' behalf.

Covered Individuals are prohibited from accepting or receiving benefits or other things of value in connection with Sports Betting or Sports Wagering, the disclosure of Inside Information, and/or competition manipulation.

Covered Individuals are prohibited from soliciting, facilitating, or encouraging other Covered Individuals to bet, wager, or gamble on Applicable Competitions, disclose Inside Information, or manipulate any aspect of an Applicable Competition.

E. Duty to Report and Cooperate

All Covered Individuals have a continuing obligation to promptly report to USA Swimming and/or the USOPC any conduct, incident, approach, invitation, or information the individual knows, suspects, or reasonably should suspect, may constitute a violation of this Policy or any related integrity rules (e.g., the World Aquatics Integrity Code, the IOC Code of Ethics). Failure to report such violations may be considered a violation of this Policy and may result in disciplinary action or related sanctions.

¹ A Covered Individual's advocacy related to the reasonable and good faith challenge of an officiating decision made at an Applicable Competition shall not be considered a prohibited manipulation.

USA Swimming follows the USOPC's Sports Betting Policy (the "USOPC Policy") found here: [USOPC Sports Betting Policy - 01.01.2024 \(contentstack.io\)](#), which applies to National Governing Bodies and whose principles are incorporated herein. The USOPC may take exclusive jurisdiction over allegations under the USOPC Policy or over allegations under this Policy that relate to USOPC events, i.e., the Olympic Games and the Pan American Games.

USA Swimming also follows (I) the [International Olympic Committee Code of Ethics](#), which states that "[a]ll forms of participation in, or support for betting related to the Olympic Games, and all forms of promotion of betting related to the Olympic Games are prohibited," and (ii) the [World Aquatics Integrity Code](#), which prohibits betting on any aquatics event (i.e., any competition, tournament, match or event within the Olympic Movement or Commonwealth Games involving any sports discipline governed by World Aquatics (e.g., Swimming, Open Water Swimming, Diving, High Diving, Water Polo, Artistic Swimming, Masters)).²

5. Procedures for Reporting, Reviewing, and Managing Reported Integrity Concerns

Covered Individuals must immediately report suspected or known violations of this Policy to USA Swimming's Ethics Committee. Any USA Swimming member making a report of a violation of this Policy in bad faith may be subject to disciplinary action. The Ethics Committee should coordinate with USA Swimming's General Counsel if it receives any allegations of a Policy violation involving USA Swimming employees. In appropriate cases, USA Swimming reserves the right to refer violations of this Policy to law enforcement.

USA Swimming has zero tolerance for retaliation against individuals who make good faith reports of potential ethical, policy, or legal violations, and who cooperate with investigations of the report. Consult the USA Swimming Whistleblower & Anti-Retaliation Policy for more details.

Upon receipt of any reported integrity concern involving Protected Competitions (as defined by the USOPC Bylaws), USA Swimming will immediately notify the USOPC Chief Ethics & Compliance Officer of the potential violation(s).

USA Swimming is committed to assisting the IOC, World Aquatics, and the USOPC in ensuring integrity in sport. Where the IOC, World Aquatics, or the USOPC assert jurisdiction over an integrity review or investigation, USA Swimming and all Covered Individuals will fully cooperate with the review. USA Swimming will recognize and enforce integrity-related sanctions issued by the IOC, World Aquatics, and/or the USOPC.

² To the extent the International Olympic Committee Code of Ethics and/or World Aquatics Integrity Code prohibit any conduct that is not expressly prohibited under this Policy, such conduct will be subject to discipline by the IOC and/or World Aquatics, respectively.

i. Initial Inquiry and/or Investigation

Upon receipt of a filed complaint, the Ethics Committee shall promptly perform an initial inquiry and, if warranted, initiate an investigation of reports of violations of this Policy. A complaint may not warrant investigation following an initial inquiry if, for example, the Ethics Committee determines that it does not have jurisdiction over the matter under this Policy, if there is insufficient evidence, or if the reporting party declines to participate in the initial inquiry. If a member of the Ethics Committee is allegedly involved in or witness to the Policy violation, they will recuse themselves from the inquiry and/or investigation.

ii. Disciplinary Action

After the initial inquiry and investigation are complete, the Ethics Committee may decide to initiate a complaint in the name of the Ethics Committee by filing the complaint with the National Board of Review (“NBOR”) Chair and requesting a hearing. If the Ethics Committee does not decide to initiate a complaint following an investigation (and only if the Ethics Committee determined that an investigation past the initial inquiry stage was warranted), it may advise the complaining party that, while the Ethics Committee will not initiate a complaint in its own name, the complaining party may still file their complaint directly with the NBOR Chair. If the complaining party chooses to go forward with the complaint, the NBOR Chair may decide to either assign the matter for hearing or dismiss the complaint. Following a hearing and decision of the NBOR, any real party in interest may appeal any decision of the NBOR pursuant to Policy 26 of the USA Swimming Operating Policy Manual. USA Swimming may discipline (up to and including by termination of employment or other association with USA Swimming) a Covered Individual for any such Policy violation.

6. Confidentiality

All reports made under this Policy will be treated as confidentially as possible, given that there may need to be some disclosure to conduct the investigation. For example, USA Swimming may need to waive confidentiality under this Policy based on legal reporting requirements.

7. Education and Training

The sports integrity landscape is ever evolving. To assist in promoting a culture of integrity, transparency, accountability, and respect for fair competition USA Swimming will provide Covered Individuals, on an annual basis, materials designed to support education and awareness of key sport integrity issues, including, but not limited to: competition manipulation, Sports Betting and Sports Wagering, misuse of Inside Information, reporting obligations, and ethical decision-making. By building knowledge and practical understanding, the materials aim to equip athletes, coaches, officials, administrators, and support personnel with the tools to recognize integrity risks and to appropriately respond.

8. USA Swimming Resources

USA Swimming's Ethics Committee and Secretary & General are responsible for this Policy and its enforcement, and they may be contacted at EthicsCommittee@USASwimming.org with any questions about this Policy.

9. Additional Resources

Individuals who wish to report concerns related to this Policy as it relates to involvement in the Olympic and Paralympic Movement, or are uncomfortable reporting a concern directly to USA Swimming, may also submit a report using the [USOPC Integrity Portal](#). The Integrity Portal allows individuals to submit concerns to the USOPC confidentially and/or anonymously. Reports may be made online or by telephone.

Website: usopc.ethicspoint.com

Hotline: 877-404-9935

Individuals may also report any suspected or known manipulation of an Olympic or Paralympic competition to the relevant authority, including the IOC Integrity Hotline integrity@olympic.org.

Team USA athletes may contact the Athlete Ombuds for independent and confidential advice on a variety of sport-related matters, including their rights, applicable rules, policies or processes, and questions related to resolving disputes and grievances. The Athlete Ombuds can also help Team USA athletes connect with legal counsel or mental health resources if needed. All other NGB athlete members are welcome to visit the Athlete Ombuds website to review informational resources and should work directly with their NGB to understand additional resources and options available to them.

Email: ombudsman@usathlete.org

Website: www.usathlete.org

Membership Registration Policy

Date of adoption / Last revision: July 17, 2026

USA Swimming requires certain individuals to be registered members in good standing of USA Swimming to participate in USA Swimming activities. This policy is intended to outline the process and procedures related to registration for different types of membership within USA Swimming.

Membership Registration

The following parameters apply to membership registration:

1. The date a membership registration (for both individual and group members) is submitted and paid indicates when a registration is effective. Any insurance related to membership goes into effect on this date, so long as the member has completed role-specific requirements and is in good standing. Insurance will only be effective for members in good standing based on the role they are serving in.
2. Monthly accounting periods end at midnight on the last day of the month. USA Swimming will pay Local Swimming Committees ("LSCs") for the monthly membership registrations.
3. The membership year officially ends on August 31st. Any registrations after the 31st are considered effective for the next membership year, i.e., the membership year beginning that September 1 and ending on August 31 of the next calendar year.
4. USA Swimming will waive any additional USA Swimming membership fees (i.e., not LSC Fees) for a member who has purchased a Premium Athlete, Coach (including Provisional and Junior), Official (including Junior), or Other membership, who then purchases a second membership within one of these categories, within the same membership year. Flex, Seasonal, and Administrator memberships are not eligible to have a fee waived.
5. The local fee entered into SWIMS for a Club Registration must be a single fee.

Dryland Coaches

Individuals who are not coaching athletes who are in the water but who are only providing dryland training activities are considered "Dryland Instructors". Dryland Instructors must at least become non-athlete members (Other) to ensure they have completed a background check and the Athlete Protection Training.

Disability Waiver for Coaches

USA Swimming requires candidates for Coach members to provide proof of current certification in CPR/AED and Safety Training for Swim Coaches ("STSC"). These courses include skill demonstrations in which individuals with certain disabilities may be unable to participate. In this event, the individual should follow these procedures:

1. Obtain current certifications in any of the courses where their disability is not a prohibiting factor. Certifications must be from the list of USA Swimming approved courses; and

2. Submit a letter to the applicable LSC Membership Chair from the individual's club's head coach or Board president, stating that a lifeguard or another USA Swimming coach member in good standing will also be on deck with this individual at all times.

Candidates with disabilities will be eligible for coach membership provided that all the following conditions are met:

- Candidate has current USA Swimming-approved certifications where a waiver is not necessary (CPR/AED and/or STSC In-water); or
- Candidate has a letter from the USA Swimming club verifying that a lifeguard or another USA Swimming coach member in good standing will be on deck at all times.

The coach candidate must prove to the LSC Membership Chair that all the above conditions have been met. At that time, coach membership can be granted by the LSC.

The Disability Waiver form can be found [here](#).

Organizational Membership

Organizational Membership is type of Group Membership pursuant to Bylaw 2.3.1.2. Organizations do not have athlete or coach members as athlete or coach members may not represent an Organization.

An organization **does not have insurance coverage**. Organizations can acquire specific certificates of insurance upon application through the Risk Management Director at National Headquarters.

USA Swimming Open Border Policy

USA Swimming has an "open border" policy with Puerto Rico, Canada, Bermuda and the U.S. Virgin Islands. However, USA Swimming will still need to send or verify membership. USA Swimming Clubs or Athletes competing in Puerto Rico, Canada, Bermuda and the U.S. Virgin Islands will still need to follow the Foreign Travel by USA Swimming Members process (the Foreign Invite is not required). Host Clubs with Open Border clubs or athletes will still complete the **Inviting Foreign Athletes/Teams** process.

Foreign Federation Athlete Member Joining USA Swimming

A member of any other World Aquatics Federation (a "Foreign Federation") who applies for athlete membership in USA Swimming must complete the following:

1. The athlete, club, or LSC may complete the form - [Notification of Membership in USA Swimming](#). The athlete will register as unattached until you receive confirmation from the Foreign Federation as to the last date of competition in the Foreign Federation. It is the athlete's responsibility to get written confirmation from the Foreign Federation.
2. Once/if a letter from the Foreign Federation is received, the athlete can be transferred to the registering USAS club based on the last competition date. If the last date of competition is not

validated by the Foreign Federation, the athlete will remain unattached for the first 60 days after applying for athlete membership.

3. Keep a copy of the form and all related correspondence you receive regarding this specific athlete.

After USA Swimming Member Services receives the form and processes it, the Foreign Federation will be notified. All related correspondence will be copied to the LSC Registration Chair.

USA Swimming Athlete Joining a Foreign Federation

An athlete member of USA Swimming who applies for membership in any Foreign Federation must complete the following:

1. The athlete, club, or LSC may provide the [Release for USA Swimming Athlete Joining a Foreign Federation](#).
2. After USA Swimming Member Services receives the form and processes it, the Foreign Federation will be notified. All related correspondence will be copied to the LSC Registration Chair.
3. Upon return to the United States, the athlete must follow **Foreign Federation Athlete Member Joining USA Swimming** process.
4. Keep a copy of the form and all related correspondence you receive regarding this specific athlete.

Foreign Travel by USA Swimming Members

1. Clubs and athletes wishing to compete abroad must complete the [USA Swimming Foreign Travel Permit Request](#) - (The Foreign Federation invitation and meet information are very important and will require follow-up from USA Swimming Member Services if it is not received with the form).
2. After USA Swimming Member Services receives the completed form and processes it, the Foreign Federation will be notified. All related correspondence will be copied to the LSC Registration Chair.
3. The LSC Registration Chair should double check to see that all the athletes and clubs on the form are current members of the LSC/USA Swimming.
4. Keep a copy of the form and all related correspondence you receive regarding this specific athlete.

Inviting Foreign Athletes/Teams

LSCs or clubs wishing to invite World Aquatics members (other than those with which USA Swimming has an “open border” policy) to participate in a competition must complete **the USA Swimming Invitation to Foreign Athletes/Teams** form and submit it to the LSC Registration Chair.

1. The meet host or LSC must submit the following online form: [Invitation to Foreign Members](#). (The meet information is very important and will require follow-up from USA Swimming Member Services if it is not received with the form.)
2. After USA Swimming Member Services receives the form and processes it, the Foreign Federation will be notified. All related correspondence will be copied to the host club and the LSC Registration Chair.
3. It is the responsibility of the LSC to verify that foreign coaches accompanying the foreign athletes/teams are not banned from USA Swimming, or in the [US Center for Safe Sport Centralized Disciplinary Database](#).
4. Keep a copy of the form and all related correspondence you receive.

Foreign Athletes Who Train with USA Swimming Clubs

When an athlete member of a Foreign Federation wishes to come to the United States and train with a USA Swimming club, the foreign athlete does not have to become a USA Swimming member if the athlete will be training with the club for less than 30 days. Prior to practicing with the club, this form - [Notification of Foreign Athlete Training](#) – must be completed so verification of membership and good standing with the Foreign Federation can be completed.

If the athlete will be in the United States more than 30 days training with a USA Swimming club or they plan on competing in USA Swimming meets, he/she must become a USA Swimming member and comply with all relevant rules (including the requirement that adult athletes complete Athlete Protection Training).

United States Citizens Residing Outside of the United States

Upon request to National Headquarters, USA Swimming will register athletes and non-athletes living outside the specified LSC boundaries provided the individual is a citizen of the United States.
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When a request is made, USA Swimming or the LSC will provide an unattached registration link for athletes and non-athletes living outside the specified LSC boundaries if the individual is a United States citizen. USA Swimming insurance coverage for registered athletes and non-athletes will be in effect only when the individual is participating in USA Swimming activities within the USA Swimming LSC boundaries. USA Swimming insurance coverage will not apply outside the boundaries of USA Swimming LSCs.

USA Swimming, Inc.
FY26 Q2 Budget vs. Projection

FY26 Q2 as of 6/30/26			
	Budget	Projection	Projection to Budget
Operating Revenue			
Membership	23,980,095	24,230,095	250,000
Partnership Marketing	5,222,900	7,937,900	2,715,000
USOPC Partnership	5,135,500	5,118,500	(17,000)
Foundation	1,807,525	2,311,010	503,485
Sport and Events	1,586,400	1,601,400	15,000
Other Income	358,575	358,575	0
Investment Income - Dividends & Interest	814,185	814,185	0
Interest Income - Short-Term Earnings	30,000	30,000	0
Total Operating Revenue	38,935,180	42,401,665	3,466,485
Operating Expenses			
Technical/Sport			
National Team	11,361,052	11,253,288	(107,764)
Sport Development	6,145,350	5,671,551	(473,799)
Event Operations	8,225,381	8,150,940	(74,441)
Technical/Sport	25,731,783	25,075,779	(656,004)
Other Programs			
Commercial	4,069,776	4,191,834	122,058
Risk Management/Insurance	4,052,764	3,970,240	(82,523)
Foundation Support	300,000	300,000	0
Total Other Programs	8,422,540	8,462,074	39,535
Support Divisions			
Executive	1,678,508	1,665,358	(13,151)
Finance & Operations	1,997,563	2,778,783	781,220
Business Affairs	2,057,074	2,294,589	237,516
Technology & Innovation Services	4,590,727	4,002,278	(588,449)
Support Divisions	10,323,872	10,741,008	417,135
Operating Expenses	44,478,195	44,278,861	(199,334)
Operating Surplus (Deficit)	(5,543,015)	(1,877,196)	3,665,819
Non-Operating Board Approved Reserve Investments:			
Operating Reserves:	397,304	397,304	0
Board Designated Funds:	250,000	250,000	0
Total Non-Operating Board Approved Reserve Investments	647,304	647,304	0
Surplus (Deficit) before Investment Gain (Loss)	(6,190,319)	(2,524,500)	3,665,819
Non-Operating Investment Gain (Loss)	2,214,185	2,214,185	0
Net Surplus (Deficit)	(3,976,134)	(310,315)	3,665,819

FY26 Q2 Financial Update (as of June 30, 2026)

- **Beginning Budgeted Deficit:** (\$5,543,015)
 - **Updated Projection:** (\$1,887,196)
 - **Positive Variance:** \$3,665,819
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Key Drivers of Performance

1. Membership

- Increased projections over budget by **\$250,000** due to realized gains in flex and individual seasonal memberships largely tied to Block Party participation as well as non-athlete memberships.

2. Partnership Marketing

- Increased from **\$5,222,900** to **\$7,937,900 (+\$2,715,000)**
 - Additional increases for the remainder of 2026 will slow due to less timeframe for activation and fulfillment.

3. Foundation Revenue

- Previous increase recognized from **\$1,807,525** to **\$2,307,525 (+\$500,000)**
 - Additional gifts anticipated to further exceed current projections to be realized in Q3 and Q4.

4. Operating Expenses

- Net decrease of **\$199,334!**
 - Key factors:
 - Salary savings from phased onboarding of National Team support staff and other department position vacancies as well as new hire timing and staffing re-organization within business units.
 - Commercial increases due to VIK-related costs tied to sponsorship activation (fully offset by revenue) as well as contractual finders' fees.
 - Technology savings through contract optimization and partnerships.
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Summary

Through FY26 Q2, USA Swimming continues demonstrating strong financial improvement through revenue growth, disciplined expense management, and strategic realignment of resources. Current trends position the 2028 Quad for continued deficit reduction and long-term financial stability.

In addition, the current performance of the investment fund is exceeding expectations as a result of a strong market return. Projections will continue to be monitored thru Q3 and Q4 with optimism for a positive net increase for FY26.

Additional items to anticipate for Q3 and beyond include initial reconciliation of event revenues to date, including Pan Pacific Championships, as well as Foundation revenues recognizing gifts realized as a result of increased efforts tied to staff additions and LA28 expense support.



USA Swimming Technology Pre-Read

Executive Summary

This document outlines USA Swimming's strategic vision to transform its technology ecosystem from a cost center into a growth center. Through strategic technology partnerships and prioritization of work intake, USA Swimming can take ownership of swimming's data ecosystem, enhancing member benefits, creating new revenue streams, and securing the future of our sport's digital landscape.

Guiding Principles for Technology Execution

Our technology prioritization efforts rely on a four-point evaluation system that complement USA Swimming's Strategic Plan:

- **Grow Revenue:** Unlock revenue opportunities through technology partners, monetization of existing products (Online Meet Entry, meet sanctioning, NCAA software licensing, technology fees, donations, SwimAThon, etc.), and a long-term investment in data ownership.
- **Improve Member Experience:** Increase member benefits by delivering richer, more engaging, and real-time digital experiences for our members, from athletes and clubs to parents.
- **Increase Operational Efficiency:** Invest in systems to streamline internal operations and adopt AI-accelerated software development.
- **Mitigate Risk:** Protect member data and reduce dependencies on single, third-party vendors and antiquated technologies.

All work intake requests are evaluated against these four pillars.

Problem to Solve

The current data ecosystem in swimming is antiquated and presents significant challenges to delivering the benefits that members desire:

- **Data Collection:** A single company dominates the data collection/meet management space, creating reliance on that vendor for access to timely competition results.
- **Outdated Technology:** Results are still transferred using decades-old file formats, which is inefficient and insecure. This creates a lag between when a member competes and when USA Swimming gains access to the results data. This has already enabled an abundance of "data startups" that want to access data from results files and share/monetize it with to USA Swimming members, yet they lack access to the entire dataset.
- **Control of Narrative:** USA Swimming plays no role in collecting data during a competition, yet members perceive that we do. This leads to our support team fielding calls for data issues on third-party platforms and a loss of control over the narrative of our sport's results.

The Opportunity

By pursuing a data ownership strategy, we can unlock significant opportunities:



- **Enhanced Member Benefits:** We can accelerate development of our mobile app and data hub website, offering advanced analytics that members are requesting, and that we are uniquely suited to deliver.
- **Future Monetization:** Create new revenue streams by selling certain premium features to members.
- **Strategic Control:** Owning our data allows us to control access to swimming data, protect one of our largest assets, and be the central data hub for the swimming community.

A Phased Path to Data Ownership

We are taking a de-risked, three-phase approach to achieve our vision:

- **Phase 1 (Complete):** We have successfully secured our digital platforms, including the mobile app and data hub website, by implementing required member logins. This prevents “data startups” from scraping and monetizing USA Swimming’s data.
- **Phase 2 (Upcoming):** We are launching a 12-week AI-enablement Proof of Concept (POC) with a new delivery partner, Valent Partners. This will accelerate the development of advanced analytics and athlete engagement features for our mobile app and data hub website.
- **Phase 3 (Planned):** We will determine the best path forward for a modern meet management and data collection solution, either by partnering with an existing provider or building our own AI-accelerated software with a delivery partner.

Our Ask of the Board

To move forward, we seek your support on the following items:

- 1) **Endorse the Strategy:** Formally endorse data ownership as a core technology strategy.
- 2) **Detailed Plan:** Support our return to the Board in September with a detailed scope, delivery approach, and timeline for the full meet management solution.
- 3) **Review Business Model:** Participate in a dedicated session in Q3 to review the complete business model and financial projections for this initiative.