

These minutes will be officially approved by the USA Swimming Board of Directors at its  
May 12, 2018 meeting.

## **USA Swimming Board of Directors Meeting Minutes**

February 3, 2018 / Denver Gateway Marriott

1 **CALL TO ORDER**

2 USA Swimming Board Chair, Jim Sheehan, called the February 3, 2018 Board of Directors  
3 meeting to order at 8:00 a.m. Mountain Time with the following members in attendance:

4  
5 **PRESENT:** Dale Ammon, Tim Bauer, John Bitter, John Bradley, Robert Broyles, Van  
6 Donkersgoed, Tristan Formon, Anthony Ervin, Natalie Hall, Clark Hammond, Don Heidary,  
7 Tim Hinchey, Amy Hoppenrath, Bill Maxson, Lucinda McRoberts, Dale Neuburger, Derek  
8 Paul, Aaron Peirsol, Chip Peterson, Sean Redmond, John Roy, Jim Ryan, Jim Sheehan, Davis  
9 Tarwater, Ed Tsuzuki, Mary Turner, Ron Van Pool, Robert Vincent, Mark Weber, Carol  
10 Zaleski.

11  
12 **NOT PRESENT:** Dan McAllen (joined via conference call), Amy Schulz, Marie Scovron,  
13 Bruce Stratton, Garrett Weber-Gale, Jim Wood (joined via conference call).

14  
15 **MOMENT OF SILENCE**

16 A moment of silence was observed for USA Swimming members who have passed away  
17 since the last USA Swimming Board of Directors meeting.

18  
19 **AGENDA REVIEW**

20 Jim Sheehan presented an updated Agenda (Attachment 1).

21  
22 **MOTION:** *To approve the Agenda. Seconded. APPROVED.*

23  
24 **CONFLICT OF INTEREST**

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

28  
29 If a Board member determines there to be a conflict of interest at any point during the  
30 course of the meeting when a specific subject is being discussed and / or action is being  
31 taken, a declaration of a conflict of interest should be made at that time.

32  
33 **INTRODUCTIONS**

34 **GUESTS**

35 Sandi Blumit (Risk Management Services), Bill Charney (Charney Associates), David Cooper  
36 (Risk Management Services), Joe Gazzarato (Athlete), Andrew Gemmell (International

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37 Relations Committee), Cecil Gordon (International Relations Committee), John Leonard  
38 (American Swim Coaches Association), Nick Smagula (Athlete Executive Committee), Joel  
39 Shinofield (College Swimming Coaches Association of America).

40

#### 41 **STAFF**

42 Tom Avischious, Paula D'Amico, Cathy Durance, Matt Farrell, Jim Harvey, Debbie Hesse, Pat  
43 Hogan, Belle McLemore, Lindsay Mintenko, Mike Unger, George Ward, Susan Woessner.

44

#### 45 **RECOGNITION OF RECORDS**

46 Dan McAllen reported that as of January 5, 2018, Katie Ledecky set an American and U.S.  
47 Open record in the 1650 freestyle at College Station, Texas. At Winter National  
48 Championships in Columbus, Ohio, Zane Grothe set a short course U.S. Open and American  
49 record in the 500 freestyle and an American and U.S. Open record in the 1650 freestyle  
50 (Attachment 2).

51

#### 52 **BOARD CHAIR'S REMARKS**

53 Jim Sheehan briefly highlighted the new agenda and congratulated Bill Schalz and John  
54 Bitter for receiving this year's American Swim Coaches Association Peter Daland Award.

55

#### 56 **MINUTES**

57 *MOTION: To approve the November 18, 2017 Board of Directors meeting minutes. Seconded.*  
58 *APPROVED.* (Attachment 3).

59

60 *MOTION: To approve the November 19, 2017 Board of Directors meeting minutes. Seconded.*  
61 *APPROVED.* (Attachment 4).

62

#### 63 **CLOSED SESSION**

#### 64 **LITIGATION UPDATE**

65 The Board meeting went into closed session so that USA Swimming Secretary & General  
66 Counsel, Lucinda McRoberts, could give a legal update.

67

#### 68 **PERSONNEL DISCUSSION**

69 The Board meeting remained in closed session so that Mike Unger and Jim Sheehan could  
70 give updates on personnel matters.

71

72

73

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74 **COLLEGE SWIMMING INITIATIVE UPDATE**

75 Joel Shinofield reported on current CSCAA initiatives, including working with public  
76 relation firms to show the value of swimming and diving programs to a university, working  
77 with the NCAA to reclassify tuition revenue at the Division I level, and expanding female  
78 alumni groups to promote engagement with their alma maters.

79

80 Mr. Shinofield and John Bitter discussed a potential college swimming endowment program  
81 and identified next steps in its development.

82

83 **BOARD POLICIES: REVIEW, DISCUSSION AN ADOPTION**

84 Jim Sheehan went through the proposed changes to Policies 2.0, 2.5.2, 2.6.2, 2.6.9, and 2.9.2.  
85 within the Board of Directors' Governing Policies Manual (Attachment 5).

86

87 **MOTION:** *To strike Section 2(A) from Policy 2.5.2. Secoded. **APPROVED.***

88

89 The Board discussed the wording of Policy 2.6.9 regarding attendance expectations and  
90 financial contributions to the USA Swimming Foundation.

91

92 **MOTION:** *To amend Policy 2.6.9 to read "Each Board member is expected to make an annual  
93 personal financial contribution to the USA Swimming Foundation." Secoded. **FAILED.***

94

95 **MOTION:** *To amend Policy 2.6.9 to read "Each Board member is expected and required to  
96 make an annual personal financial contribution to the USA Swimming Foundation. The  
97 demonstration of support, rather than the amount of the contribution, is of principal  
98 importance." Secoded. **APPROVED.***

99

100 **MOTION:** *To adopt the proposed changes to Policies 2.0, 2.5.2 (as amended), 2.6.2, 2.6.9 (as  
101 amended) and 2.9.2 of the Board of Directors' Governing Policies Manual. Secoded.*

102 **APPROVED.**

103

104 **ENDS REVIEW AND PLANNING**

105 Bill Charney presented CEO Tim Hinchey's Ends Interpretations and proposed revisions  
106 (Attachment 6).

107

108 The Board engaged in discussion to clarify the intentions of End 1.2.C.v regarding "ease of  
109 access at all levels of the sport."

110

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111 **MOTION:** *To remove End 1.2.C.v from the Priority Results. Seconded. APPROVED.*

112

113 The Board further discussed levels of success as written in the Priority Results.

114

115 **MOTION:** *To adopt the Priority Results. Seconded. APPROVED.*

116

## 117 **BOARD PROCESS**

### 118 **POLICY 4.4 - MONITORING CEO PERFORMANCE**

119 Tim Hinchey and Bill Charney presented key items and metrics for Mr. Hinchey, the  
120 Strategy Team and staff to accomplish, along with a timeline to achieve those items  
121 (Attachment 7).

122

123 **MOTION:** *To adopt Policy 4.4 Monitoring CEO Performance of the Priority Results. Seconded.*  
124 **APPROVED.**

125

### 126 **NOMINATING COMMITTEE APPOINTMENTS**

127 Jim Sheehan presented his nominations for the Nominating Committee, including Board  
128 members Mark Weber and Clark Hammond, as well as two independent members, Kurt  
129 von Moltke and Wendy Boglioli (Attachment 8).

130

131 **MOTION:** *To approve the Mark Weber, Clark Hammond, Kurt von Moltke, and Wendy*  
132 *Boglioli for the Nominating Committee. Seconded. APPROVED.*

133

### 134 **CHARGE TO THE NOMINATING COMMITTEE**

135 Jim Sheehan presented suggested skills and attributes for what members of the Nominating  
136 Committee should possess (Attachment 9).

137

138 **MOTION:** *To approve the charge for the Nominating Committee. Seconded. APPROVED.*

139

140 Mr. Sheehan also reported that six at-large members will be elected in 2018 since he has  
141 not received a request from an Allied Member or any other eligible organization to be  
142 directly represented on the Board.

143

## 144 **COMMITTEE, TASK FORCE, AND OTHER REPORTS REQUIRING BOARD ACTION OR** 145 **DISCUSSION**

### 146 **NOMINATIONS FOR THE U.S. CENTER FOR SAFE SPORT BOARD OF DIRECTORS**



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147 Ron Van Pool reported that Victor Vieth declined the opportunity to serve as the National  
148 Governing Body Council's nominee for the U.S. Center for Safe Sport Board of Directors  
149 (Attachments 10-11).

150

#### 151 **FINA BUREAU CANDIDATE**

152 Ron Van Pool described the need and process for United States Aquatic Sports to nominate  
153 a candidate to serve on the FINA Bureau following Dale Neuberger's retirement in 2021.

154

#### 155 **BACKSTROKE RACING START CERTIFICATION PROTOCOL**

156 Pat Hogan provided a brief history of the Backstroke Start Racing Certification Task Force  
157 which has developed a teaching protocol and certification process (Attachments 12-13).

158

159 ***MOTION:** To approve the proposed backstroke start teaching protocol and certification  
160 requirement with an implementation date of May 1, 2018. Seconded. **APPROVED.***

161

#### 162 **AGE GROUP TECH SUIT PROJECT RECOMMENDATIONS**

163 Tim Bauer reported that the Age Group Development Committee is in favor of banning the  
164 use of tech suits by 12 and under swimmers, but the Committee still has considerable work  
165 to do before proposing a rule change, including defining what constitutes a tech suit is and  
166 assessing how to enforce any such restriction (Attachment 14).

167

168 Matt Farrell emphasized the need to work in partnership with suit manufactures to come  
169 up with a definition and to educate and communicate the outcomes in the right way to the  
170 appropriate parties.

171

172 The Board discussed the Isaac Sports Group study, *Use of Tech Suits by Age Group  
173 Swimmers*, and the cost of tech suits.

174

#### 175 **SWIMASSIST ELIGIBILITY REQUIREMENTS CHANGE**

176 Susan Woessner provided an overview of the SwimAssist program and highlighted the  
177 proposed changes to it (Attachment 15).

178

179 ***MOTION:** To approve the proposed changes to the SwimAssist program. Seconded.  
180 **APPROVED.***

181

#### 182 **FINA DOPING UPDATE FROM IRC MEETING**

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183 Jim Sheehan reported on the anti-doping panel that presented at the International  
184 Relations Committee meeting on February 2, 2018. Mr. Sheehan highlighted a variety of  
185 the panel's concerns, including the introduction of a new International Testing Authority  
186 (ITA), communication issues with FINA, and possible ways to improve the process of  
187 collecting and transporting data.

188  
189 The Board discussed what USA Swimming could do to enhance anti-doping efforts.

190  
191 **ALCOHOL/TOBACCO/GAMBLING TASK FORCE DRAFT RECOMMENDATIONS**

192 Matt Farrell reported that the Alcohol, Tobacco, and Gambling Task Force is working on  
193 guidelines for serving alcohol at events, as well as guidelines for alcohol-related sponsors.  
194 Mr. Farrell added that the task force will not be making any changes to existing language  
195 regarding tobacco and gambling within the Rulebook but may add language regarding  
196 marijuana (Attachment 16).

197  
198 **MOTION:** *To approve the Alcohol, Tobacco, and Gambling Task Force to continue working on*  
199 *guidelines regarding serving alcohol and alcohol sponsorship at events. Secinded.*

200 **APPROVED.**

201  
202 **DISASTER RELIEF TASK FORCE**

203 Pat Hogan provided an overview of the process of the disaster relief grants offered by USA  
204 Swimming for those areas effected by recent natural disasters, including how clubs may  
205 use the grant money. Mr. Hogan also expressed the organization's desire to standardize  
206 relief efforts.

207  
208 **APPROVAL OF NEW FOUNDATION DIRECTOR**

209 Bill Maxson reported that Summer Sanders was stepping down from the Foundation Board  
210 of Directors and that the Board is moving to a governance and fundraising board.

211  
212 **MOTION:** *To elect Maya DiRado to a two-year term to the Foundation Board of Directors.*  
213 *Secinded. APPROVED.*

214  
215 **FINANCE UPDATE/ACTIONS**

216 Bob Vincent submitted a written report and provided verbal highlights, including that the  
217 organization overcame a short fall in membership to produce a deficit that is  
218 approximately \$650,000 better than currently budgeted (and much closer to the \$500,000  
219 deficit originally budgeted) due to significant budget savings in several areas. Mr. Vincent

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220 also reported that USA Swimming has added \$2.3 million to its reserves and that its year-  
221 to-date investment return was 14.78% which outperformed the one, three and five-year  
222 benchmarks (Attachments 17-19).

223

224 Jim Harvey submitted a written report and provided verbal highlights, including that the  
225 USA Swimming Foundation's annual campaign raised over \$700,000 and major gifts raised  
226 over \$1.4 million, resulting in a combined fundraising of \$2.1 million, which exceeded the  
227 \$1.2 million budget. Mr. Harvey also reported that the Foundation's total net assets  
228 increased by over \$3 million in 2017 (Attachment 20).

229

### 230 **CEO/STAFF UPDATES**

#### 231 **OPENING COMMENTS**

232 Tim Hinchey updated the Board on internal restructuring efforts, including the creation of  
233 a Foundation leadership team.

234

#### 235 **USA SWIMMING FOUNDATION REPORT**

236 Debbie Hesse and Jim Harvey presented the financial history and evolution of the USA  
237 Swimming Foundation since its founding in 2004 (Attachment 21).

238

#### 239 **STAFF REORGANIZATION UPDATE AND 2018 KPIS**

240 Tim Hinchey reported on the staff reorganization into four business units: Technical/Sport  
241 led by Mike Unger, Commercial led by Matt Farrell, Business Affairs led by Lucinda  
242 McRoberts, and Finance led by Jim Harvey. Mr. Hinchey further reported on the different  
243 phases for the organization that began in 2017 and go through L.A. 2028.

244

245 Mike Unger, Matt Farrell, Lucinda McRoberts and Jim Harvey provided overviews of their  
246 respective business units, including Key Performance Indicators (KPIs) for each.

247

248 Mr. Hinchey and Mr. Unger provided an update regarding a possible partnership with  
249 Tavistock Development in connection with its development of a training facility near Lake  
250 Nona in Orlando, Florida.

251

### 252 **BOARD SCHEDULE**

#### 253 **UPCOMING IN-PERSON BOARD MEETINGS**

254 Jim Sheehan reported that the next Board of Directors meeting on May 5, 2018 conflicts  
255 with Open Water Nationals and suggested moving the meeting to the following weekend,  
256 May 12, 2018.

257

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258 **MOTION:** *To move the next Board of Directors meeting to May 12, 2018. Seconded.*

259 **APPROVED.**

260

261 **OTHER MEETINGS/EVENTS**

262 Jim Sheehan reported that the International Relations Committee meeting will also change  
263 dates and now be on Friday, May 11, 2018.

264

265 **SUMMARY OF FOLLOW-UP ITEMS**

266 There were no follow up items.

267

268 **BOARD MEETING EVALUTION**

269 Jim Sheehan asked the Board for their comments and suggestions on the new meeting  
270 format.

271

272 It was suggested to have Finance Update earlier on the agenda, to highlight action items  
273 and have those with written reports provide a summary.

274

275 **ADJOURN**

276 USA Swimming Board Chair, Jim Sheehan, adjourned this meeting at 2:18 p.m. Mountain  
277 Time.

Respectfully submitted:



Lucinda McRoberts, General Counsel & VP Business Affairs



Jim Sheehan, Board Chair

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### **USA Swimming Board of Directors Minutes Attachments**

February 3, 2018 / Denver Gateway Marriott

Attachment 1	Page 1 – Agenda
Attachment 2	Page 2 – Vice Chair of Program Operations Report
Attachment 3	Page 2 – DRAFT November 18, 2017 BOD Meeting Minutes
Attachment 4	Page 2 – DRAFT November 19, 2017 BOD Meeting Minutes
Attachment 5	Page 3 – DRAFT Board of Directors’ Governing Policies Manual
Attachment 6	Page 3 – ENDS Revisions/Sequence Proposed by CEO/Strategy Team
Attachment 7	Page 4 – Policy 4.4 Monitoring CEO Performance
Attachment 8	Page 4 – Proposed Nominating Committee Nominations
Attachment 9	Page 4 – Nominating Committee Charge
Attachment 10	Page 5 – Nominations to the U.S. Center for Safe Sport
Attachment 11	Page 5 – Amended & Restated Bylaws of U.S. Center for Safe Sport
Attachment 12	Page 5 – Backstroke Racing Start Memo to the Board
Attachment 13	Page 5 – Racing Start Safety Certification Protocol Proposal
Attachment 14	Page 5 – Age Group Development Committee’s Tech Suits Report - CONFIDENTIAL
Attachment 15	Page 5 – SwimAssist Program Proposal
Attachment 16	Page 6 – Alcohol, Tobacco, & Gambling Task Force Report
Attachment 17	Page 7 – Finance Vice Chair Report
Attachment 18	Page 7 – USA Swimming Financial Statement
Attachment 19	Page 7 – USA Swimming Investment Summary
Attachment 20	Page 7 - USA Swimming Foundation Financial Report
Attachment 21	Page 7 – History of USA Swimming Foundation
Attachment 22	Board Chair Report
Attachment 23	Administrative Vice Chair Report
Attachment 24	Program Development Vice Chair Report
Attachment 25	Athletes Vice Chair Report
Attachment 26	Eastern Zone Report
Attachment 27	Western Zone Report
Attachment 28	FINA Bureau Report
Attachment 29	FINA Technical Committee Report
Attachment 30	USOC & NGBC Report
Attachment 31	YMCA Report

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Attachment 32

Attachment 33

Attachment 34

Attachment 35

Attachment 36

U.S. Masters Report

ASCA Report

Task Force Updates

International Relations Committee Report

CEO's Report for the Board

**DRAFT**



**USA SWIMMING BOARD OF DIRECTORS**  
**Board Meeting Agenda**  
**Denver Airport Marriott / Saturday, February 3, 2018 8 am – 5 pm**

Item #/Time Estimate	AGENDA ITEMS
<b>A. (10 min)</b>	1) <b>Call to Order</b> <i>(Jim Sheehan)</i> 2) <b>Moment of Silence</b> <i>(Jim Sheehan)</i> 3) <b>Agenda Review (2.3.3)</b> <i>(Jim Sheehan)</i> 4) <b>Declaration of Conflict of Interest (2.5.4)</b> <i>(Jim Sheehan)</i> <i>“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?”</i> 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. 5) <b>Introductions</b> <i>(Jim Sheehan)</i> 6) <b>Recognition of Records</b> <i>(Dan McAllen)</i>
<b>B. (5 min)</b>	<b>Board Chair's Remarks</b> <i>(Jim Sheehan)</i>
<b>C. (5 min)</b>	<b>Approval of Minutes</b> <i>(Jim Sheehan)</i> 1. November 18, 2017 Board of Directors meeting 2. November 19, 2017 Board of Directors meeting
<b>D. (20 min)</b>	<b>Closed Session</b> 1. <b>Litigation Update</b> <i>(Lucinda McRoberts)</i> 2. <b>Personnel Discussion</b> <i>(Jim Sheehan)</i>
<b>E. (30 min)</b>	<b>College Swimming Initiative Update and Proposal.</b> <i>(Joel Shinofield and John Bitter)</i>
<b>F. (30 min)</b>	<b>Board Policies: Review, Discussion and Adoption</b> <i>(Jim Sheehan)</i> 1. <b>Draft Policy Manual</b> - <i>(Board will act on the Governing Policies Manual draft discussed at the November 18<sup>th</sup> Board meeting, with revisions proposed by the Task Force and subsequently distributed to the Board on 12/18/17.)</i>
<b>G. (2.5 hrs)</b>	<b>Ends Review and Planning (1.0)</b> 1. <b>Review and Discussion of CEO Hinchey’s Ends Interpretations, proposed revisions/updates.</b> <i>(Tim Hinchey)</i> As directed in November, CEO Hinchey has responded to the initial Ends draft with proposed considerations. The Board will also review and discuss CEO Hinchey’s “baseline” Ends interpretations and proposed performance indicators. If deemed reasonable, these will be primary metrics reported on in subsequent Ends monitoring reports. 2. <b>Adoption of Initial Ends/Priority Results Policies.</b> <i>(Bill Charney)</i> Based on CEO/staff feedback and additional Board consideration, Board will refine and adopt initial Ends/Priority Outcomes policies.





**USA SWIMMING BOARD OF DIRECTORS**  
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<b>H. (60 min)</b>	<p><b>Board Process</b></p> <p><b>A. Policy 4.4 –Updated - Monitoring CEO Performance</b> –CEO Hinchey has proposed, per Board directive at the November meeting, a schedule/calendar for performance monitoring in accordance with the frequencies set forth in policy 4.4.</p> <p><b>B. Nominating Committee Appointments (2.8.A and 2.9.2.C) (Jim Sheehan)</b>  The Board will act on Board Chair Sheehan’s proposed Board appointees to the Nominating Committee. To include 2 current Board members (1 to a 1-year term and 1 to a 2-year term) and 2 “independent” members (1 to a 2-year term and 1 to a 3-year term)</p> <p><b>C. Charge to the Nominating Committee (policy section 2.9.3) (Jim Sheehan)</b></p> <p><b>D. Committee, Task Force, and Other Reports Requiring Board Action or Discussion. (Jim Sheehan)</b></p> <ul style="list-style-type: none"> <li>a. Nominations for the National Center for Safe Sport Board of Directors (<i>Ron Van Pool</i>)</li> <li>b. Backstroke Racing Start Certification Protocol (<i>Pat Hogan</i>)</li> <li>c. Age Group Tech Suit Project Recommendations (<i>Tim Bauer</i>)</li> <li>d. SwimAssist Eligibility Requirements Change (<i>Susan Woessner</i>)</li> <li>e. FINA Doping Update from IRC meeting (<i>Michael Lawrence/Tim Hinchey/Jim Sheehan</i>)</li> <li>f. Alcohol/Tobacco/Gambling Task Force Draft Recommendations (<i>Matt Farrell</i>)</li> </ul>
<b>I. (15 min)</b>	<b>Finance Update/ Actions (Jim Harvey, Tim Hinchey, Bob Vincent)</b>
<b>J. (40 min)</b>	<p><b>CEO/Staff Updates (3.9.1C) (Tim Hinchey)</b></p> <p>CEO Hinchey would like to particularly update, discuss and receive board members’ feedback about:</p> <ul style="list-style-type: none"> <li>A. USA Swimming Foundation Report</li> <li>B. Staff Reorganization Update and 2018 KPIs</li> </ul>
<b>K. (10 min)</b>	<p><b>Board Schedule:</b></p> <ul style="list-style-type: none"> <li>A. <b>Upcoming In-Person Board Meetings:</b> <ul style="list-style-type: none"> <li>a. Board meeting, May 5, 2018</li> </ul> </li> <li>B. <b>Other meetings/events</b> to be on Board members’ calendars: <ul style="list-style-type: none"> <li>a. IRC meeting, May 4, 2018</li> </ul> </li> <li>C. <b>Summary of Follow-Up Items:</b></li> </ul>
<b>L. (10 min)</b>	<p><b>Board Meeting Evaluation (2.1.8)</b> Brief discussion of:</p> <ul style="list-style-type: none"> <li>▪ What worked really well at this meeting?</li> <li>▪ What we could have done to make it more productive?</li> </ul>
<b>M.</b>	<b>Adjourn</b>



**USA SWIMMING BOARD OF DIRECTORS**  
**Board Meeting Agenda**  
**Denver Airport Marriott / Saturday, February 3, 2018 8 am – 5 pm**

**List of Submitted Reports**

- Board Chair
- Vice Chairs
  - Administration
  - Program Development
  - Program Operations
  - Technical
- Zones
  - Central
  - Eastern
  - Southern
  - Western
- FINA
  - Bureau
  - Technical Swimming Committee
  - Athletes Commission
- UANA
- U.S. Olympic Committee
  - Governance & NGBC
  - Athletes Advisory Council
- NCAA
- YMCA
- U.S. Masters Swimming
- ASCA

DRAFT

## **PROGRAM OPERATIONS REPORT**

### **January, 2018**

#### **OFFICIALS COMMITTEE reports:**

The following is an update on the activities of the Committee:

**New Committee Members:** Bob Griffiths has rotated off the committee. He is replaced by Matt Wilson. Bob has agreed to continue to serve with the committee on an OTS task force so as not to lose his acumen with the system. Andrew Tang, an athlete member, also rotated off the committee and is replaced by Shelby Mullendore. Joel Black, liaison for the YMCA, is replaced by Eddie Hughes. We are honored to have worked all these years with Joel, former co-chair of the committee, his contributions will be missed.

**Standardized lesson plan:** The teaching plan for training starters, mentioned in last report, and the PowerPoint slides have been uploaded to the web site.

**Zone Workshops:** The two zone workshops, upcoming in the spring, have an officials component. We will be provided a session on enhancing the mentoring/evaluation program focusing on our mid-level officials and mentors. Planning is well underway for those presentations.

**Training Materials:** The stroke & turn situations and resolutions were revised and are uploaded to the web site. Again, kudos to our athlete member, Patrick Hunter, for his work on the updates. Jay Thomas and the Rules committee provided review of the updates. Revision of the starter and referee situations is on-going.

#### **Upcoming Meet Referee Assignments:**

##### Arena Pro Series:

Austin:	Jack Dowling
Atlanta:	Lucy Duncan
Mesa:	Jamie Cahn
Indy:	Jacki Allender
Santa Clara:	Melissa Hellervik-Bing
Columbus:	Wayne Shulby

Nat'ls/PPT: Jay Thomas

Juniors: Cecil Gordon

**Officials Committee Meeting:** The officials committee will meet in April in Nashville.

**Officials Clinic/Workshop:** The annual officials (New Referee) workshop will be held in October 2018 at a site still to be determined.

**Conference Calls:** We continue to conduct the quarterly conference calls with the LSC and Zone Officials Chairs.

**TIMES AND RECOGNITION COMMITTEE report:**

**Records**

- SCY NAG Records so far this season – 7 individual & 7 relay
- Since September 2017, 3 American records and 3 US Open records have been set (Katie Ledecky – 1 AR, 1 USO; Zane Grothe – 2 AR, 2 USO).
- The T&R Committee voted to start tracking Mixed Relay NAG records beginning in Sept. 2018.

**Scholastic All American (SAA)**

- Time Standards have been posted on the website

**NTV**

- The requests for observation so far this season have been:
  - HS, USMS Meets - 333.
- The NCAA meets are no longer observed meets since the NCAA adopted FINA technical rules. By rule passed at the 2017 convention, the NCAA meets are all approved for inclusion as USA Swimming times. The NCAA meets sent by each hosting institution to [ncaa@usaswimming.org](mailto:ncaa@usaswimming.org) are loaded by USA-S staff.

**Other Ongoing T&R Committee Activity**

- Times from American athletes swimming overseas are loaded into SWIMS upon request.
- The chair provided technical support for LSC Times Officers.

**Records as of January 5, 2018**

	WR	AR	USO
Individual		3	3
Relay			

**Swimmers**

- Katie Ledecky – 1 AR, 1 USO
- Zane Grothe – 2 AR, 2 USO

# **SCY**

## **500 FREESTYLE**

American:	4:07.25	Zane Grothe, Unattached	Columbus, OH	11-30-17
U.S. Open:	4:07.25	Zane Grothe, Unattached	Columbus, OH	11-30-17

## **1650 FREESTYLE**

American:	15:03.31	Katie Ledecky, Stanford	College Station, TX	11-18-17
U.S. Open:	15:03.31	Katie Ledecky, Stanford	College Station, TX	11-18-17
American:	14:18.25	Zane Grothe, Unattached	Columbus, OH	12-02-17
U.S. Open:	14:18.25	Zane Grothe, Unattached	Columbus, OH	12-02-17

Respectfully submitted,  
Daniel W. McAllen  
Vice President, Program Operations

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**USA Swimming Board of Directors Meeting Minutes**

November 18, 2017 / Courtyard at L.A. Live

1 **CALL TO ORDER**

2 USA Swimming Board Chair, Jim Sheehan, called the November 18, 2017 Board of Directors  
3 meeting to order at 8:00 a.m. Pacific Time with the following members in attendance:

4  
5 **PRESENT:** Dale Ammon, Tim Bauer, John Bitter, John Bradley, Robert Broyles, Van  
6 Donkersgoed, Tristan Formon, Natalie Hall, Clark Hammond, Don Heidary, Tim Hinchey,  
7 Amy Hoppenrath, Bill Maxson, Dan McAllen, Lucinda McRoberts, Derek Paul, Chip Peterson,  
8 Sean Redmond, John Roy, Jim Ryan, Jim Sheehan, Bruce Stratton, Davis Tarwater, Ed  
9 Tsuzuki, Mary Turner, Ron Van Pool, Robert Vincent, Mark Weber, Garrett Weber-Gale,  
10 Carol Zaleski.

11  
12 **NOT PRESENT:** Anthony Ervin, Dale Neuburger, Aaron Peirsol, Amy Schulz, Marie Scovron,  
13 Jim Wood (joined via conference call).

14  
15 **MOMENT OF SILENCE**

16 A moment of silence was observed for USA Swimming members who have passed away  
17 since the last USA Swimming Board of Directors meeting.

18  
19 **AGENDA REVIEW**

20 Jim Sheehan reviewed the Agenda (Attachment 1).

21  
22 **MOTION:** *To approve the Agenda. Seconded. APPROVED.*

23  
24 **CONFLICT OF INTEREST**

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

28  
29 If a Board member determines there to be a conflict of interest at any point during the  
30 course of the meeting when a specific subject is being discussed and / or action is being  
31 taken, a declaration of a conflict of interest should be made at that time.

32  
33  
34  
35  
36

These minutes will be officially approved by the USA Swimming Board of Directors at its February 3, 2018 meeting.

37 **INTRODUCTIONS**

38 **GUESTS**

39 Sandi Blumit (RMS), Bill Charney (Charney Associates), Dave Cooper (RMS), Rosanna Gatlin  
40 (RMS), Cecil Gordon (Foundation Director), Paris Jacobs (Foundation Director), John  
41 Peterson (RMS), Joel Shinofield (CSCAA).

42

43 **STAFF**

44 Amanda Bryant, Cathy Durance, Matt Farrell, Jim Harvey, Debbie Hesse, Pat Hogan, Lindsay  
45 Mintenko, Mike Unger, George Ward, Susan Woessner.

46

47 **RECOGNITION OF RECORDS**

48 Dan McAllen reported that there have been no official World Records, American Records or  
49 U.S. Open Records since the last meeting (Attachment 2); however, Lindsay Mintenko and  
50 Mike Unger reported that the National Junior Team set a World Junior Record in the Mixed  
51 Medley Relay and Regan Smith set a World Junior Record in the 200 Backstroke the  
52 previous night at the FINA World Cup in Singapore.

53

54 **BOARD CHAIR'S REMARKS**

55 Jim Sheehan highlighted the meeting's agenda, including the Board Policies Review and  
56 Discussion.

57

58 **MINUTES**

59 **MOTION:** *To approve the September 12, 2017 Board of Directors meeting minutes.*  
60 *Seconded. APPROVED.* (Attachment 3).

61

62 **MOTION:** *To approve the September 13, 2017 Board of Directors meeting minutes.*  
63 *Seconded. APPROVED.* (Attachment 4).

64

65 **MOTION:** *To approve the September 16, 2017 Board of Directors meeting minutes.*  
66 *Seconded. APPROVED.* (Attachment 5).

67

68 **MOTION:** *To approve the September 15-16, 2017 House of Delegates meeting minutes.*  
69 *Seconded. APPROVED.* (Attachment 6).

70

71

72

73



These minutes will be officially approved by the USA Swimming Board of Directors at its February 3, 2018 meeting.

74 **FINANCE VICE CHAIR REPORT**

75 **FINANCIAL UPDATE**

76 Bob Vincent submitted a written report and provided verbal highlights, including an  
77 expected decline in operating surplus (Attachments 7-9).

78

79 Bob Vincent also provided background and context regarding the Audit Committee's  
80 recommendation to the Board of Directors to hire Waugh & Goodwin, LLP for audit years  
81 2017-2020.

82

83 ***MOTION:** To approve the hiring of Waugh & Goodwin, LLP for audit years 2017-2020.*  
84 *Seconded. **APPROVED.***

85

86 **INVESTMENT UPDATE**

87 Bob Vincent reported that the investment portfolio year-to-date performance of +10.67%  
88 beat the benchmark by 0.29% (Attachment 10). The portfolio has outperformed the  
89 benchmark for the one, three, and five-year periods ending September 30, 2017.

90

91 **LITIGATION UPDATE – CLOSED SESSION**

92 The Board meeting went into closed session so that USA Swimming Secretary & General  
93 Counsel, Lucinda McRoberts, could give a legal update.

94

95 **PERSONNEL MATTER – CLOSED SESSION**

96 The Board continued in closed session to discuss a personnel matter related to the USA  
97 Swimming CEO's 2017 evaluation.

98

99 ***MOTION:** To approve the USA Swimming CEO's 2017 evaluation process. Seconded.*  
100 ***APPROVED.***

101

102 **USA SWIMMING FOUNDATION REPORT**

103 Bill Maxson reported that the Foundation is having one of its best years ever from a  
104 revenue generating standpoint. Debbie Hesse summarized several contributions the  
105 Foundation has received to date, including the second largest major gift in its history. Ms.  
106 Hesse also highlighted the Foundation events that will take place over the weekend.  
107 Finally, Ms. Hesse recognized the ten-year Champions Club members in the room.

108

109 Mr. Maxson updated the Board on the outcome of the prior day's Foundation Board  
110 meeting, including approval of 2018 goals and the appointment of Ron Van Pool to the

These minutes will be officially approved by the USA Swimming Board of Directors at its February 3, 2018 meeting.

111 Nominating Committee for the USA Swimming Board. Mr. Maxson also presented four  
112 candidates for election to the Foundation Board of Directors.

113

114 **MOTION:** *To elect Bill Maxson, Greg Rosenbaum, Ron Van Pool, and Dave Wiederecht to the*  
115 *Foundation Board of Directors for a two-year term. Seconded. APPROVED.*

116

#### 117 **BOARD POLICIES REVIEW AND DISCUSSION**

118 Jim Sheehan and Bill Charney led the Board through a Board Policies review and  
119 discussion. The Board identified various areas for follow-up, including: (i) the definition of  
120 those to whom the Board respond; (ii) the ability for a Board member to address individual  
121 perspectives to the House of Delegates; (iii) Board meeting attendance expectations; (iv)  
122 Foundation donation expectations; and (v) verification that a candidate may not serve on  
123 the Nominating Committee.

124

#### 125 **STAFF UPDATES**

##### 126 **OPENING COMMENTS**

127 Tim Hinchey expressed enthusiasm for his first Golden Goggle Awards weekend and  
128 described the recent restructuring of the organization into four business units—  
129 Technical/Sport, led by Mike Unger; Commercial, led by Matt Farrell; Business Affairs, led  
130 by Lucinda McRoberts; and Financial Affairs, led by Jim Harvey. Mr. Hinchey also described  
131 the four phases of transition to lead the organization through LA 2028.

132

##### 133 **NATIONAL TEAM STAFF UPDATE**

134 Mike Unger announced Lindsay Mintenko as leader of the National Team. She will retain  
135 her title as National Team Managing Director. Mr. Unger also described the new National  
136 Team Technical Advisor role and how it will complement the National Team's existing  
137 structure.

138

##### 139 **PARTNERSHIP/SPONSORSHIP UPDATES**

140 Matt Farrell updated the Board on various renewal efforts.

141

##### 142 **COMMUNICATIONS STAFF UPDATE**

143 Matt Farrell announced that Isabelle McLemore has been hired as the Senior  
144 Communications Director. One of the objectives of the Senior Director role is to broaden  
145 communications beyond performances in the pool and put greater emphasis on  
146 organizational communications.

147

##### 148 **TECH SUIT PROJECT**

149 Pat Hogan and Stu Isaacs presented on progress to date on the research and analysis of the  
150 use and permissibility of tech suits for age group swimmers, including existing and  
151 proposed LSC rules and restrictions.

These minutes will be officially approved by the USA Swimming Board of Directors at its February 3, 2018 meeting.

152 **CLOSING COMMENTS**

153 Tim Hinchey closed by encouraging continued communication and feedback from the  
154 Board.

155

156 **DISCUSSION/ACTION ITEMS**

157 **APPROVAL OF CHAIR OF THE INVESTMENT COMMITTEE**

158 Bob Vincent recommended Stu Hixon to serve as Chair of the Investment Committee.

159

160 ***MOTION:** To approve Stu Hixon as Chair of the Investment Committee. Seconded.*

161 ***APPROVED.***

162

163 **COLLEGE SWIMMING INITIATIVE UPDATE**

164 Joel Shinofield described CSCAA initiatives to teach swimming on college campuses and  
165 how it benefits collegiate swimming programs. Mr. Shinofield also described how the  
166 college basketball scandal has impacted the viability of non-revenue sports.

167

168 **COLLEGE SWIMMING INITIATIVE PROPOSAL**

169 Joel Shinofield and John Bitter presented on a potential college swimming endowment  
170 program. In addition to financial support to athletes, the proposal also emphasized  
171 coaches' community engagement.

172

173 The Board discussed various facets of the proposal.

174

175 **US AQUATIC SPORTS NOMINEES**

176 Jim Sheehan reported that there are two vacancies that US Aquatic Sports is looking to  
177 address (Attachment 11). First, Dale Neuburger has indicated that his current term on the  
178 FINA Bureau will be his last, and US Aquatic Sports has put together a Nominating  
179 Committee to identify its candidate for the FINA Bureau. Second, current US Aquatic Sports  
180 President Steve McFarland is term-limited from continuing his service, and USA Swimming  
181 will nominate someone to serve as the next President of US Aquatics Sports.

182

183 Bruce Stratton highlighted the importance of involving the International Relations  
184 Committee in developing these nominations.

185

186 ***MOTION:** To approve Mike Unger to serve on the US Aquatic Sports Nominating Committee  
187 for the FINA Bureau vacancy and to approve Ron Van Pool to lead the effort to identify USA  
188 Swimming's nominee for President of US Aquatic Sports. Seconded. **APPROVED.***

These minutes will be officially approved by the USA Swimming Board of Directors at its February 3, 2018 meeting.

189 **NOMINATING COMMITTEE**

190 Jim Sheehan summarized the composition of the USA Swimming Board of Directors  
191 Nominating Committee, including those positions that will be approved by the Board. Mr.  
192 Sheehan requested assistance from the Board in identifying individuals to serve on the  
193 Nominating Committee.

194

195 Mr. Sheehan also explained the need to amend Article 506.7.1(A) to remove the  
196 requirement for advice and consent by the Athletes Committee due to impracticality.

197

198 **MOTION:** *To amend Article 506.7.1(A) to read: "Two shall be athlete members (different*  
199 *genders) appointed by the Athletes Executive Committee."* **Seconded. APPROVED.**

200

201 **ALLIED MEMBERSHIP ON FUTURE BOARD OF DIRECTORS**

202 Jim Sheehan and Lucinda McRoberts summarized the requirements of the Ted Stevens  
203 Olympic and Amateur Sports Act with respect to Board representation of related  
204 organizations.

205

206 The Board discussed what organizations may qualify under the Act and how to account for  
207 them under the new structure.

208

209 **OTHER REPORTS**

210 **BOARD CHAIR'S REPORT**

211 Jim Sheehan submitted a written report (Attachment 12).

212

213 **FINA BUREAU**

214 Dale Neuburger submitted a written report (Attachment 13).

215

216 **UANA**

217 Dale Neuburger had nothing to report.

218

219 **FINA TECHNICAL SWIMMING COMMITTEE**

220 Carol Zaleski had nothing to report.

221

222 **FINA ATHLETES COMMISSION**

223 Van Donkersgoed reported on the FINA Athletes Commission's efforts to enhance athlete  
224 representation within FINA.

225

These minutes will be officially approved by the USA Swimming Board of Directors at its February 3, 2018 meeting.

226 **U.S. OLYMPIC COMMITTEE**

227 **GOVERNANCE AND NGBC**

228 Ron Van Pool submitted a written report (Attachment 14).

229

230 **ATHLETES ADVISORY COUNCIL**

231 Natalie Hall reported on the Athlete Advisory Council meeting held in October in Colorado  
232 Springs and key items discussed there, including Elite Athlete Health Insurance and  
233 confidential mental health counseling, the Athlete Career and Education (ACE) program,  
234 and the Olympians for Olympians Relief Fund.

235

236 **VICE CHAIR OF PROGRAM DEVELOPMENT REPORT**

237 John Bitter submitted a written report (Attachment 15) and highlighted changes to the LSC  
238 Development Committee's Policy and Procedures.

239

240 **VICE CHAIR OF ADMINISTRATION REPORT**

241 Robert Broyles submitted a written report (Attachment 16) and previewed various  
242 meetings that will take place in the first half of 2018.

243

244 **VICE CHAIR OF PROGRAM OPERATIONS REPORT**

245 Dan McAllen submitted a written report (Attachment 2).

246

247 **TECHNICAL VICE CHAIR REPORT**

248 Tim Bauer had nothing to report.

249

250 **VICE CHAIR OF THE ATHLETES EXECUTIVE COMMITTEE REPORT**

251 Mark Weber reported that the Athletes Executive Committee was setting up Spring  
252 meetings, and Van Donkersgoed updated the Board on the LSC Athlete Leadership Camp.

253

254 **CENTRAL ZONE REPORT**

255 Amy Hoppenrath and John Bradley had nothing to report.

256

257 **EASTERN ZONE REPORT**

258 Tristan Formon and Mary Turner submitted a written report (Attachment 17).

259

260 **SOUTHERN ZONE REPORT**

261 Clark Hammond and John Roy had nothing to report.

262

These minutes will be officially approved by the USA Swimming Board of Directors at its February 3, 2018 meeting.

263 **WESTERN ZONE REPORT**

264 Dale Ammon and Sean Redmond had nothing to report.

265

266 **NCAA**

267 Marie Scovron submitted a written report (Attachment 18).

268

269 **YMCA**

270 Jim Ryan submitted a written report (Attachment 19).

271

272 **U.S. MASTERS SWIMMING**

273 Ed Tsuzuki submitted a written report (Attachment 20) and highlighted the need for the  
274 USA Swimming and Masters Swimming Convention Task Forces to coordinate on their  
275 efforts.

276

277 **ASCA REPORT**

278 Don Heidary had nothing to report.

279

280 **OLD BUSINESS**

281 There was no old business to discuss.

282

283 **NEW BUSINESS**

284 There was no new business to discuss.

285

286 **ADJOURN**

287 USA Swimming Board Chair, Jim Sheehan, adjourned this meeting at 2:03 p.m. Pacific Time.

Respectfully submitted:

Lucinda McRoberts, Secretary & General Counsel

Jim Sheehan, Board Chair

These minutes will be officially approved by the USA Swimming Board of Directors at its February 3, 2018 meeting.

### **USA Swimming Board of Directors Minutes Attachments**

November 18, 2017 / Dallas, Texas

Attachment 1	Page 1 – Agenda
Attachment 2	Page 2 – Vice Chair of Program Operations Report
Attachment 3	Page 2 – DRAFT September 12, 2017 BOD Meeting Minutes
Attachment 4	Page 2 – DRAFT September 13, 2017 BOD Meeting Minutes
Attachment 5	Page 2 – DRAFT September 16, 2017 BOD Meeting Minutes
Attachment 6	Page 2 – DRAFT September 15-16, 2017 HOD Meeting Minutes
Attachment 7	Page 3 – Finance Vice Chair Report
Attachment 8	Page 3 – USA Swimming Financial Statement
Attachment 9	Page 3 – USA Swimming Foundation Financial Report
Attachment 10	Page 3 – USA Swimming Investment Summary
Attachment 11	Page 5 – USAS Positions
Attachment 12	Page 6 – Board Chair’s Report
Attachment 13	Page 6 – FINA Bureau Report
Attachment 14	Page 7 – USOC Governance and NGBC Report
Attachment 15	Page 7 – Vice Chair of Program Development Report
Attachment 16	Page 7 – Vice Chair of Administration Report
Attachment 17	Page 7 – Eastern Zone Report
Attachment 18	Page 8 – NCAA Report
Attachment 19	Page 8 – YMCA Report
Attachment 20	Page 8 – Masters Swimming Report



These minutes will be officially approved by the USA Swimming Board of Directors at its February 3, 2018 meeting.

## **USA Swimming Board of Directors Meeting Minutes**

November 19, 2017 / Courtyard at L.A. Live

1 **CALL TO ORDER**

2 USA Swimming Board Chair, Jim Sheehan, called the November 19, 2017 Board of Directors  
3 meeting to order at 8:00 a.m. Pacific Time with the following members in attendance:

4  
5 **PRESENT:** Dale Ammon, Tim Bauer, John Bitter, Robert Broyles, Van Donkersgoed, Tristan  
6 Formon, Clark Hammond, Tim Hinchey, Amy Hoppenrath, Bill Maxson, Dan McAllen,  
7 Lucinda McRoberts, Derek Paul, Sean Redmond, John Roy, Jim Ryan, Jim Sheehan, Bruce  
8 Stratton, Davis Tarwater, Ed Tsuzuki, Mary Turner, Ron Van Pool, Robert Vincent, Mark  
9 Weber, Garrett Weber-Gale, Carol Zaleski.

10

11 **NOT PRESENT:** John Bradley, Anthony Ervin, Natalie Hall, Don Heidary, Dale Neuburger,  
12 Chip Peterson, Aaron Peirsol, Amy Schulz, Marie Scovron, Jim Wood.

13

14 GUESTS: Bill Charney (Charney Associates)

15

16 **GOVERNANCE EXERCISE**

17 Bill Charney lead the Board through *Defining Organizational Success for USA Swimming: The*  
18 *Purpose and Vision Expander (PAVE) Workshop* (Attachment 1).

19

20 **ADJOURN**

21 USA Swimming Board Chair, Jim Sheehan, adjourned this meeting at 12:00 p.m. Pacific  
22 Time.

Respectfully submitted:

Lucinda McRoberts, Secretary & General Counsel

Jim Sheehan, Board Chair

**DRAFT**

**DRAFT**

**DRAFT**

These minutes will be officially approved by the USA Swimming Board of Directors at its February 3, 2018 meeting.

**USA Swimming Board of Directors Minutes Attachments**

November 19, 2017 / Dallas, Texas

Attachment 1

Page 1 – The Purpose & Vision Expander Workshop

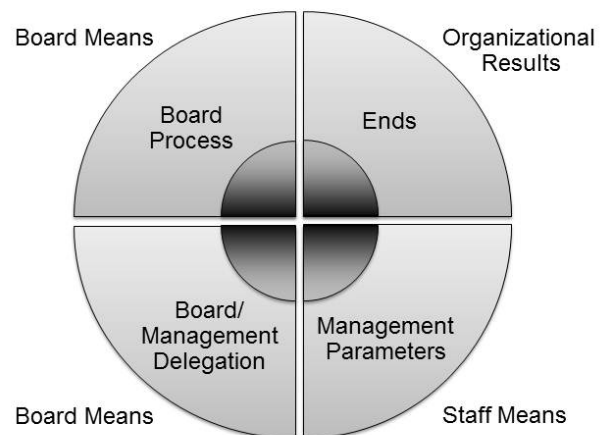
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## Board of Directors' Governing Policies Manual

*CONFIDENTIAL DRAFT*

- Reviewed by the Board of Directors 11/18/17
- Task Force revisions, per Board Request, proposed for policies 2.0, 2.5.2, 2.6.2, 2.6.9, and 2.9.2,



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- 1.1
- 1.2
- 1.3

### Category II: Board Process

- 2.0 Governance Purpose/Commitment
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- 2.2 Board Objectives
- 2.3 Board Work Plan and Agenda Preparation
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## Introduction

---

This Governing Policies Manual contains the current standing (ongoing) performance standards, values and expectations of the Board of Directors (“the Board”) of USA Swimming (USA-S).

1. **Purpose:** This Manual is designed to help the Board approach decisions from the perspective of its own, previously established standards, values and expectations by:
  - A. Elevating efficiency of having all ongoing Board policies in one place.
  - B. Quickly orienting new Board members to current policies.
  - C. Eliminating redundant or conflicting policies.
  - D. Having greater ease of reviewing current policy when considering new issues.
  - E. Providing clear, proactive policies to guide the President & CEO (“the CEO”) and staff, as well as Board officers, members and committees.
2. **Consistency:** The Board will ensure that each policy in this document is consistent with the law, the Articles of Incorporation, and the Bylaws, all of which have precedence over these Board policies. The Board will also ensure that these policies, and organizational practices, are consistent with and do not contradict the Rules and Regulations of USA Swimming as established by its House of Delegates. Except for time-limited or procedural-only Board decisions (approving minutes, electing officers, etc.), which are recorded in Board meeting minutes, all standing Board policies shall be included or referred to in this document. The CEO is responsible for developing operational and administrative policies and procedures that are consistent with the standards set forth in this Manual.
3. **Transition:** Unless a prior Board resolution or contract obligates the organization regarding a specific matter, these updated standards supersede previous Board resolutions. If an actual or apparent conflict arises between this Manual and other policies or Board resolutions, the matter shall be brought to the Board’s attention for resolution.
4. **Changes:** The Board will regularly review these policies and, as appropriate, refine them. Proposed revisions may be submitted for Board consideration by any Board member or by the CEO. Whenever changes are adopted, the updated document should be dated and promptly disseminated to the Board and CEO.
5. **Specificity:** Each new policy will be drafted to fit into the appropriate section of the Manual. For consistency, policies should be drafted starting with the broadest policy statement, then adding specificity to the level of detail at which the Board would accept any reasonable interpretation when delegating further decisions relevant to that policy topic (i.e., to the Board Chair, Board Committees or the CEO).

---

## **Policy 1.0 Ends/Priority Results**

Date of adoption / Last revision: \_\_\_\_\_

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Ends

*NOTE: Draft Ends from the 11/19 workshop in LA to be separately provided for review and initial adoption at the February 3, 2018 Board meeting.*

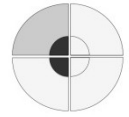
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## **Policy 2.0 Governance Purpose**

Date of adoption / Last revision: \_\_\_\_\_

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Board Process

Acting on behalf of the membership, the USOC, and the American public, the purpose of the Board of Directors is to ensure that USA Swimming:

1. Achieves appropriate results for or on behalf of the membership, the USOC, and the American public (as specified in Board Ends/Priority Results policies) at an optimal cost and
2. Avoids unacceptable actions and situations.

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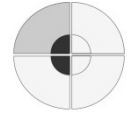


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## Policy 2.1 Governing Philosophy and Values

Date of Adoption / Last Revision: \_\_\_\_\_

---



Board Process

The Board will govern lawfully, and in compliance with the USOC's Bylaws. The Board will govern using Policy Governance principles, with an emphasis on: (a) integrity and truthfulness in all its activities and practices, (b) outward vision, (c) encouragement of diversity in viewpoints, (d) strategic leadership more than administrative detail, (e) clear distinction of Board and staff roles, (f) collective decisions, and (g) a focus on the future.

Accordingly:

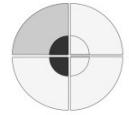
1. The Board will uphold the USA Swimming Rules and Regulations.
2. The Board will cultivate a sense of group responsibility for its own performance. The Board will lead USA Swimming by proactively setting performance expectations for its own work and for that of the operating organization.
3. The Board will use the expertise of its members to enhance its understanding of issues, but will not simply defer to that expertise as the judgment of the entire Board.
4. The Board will set performance standards and expectations for USA-S through the careful articulation of written policies. The Board's primary focus will be on the achievement of intended long-term outcomes for and on behalf of the membership, the USOC, and the American public, not on the administrative/operational means of attaining those outcomes.
5. The Board will establish and adhere to its own performance expectations pertaining to matters such as attendance, meeting preparation and participation, policy-making, respect of roles, speaking to management, the membership and the public with one voice, and continually building the Board's governance capability and reputation.
  - A. Continual Board development will include periodic discussion of its own performance, and orienting new Board members in the Board's governance process and these policies upon appointment or election.
  - B. Orientation for new Board members will include three primary components:
    - i. Governance process: The Governance Committee will ensure provision of training including the governance principles underlying this Governing Policies Manual, and review of USA-S' Bylaws and these policies, with particular emphasis on the Board Members' Code of Conduct policy.
    - ii. Current strategic issues: The Board Chair and the CEO will provide overview and background information on significant issues being addressed and likely to be decided upon early in new Board member's tenure.
    - iii. Operational overview: The CEO will help new Board members achieve a general understanding of USA-S' operating organization (financials, key personnel, key products/programs/services, FAQs, etc.).
6. Although the Board may change these governing policies at any time, it will diligently observe those currently in effect.
7. All policies of the Board are contained in this document, and they remain in effect, unless amended or deleted by Board action.
8. The Board will be accountable to the membership, the USOC, and the American public for competent, conscientious and effective fulfillment of its governance obligations. The Board will not allow any officer, individual or Board Committee to be an obstacle to this commitment.
9. The Board will regularly evaluate and strive to improve its performance. Self-assessment will compare Board activity and discipline to the standards set forth in these *Board Process* and *Board-Management Delegation* policies.
10. The Board's activities will be open and accessible to reasonable scrutiny by the membership, the USOC, and the American public, with the exception of personnel or other matters of a sensitive nature.

---

## Policy 2.2 Board Objectives

Date of adoption / Last revision: \_\_\_\_\_

---



Board Process

On behalf of the membership, the USOC, and the American public, the Board's role is to define and ensure appropriate organizational performance.

To distinguish the Board's own role from those of the CEO and staff, the Board will concentrate its efforts on three primary job "products" or outputs:

1. **Connection with Members, the USOC, and the American Public:** The Board will connect the interests of the membership and the American public with operational performance.
  - A. **Needs Assessment:** The Board will assess needs and trends affecting the membership, the USOC, and the American public as they relate to USA-S' activities and scope of influence, and will develop and maintain Ends policies identifying and prioritizing intended organizational outcomes to address those needs.
    - i. As part of its needs assessment and outreach efforts, the Board will include structured dialogue with key constituent groups, including but not limited to zone, LSC, and committee leadership, as well as representatives of key allied and affiliated entities.
  - B. **Advocacy:** The Board will inform the membership, the USOC, and the American public of USA Swimming's achievements on their behalf and of its expected future results.
    - i. Particular emphasis will be given to ensuring demonstrated transparency and accountability to the House of Delegates.
2. **Performance Standards:** The Board will maintain written performance standards, as set forth in these governing policies, addressing the broadest, and as appropriate, more defined levels of all organizational decisions and situations.
  - A. **Ends:** Strategic results priorities describing intended organizational impacts, benefits, outcomes, recipients and their relative worth (what results, for which recipients, at what cost/priority).
  - B. **Management Parameters:** Constraints on executive authority defining the boundaries of prudence and ethics within which all management activity and decisions must take place.
  - C. **Board Process:** Specification of how the Board defines, carries out and assesses its own work.
  - D. **Board/Management Delegation:** How the Board delegates authority to management, and ensures its proper use; the CEO role, authority and accountability.
3. **Assurance of Organizational Performance:** The Board will ensure Ends fulfillment, financial solvency and organizational integrity by holding itself accountable for effective governance as defined in these policies, and holding the CEO accountable for successful achievement of Ends and adherence to Management Parameters.

**In addition, the Board maintains responsibility for:**

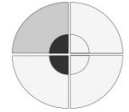
4. Establishment of new membership categories, and making recommendations to the House of Delegates for changes to fees for Club membership (including seasonal) and the Individual categories of annual, seasonal, outreach and single meet open water.
5. Serving as an appellate body for National Board of Review decisions.
6. Decisions outside the boundaries of authority delegated to the CEO (as proscribed in *Management Parameters* policies).

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## Policy 2.3 Board Work Plan and Agenda Preparation

Date of adoption / Last revision: \_\_\_\_\_

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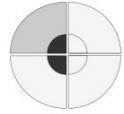


Board Process

To fulfill its role, the Board will prepare and follow an annual work plan that: (1) re-explores Ends policies and (2) continually improves Board performance through Board education, and interactions with members, customers, staff, beneficiaries, and outside experts. Accordingly:

1. **Annual Cycle:** The Board's annual planning cycle will conclude each year at its last meeting before the House of Delegates meeting in September, so that administrative planning and budgeting for the next fiscal year can be focused on addressing both long and short-term Ends.
2. **Work Plan Development:** In September, the Chair will prepare and present for the Board's consideration and approval a suggested work plan for the following year's meetings. Considerations should include:
  - A. **Board Education:** Identification of topics that will elevate the Board's competencies, primarily of external issues and trends that impact USA-S' Ends, and to a lesser extent key areas of operations and governance training.
  - B. **Orientation/Training for New Board Members:** per policy 2.1.5, to include review of USA-S' governance system and documents, overview of key strategic issues to be addressed early in new Board members' tenure, and operational overview.
  - C. **Linkage with Membership, the USOC, and the American Public:** How the Board will connect with members, the USOC, and the American public (e.g., through surveys, focus groups, and other methods of gaining input).
  - D. **Policy Review:** How the Board will systematically review its governing policies, with emphasis on Ends, over the course of the year/quadrennium (e.g., by priority, by topic, or by emphasis of the Board's choosing).
  - E. **Assessment/Evaluation of CEO Performance:** Reviewing the schedule of planned monitoring activities to assure performance on Ends and Management Parameters policies.
  - F. **Self-Assessment:** Methods and timeline for periodic evaluation of how well the Board is fulfilling its role (i.e., in accordance with its Board Process and Board/Management Delegation policies) and open discussion of how the Board's performance can be improved.
  - G. **Meeting Schedule/Locations:** Confirmation of the meeting schedule for the coming year to maximize Board member attendance and participation.
  - H. **Social Engagement:** To build its effectiveness as a leadership team, the Board will include periodic team building activities in conjunction with its meetings.
3. **Meeting Agendas:** The Chair will determine the agenda for each Board meeting, although Board members and the CEO may request or recommend any appropriate matters for Board consideration.
  - A. A Board member or the CEO may recommend or request a matter for Board discussion by submitting the item to the Chair at least twenty-one (21) days prior to the regularly scheduled Board meeting.
  - B. To ensure Board member preparation and informed participation, meeting agendas and packets (background materials for decision items on the agenda, monitoring reports, etc.) are to be received by Board members at least ten (10) days prior to the scheduled Board meeting.
  - C. Additional matters may be added to the agenda of any regular Board meeting by the Board Chair and/or the CEO, or by affirmative vote of a majority of those present.
4. **CEO Monitoring:** As a core element of the CEO's evaluation process (*see policy 4.4 "Monitoring CEO Performance"*), the Board will act on the CEO's monitoring reports received prior to the meeting, determining by majority vote whether the report:
  - A. Conveys a reasonable interpretation of the respective policy's provision(s).
  - B. Provides reasonable substantiation of compliance with the policy provision(s), as interpreted.

## **Policy 2.3 Board Work Plan and Agenda Preparation (continued)**



Board Process

5. **CEO Annual Compensation Review:** Each year at the November meeting, the Board will summarize and review its judgments of monitoring activities (monitoring reports, audits, etc.) received during the last year and will determine any adjustments of the CEO's compensation and benefits, to be effective as of January 1<sup>st</sup>. After that discussion, and prior to December 15<sup>th</sup>, a subgroup of the Board selected by the Chair will meet and share with the CEO the Board's overall judgments of performance, including qualitative feedback. Determinations of any performance bonus/incentive compensation a calendar year shall be determined at the first meeting of the subsequent calendar year, and paid no later than February 28th.
6. **Closed Sessions:** The Board may convene in executive/closed session whenever it deems, by majority vote, to be in the best interest of the organization, and will be attended only by Board members and others specifically invited by the Board Chair or, by majority vote, the Board. Board members, staff and other persons present shall not discuss or disclose executive session proceedings outside of the executive session without prior authorization of the Board.

DRAFT

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## **Policy 2.4 Board Chair's Role and Authority**

Date of adoption / Last revision: \_\_\_\_\_

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As USA Swimming's chief governance officer, the Chair's primary role is to be the presiding officer, ensuring the integrity of the Board's process. The Chair also leads meetings of the House of Delegates, and represents the Board to outside parties.

Accordingly:

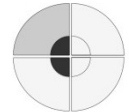
1. The Chair's job is to ensure that the Board acts in a manner consistent with its policies and any requirements legitimately imposed upon it from outside the organization.
  - A. Agenda content will include only those issues that clearly (according to Board policy) belong to the Board to decide, consider, or to monitor, or to otherwise inform/educate the Board so it can best fulfill its responsibilities.
  - B. Deliberation will be fair, open, thorough, timely, orderly, and kept to the point.
2. The Chair is authorized to make decisions consistent with the Board Process and Board/Management Delegation policies, except for (a) employment/termination of the CEO, or (b) decisions pertaining to matters about which the Board has specifically delegated portions of its authority to others. The Chair may use any reasonable interpretation of these policies.
  - A. The Chair is empowered to preside at Board meetings with the commonly accepted power of that position, such as ruling and recognizing.
  - B. The Chair has no authority to make decisions within the Board's Ends and Management Parameters policy areas. Therefore, as the CEO is accountable to the Board as a whole, the Chair does not have authority to supervise or direct the CEO.
  - C. The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations within the area delegated to the Chair.
    - i. The Chair may delegate this authority but remains accountable for its use.
  - D. The Board Chair shall appoint all non-athlete members of Board committees and their respective chairs unless otherwise designated in the USA Swimming Rules & Regulations, Bylaws or in Board Policies. The Board Chair is an ex-officio non-voting member of all Board committees.
3. The Chair will lead and participate in the Board's assessment of its own performance.
  - A. Criteria for assessment will be the Board's adherence to its Board Process and Board-Management Delegation policies.
  - B. The Board will self-assess its overall performance at least once per year.
  - C. The Board will ensure that there is at least a brief assessment of each meeting prior to adjournment, identifying factors that enhanced its productivity, as well as those that would have made the meeting more successful.
4. The Chair will also make appointments to the House of Delegates, per the USA-S Rulebook.

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## Policy 2.5 Board Members' Code of Conduct

Date of adoption / Last revision: \_\_\_\_\_

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Board Process

The Board expects of itself and its members ethical, professional and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

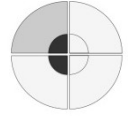
Accordingly:

1. Duty of Care: Board members are to discharge their duties honestly and in good faith. Board members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in similar circumstances.
2. Duty of Obedience: Board members must abide by USA-S' governing documents (i.e. Articles of Incorporation, Bylaws and these Governing Policies). While vigorous debate is expected and encouraged, Board members are obliged to support the legitimacy and authority of the final determination of the Board on any matter, irrespective of the member's personal position on the issue.
  - A. With regard to recommendations made by the Board to the House of Delegates, a dissenting Board member is free to convey the basis of his or her concerns, but is expected to do so in a way that also conveys respect for the Board's process and the legitimacy of its recommendation.
3. Duty of Loyalty: Board members must demonstrate loyalty to the interests of USA Swimming, superseding any conflicting loyalties such as that to segments of the membership, family members, advocacy or interest groups, affiliated entities, staff, other organizations or any personal interests as a consumer of the organization's services.
4. Board members must avoid any conflict of interest with respect to their fiduciary responsibility and abide by the USA Swimming Statement of Principles on Ethical Behavior and Conflict of Interest. .
5. Board members must not attempt to exercise individual authority over the organization.
  - A. Board members' interactions with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly stipulated by the Board.
  - B. Board members' interaction with the media, public or other entities must recognize that Board members are not to speak for the CEO, the Board, or USA Swimming, except to repeat explicitly stated Board decisions.
  - C. Board members will not publicly express individual judgments of the performance of the CEO or of other employees, other than when participating in the Board's monitoring functions.
6. Board members will treat one another and staff members with respect, courtesy, and honesty.
7. Board members must respect the confidentiality appropriate to issues of a sensitive nature.
8. A Board member aware of credible information that suggests that a Board policy has been violated, by the Board, a Board member, or the CEO, has an affirmative obligation to bring the concern to the Board Chair. If the Chair is the subject of the concern, it should be brought to the Vice-Chair. If the CEO or a staff member is the subject of the concern, the Board will refer to its process for *Monitoring CEO Performance* (policy 4.4)
9. If a Board member is alleged to have violated the Board's Governing Policies.
  - A. The Chair (or Vice-Chair, if the Chair is the subject of the concern) will have an informal discussion with the individual whose action(s) are questioned. If this is not successful in resolving the concern, then:
  - B. The Chair will put the issue on the agenda for executive session. The respondent Board member will be allowed to present his or her views prior to the Board determining whether or not the action violated this Code of Conduct.
  - C. A Board Member found by the Board (by majority vote) to have violated these Governing Policies may be subject to subsequent censure or other Board action, as long as consistent with the Bylaws.



## Policy 2.6 Board Members' Individual Responsibilities

Date of adoption / Last revision: \_\_\_\_\_



Board Process

Board member engagement and participation is integral to the Board's leadership success. Therefore, each Board member is expected to fulfill the following responsibilities:

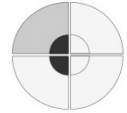
1. **Commitment:** Board members are expected to, upon appointment or election to the Board and annually, sign a Letter of Commitment indicating that they have reviewed and commit to abide by USA-S' Bylaws and these Governing Policies, as may be amended from time to time.
2. **Attendance:** Board members are expected to attend Board meetings on a regular and punctual basis. Absence from more than one of the five (5) regularly scheduled meetings in the Board's annual planning cycle will constitute that member's resignation from the Board. The annual planning cycle starts upon adjournment of the House of Delegates annual meeting.
  - A. In case of extenuating circumstances, a Board member may request a waiver to this provision. Waivers may be granted ~~only~~ by vote of the Board or at the discretion of the Board Chair. In the latter case, the Board Chair shall inform the Board of such waiver.
3. **Preparation and Participation:** Board members are expected to review agenda materials in advance of Board and committee meetings and to participate productively in discussions.
4. **Stewardship:** Board members are expected to be alert to the concerns of the membership, the USOC, and the American public that can be addressed through USA-S' mission and Ends.
5. **Responsiveness:** Board members will be attentive to Board communications and respond promptly to staff and Board member requests for feedback.
6. **Members as Individuals:** The CEO is accountable to the Board as a whole and not to individual Board members. Therefore, the relationship between the CEO and individual members of the Board, including the Chair, is collegial and not hierarchical.
7. **Volunteerism:** Board members may individually volunteer in operational capacities. In such situations, they are subject to the direct supervision of the CEO or responsible staff person.
8. **Members in Good Standing:** As Board members are recognized representatives of USA Swimming, they are expected to remain in good standing within the sport and their respective communities.
9. **Contributions to USA Swimming Foundation:** Each Board member is ~~expected-encouraged and required-~~ to make an annual personal financial contribution to the USA Swimming Foundation. ~~The demonstration of support, rather than the amount of the contribution, is of principal importance. Board members are expected to contribute within their individual means.~~
10. **Participation in Organizational Activities:**
  - A. In addition to attending Board meetings, Board members are expected to:
    - i. (TBD).
  - B. Board members are also encouraged to:
    - i. Promote and support the activities of the USA Swimming Foundation.
    - ii. Attend the annual Convention.

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## **Policy 2.7 Board Committee Principles**

Date of adoption / Last revision: \_\_\_\_\_

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Board Process

The Board may establish Board Committees in addition to the Standing Committees of the Board that are set forth in the USA-S Rulebook to help the Board be more effective and/or efficient in its work. Board committees are not to interfere with the Board's delegation of authority to the CEO or the CEO's to other staff.

Accordingly:

1. Board committees are to help the Board do its job, not to help, advise, or exercise authority over staff.
2. Board committees will ordinarily undertake activities not delegated to the CEO such as by preparing policy alternatives and implications for Board consideration or performing specific monitoring functions.
3. Board committees may only speak or act for the Board when formally given such authority for specific and/or time-limited purposes. Expectations and authority will be carefully stated in the Board Committee Structure policy in order not to conflict with authority delegated to the CEO.
4. As the CEO works for the full Board, he or she will not be required to seek approval of a Board committee before taking action.
5. The composition of each Board committee as well as the number and purpose of committees is to be evaluated no less than bi-annually to assure continuity and relevance. Unless otherwise stated in the Board Committee Structure policy, appointments to committees will take place at or shortly after the first Board meeting following the annual House of Delegates meeting.
6. This policy applies to any group formed by Board action, whether or not it is called a committee and regardless of whether it includes Board members. This policy does not apply to committees formed under the authority of the CEO. Task forces may be established by the Board or the Board Chair.
7. Unless specifically authorized by the Board, a Board Committee may not make any commitment of organizational resources or funds.

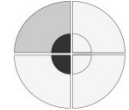


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## Policy 2.8 Board Committee Structure

Date of adoption / Last revision: \_\_\_\_\_

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Board Process

Board committees are those established by and with authority emanating from the Board or as Designated the USA-S Rulebook, regardless of whether composition includes non-Board members. The only Board committees are those set forth below. Unless otherwise specified, the CEO, or his/her staff designee, will serve as a resource (non-voting member/liaison) for each Board committee.

### “Standing” Committees of the Board (set forth in Bylaws)

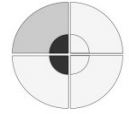
#### 1. Nominating Committee

- A. **Deliverable #1:** Fulfillment of Nominations process, as stipulated in the Bylaws, and the *Board Nominations and Election* policy.
- B. **Authority:** To incur costs as budgeted and management time as needed.
- C. **Composition:** Per the Bylaws, 9 voting members, plus the President/CEO or his or her designee (non-voting)
  - Two (2) shall be athlete members (different genders) appointed by the Athletes’ Executive Committee.
  - Two (2) shall be coaches; one shall be appointed by the Age Group Development Committee and one shall be appointed by the Senior Development Committee from among all coach members of USA Swimming.
  - Two (2) shall be current members of the Board of Directors, proposed by the Board Chair and approved by the Board of Directors.
  - One (1) shall be appointed by the USA Swimming Foundation Board of Directors.
  - Two (2) individuals (different genders) of independent background intended to enhance and complement the diversity of thought and perspective of the remaining composition of this committee (such as ethnicity, geography, business skills) shall be proposed by the Board Chair and approved by the Board of Directors,
  - The Committee shall, at its first meeting of each nominations cycle, select a chairperson from among its own membership.
  - Terms of Nominating Committee members shall be three (3) years, staggered such that one-third (1/3) of its members are appointed each year. Members of the Nominating Committee shall be eligible for a maximum service of two terms.

#### 2. Investment Committee

- A. **Deliverable #1:** Quarterly review of performance of USA-S’ investments, as reported to the Committee by the Investment Advisor.  
**Deliverable #2:** Recommendations for Board consideration of revisions to the Board’s Investment Policy.  
**Deliverable #3:** Oversight and periodic reporting to the Board re: the performance of the investment portfolio, per Investment policy.  
**Deliverable #4:** Recommendations for the selection of Investment Advisor(s) to the Board.
- B. **Authority:** To incur costs as budgeted and management time as needed.
- C. **Composition:** Five Members. Two (2) of the members shall be the Board Chair, or the Board Chair’s duly appointed representative, and the Vice Chair – Fiscal Oversight. The remaining three (3) members shall be appointed jointly by the Board Chair and Vice Chair – Fiscal Oversight with the approval of the Board of Directors. One (1) member shall be appointed each year to serve a three-year term. At least two (2) of the appointed members shall be non-members of the Board of Directors, one (1) of whom shall be appointed chair by the Board Chair and Vice Chair-Fiscal Oversight with the approval of the Board of Directors. At least one (1) of the appointed members shall be an athlete.

## Policy 2.8 Board Committee Structure (continued)



Board Process

### 3. Audit Committee

- A. **Deliverable #1:** Confirmation of auditor's independence and recommendation to Board for engagement of auditor by no later than end of February each year.  
**Deliverable #2:** - Annual specification of audit scope, consistent with Board monitoring schedule (see policy 4.4), including approval of any permitted non-audit services to be provided by the independent auditor.  
**Deliverable #3:** Assurance that the auditor has unfettered access to organizational management and records.  
**Deliverable #4:** Review with the independent auditor any problems encountered performing the audit, the audited financial statements, and any management letter provided by the auditor.  
**Deliverable #5:** Recommendations for Board consideration regarding revisions to the Board's fiscal policies.  
**Deliverable #6:** Review of annual Form 990 prior to distribution to Board of Directors and subsequent submission to IRS.  
**Deliverable #7:** "Direct Inspection" (internal audit) monitoring of compliance with the Board's fiscal policies (Financial Condition, Asset Protection, Budget, Compensation and Benefits), as directed/scheduled by the Board per policy 4.4 *Monitoring CEO Performance*.
- B. **Authority:** To direct work of outside auditors, to use management time as needed for administrative support, and to incur costs as budgeted for all matters related to the audit
- C. **Composition:** Five members. The Vice Chair-Fiscal Oversight serves as chairperson, plus four members appointed by the Board Chair, including: a non-officer Board member; an athlete from a slate submitted by the Athletes' Committee, and two additional members with designated financial experience.

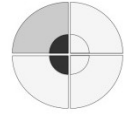
### 4. Credentials / Elections Committee

- A. **Deliverable:** Certification of delegates at the annual meeting of the corporation, supervise elections held at the annual meeting, and certify results of elections held at the annual meeting.
- B. **Authority:** To incur costs as budgeted and management time as needed.
- C. **Composition:** Eight (8) non-athlete members appointed by the Board Chair and a sufficient number of athlete members as to constitute at least twenty percent (20%) of the voting membership. Each non-athlete member shall serve a four-year term, staggered so that one-fourth of such members are appointed each year. Members are not subject to consecutive term limits.

### 5. National Board of Review Committee

- A. **Deliverable:** Acts as a hearing body to resolve matters, questions and disputes involving USA Swimming, the Local Swimming Committees, or the membership – per the Rulebook.
- B. **Authority:** To incur costs as budgeted and management time as needed.
- C. **Composition:** The National Board of Review Committee shall consist of such number of members as the Board Chair may deem appropriate from time to time. Such members shall be appointed by the Board Chair, with the advice of the Secretary & General Counsel, who shall serve as an ex-officio member with voice but no vote. At least twenty percent (20%) of the voting membership of the National Board of Review Committee shall be athlete members. The Chair and Vice Chair(s) of the National Board of Review shall serve as the Chair and Vice Chair(s), respectively of the National Board of Review Committee. The term of the Chair, Vice Chair(s) and other members of the National Board of Review Committee shall be two years with a limit of five (5) full terms each may serve.

## Policy 2.8 Board Committee Structure (continued)



Board Process

### 6. Governance Committee

- A. **Deliverable #1:** As directed by the Board or requested by the Chair, preparation and/or review of proposed policy/Bylaws revisions and implications for Board consideration.  
**Deliverable #2:** Thorough orientation and training of new Board members.  
**Deliverable #3:** Recommendations for Board consideration regarding additional Board training opportunities to enhance the Board's governance skills and capabilities.
- B. **Authority:** To incur costs as budgeted and management time as needed.
- C. **Composition:** Five members. To be chaired by the Vice-Chair/Chair Elect, and to include the Board Chair plus three additional Board members, including at least one athlete, chosen annually by the Board Chair.

### 7. Executive Compensation Committee

- A. **Deliverable #1:** Recommendations for Board consideration regarding adjustments to the CEO's compensation and benefits package. To be presented to the Board in a timely manner to allow final action to be taken by the November meeting each year.  
**Deliverable #2:** Accompanying the recommendations, provide data as to comparable compensation for similarly qualified persons in comparable positions.  
**Deliverable #3:** Contemporaneous documentation and recordkeeping with respect to the deliberations and decisions regarding CEO compensation.  
**Deliverable #4:** Prepare for Board's consideration, and in consultation with the CEO, annual incentive plan goals and metrics for the bonus component of CEO compensation; annually review and report to the Board the CEO's performance results vis-a-vis previously established goals.
- B. **Authority:** To incur costs as budgeted and management time as needed.
- C. **Composition:** Three Board members – A committee chairperson, plus two additional Board members chosen annually by the Board Chair. At least one of the three is to be an athlete Board member.

### 8. Membership Relations Committee

- A. **Deliverable:** Development of mechanisms and plans for Board approval and implementation to ensure active communications between the Board and USA-S' membership, ensuring the Board is well informed about members' perspectives and values, and that the membership is informed of the Board's work on their behalf.
- B. **Authority:** To incur costs as budgeted and management time as needed
- C. **Composition:** Three Board members – A committee chairperson, plus two additional Board members chosen annually by the Board Chair. At least one of the three is to be an athlete Board member.

### 9. Zone Directors' Council

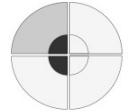
- A. **Deliverable:** Provision of advice and input to inform the Board of Directors of issues and opportunities within the four zones
- B. **Authority:** To incur costs as budgeted and management time as needed
- C. **Composition:** The eight (8) elected Zone Directors. Chair to be elected by the group from among its members.

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## Policy 2.9 Board Nominations and Elections

Date of adoption / Last revision: \_\_\_\_\_

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Board Process

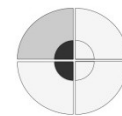
The Board of Directors shall ensure that the nominations and elections process is administered in accordance with the Bylaws and the following policies.

1. Composition: The nine voting members of the Nominating Committee shall, per the Bylaws, be:
  - A. Two (2) shall be athlete members (different genders) appointed by the Athletes Executive Committee.
  - B. Two (2) shall be coaches; one shall be appointed by the Age Group Development Committee and one shall be appointed by the Senior Development Committee from among all coach members of USA Swimming.
  - C. Two (2) shall be current members of the Board of Directors, proposed by the Board Chair and approved by the Board of Directors.
  - D. One (1) shall be appointed by the USA Swimming Foundation Board of Directors.
  - E. Two (2) individuals (different genders) of independent background intended to enhance and complement the diversity of thought and perspective of the remaining composition of this committee (such as ethnicity, geography, business skills) shall be proposed by the Board Chair and approved by the Board of Directors.

In addition, the President/CEO or his or her designee shall be a non-voting member of the committee.

2. Appointment: Terms of Nominating Committee members shall be three (3) years, staggered such that one-third (1/3) of its members are appointed each year. Members of the Nominating Committee shall not be eligible to be appointed to this committee once they have served two terms.
  - A. By September 30<sup>th</sup> of each year, the Secretary & General Counsel shall distribute the current Nominating Committee roster/term matrix, noting that the committees and/or boards due to make appointments to the Nominating Committee are to do so by no later than January 15<sup>th</sup>. The notice is to convey that individuals serving on the Nominating Committee may not be presented on the slate of nominees.
  - B. The incumbent Chair of the Nominating Committee shall convene the initial meeting of the following year's committee within forty-five (45) days after the appointment deadline, and after the January/February Board meeting. At the initial meeting, the committee shall select a chairperson from among its own membership. *(FOR 2018 only, the Board Chair shall be the convener of this initial meeting, until the Committee selects its chairperson for the year.)*
  - C. For 2018, the initial appointments to the Nominating Committee shall be for staggered terms as follows:
    - i. One year terms: 1 athlete member, 1 current Board member, 1 coach appointed by the Age Group Development Committee.
    - ii. Two year terms: 1 "independent" individual appointed by the Board; 1 current Board member; 1 Foundation Board member.
    - iii. Three year terms: 1 athlete member; 1 "independent" individual appointed by the Board; 1 coach appointed by the Senior Development Committee.
3. Nominating Criteria: No later than its January/February meeting each year, the Board will consider its needs for certain competencies, and will identify and provide a "charge" to the Nominating Committee that specifies experience, skills and attributes that would constitute "ideal candidates" to complement and augment the composition of the incumbent Board in the upcoming nominations/election cycle. Primary criteria may include:
  - Past demonstration of commitment to USA-S, or a "demonstrable connection to the sport."
  - Governance experience, e.g. knowledge and skills in policy-making, legal and fiduciary responsibilities.
  - High-level (board or management) experience in setting standards for and/or overseeing a multi-million-dollar corporation.

## **Policy 2.9 Board Nominations and Elections (continued)**



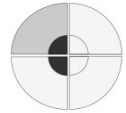
Board Process

- Financial literacy.
  - Demonstrated ability to participate productively in group processes.
  - Professional relationships/associations that may be beneficial to USA-S.
  - Commitment to support and adhere to the Board's governing documents (Bylaws, Governing Policies, etc.).
  - Ensuring diversity within the Board's composition (gender, ethnic, age, geography, etc.).
  - For incumbent or past Board members seeking re-nomination, fulfillment of individual Board members' responsibilities.
4. Call for Nominations: The Nominating Committee shall issue a Call for Nominations, which may be self-nominating or by third party with written consent of the proposed nominee. The Call for Nominations shall convey the number and qualifying criteria, per the Bylaws, of Board seats to be elected at the subsequent House of Delegates meeting, and shall include:
- The deadline by which nominations must be submitted.
  - Then-current Board policies on Board Members' Code of Conduct and Board Members' Individual.
  - Responsibilities, highlighting expectations regarding:
    - Board meeting attendance.
    - Advocating and voting for what's in the best interests of USA Swimming, its members and the sport, and not for any specific stakeholder groups.
    - That Board members are not to exercise individual authority over the President & CEO or any member of the USA Swimming staff, unless explicitly Board-authorized for a specific purpose.
  - Profile highlighting the "ideal candidate" skills and attributes as identified by the Board of Directors for that nominating cycle.
  - An application form addressing prospective candidates' qualifications, skills and reason(s) for interest in serving on the USA-S Board.
5. Candidate Screening: The Nominating Committee will screen proposed candidates to ensure that they meet all requirements for Board membership.
- A. All candidates who, based on their application, appear to be qualified will be invited to participate in an initial telephone interview with a minimum of two Nominating Committee (voting) members. The Committee will maintain a list of standardized interview questions, and responses will be summarized and presented on a scoring matrix to be shared with all Nominating Committee members.
- B. Based on initial phone interviews, those candidates the Nominating Committee wishes to advance for further consideration will be provided with USA-S' Bylaws and its then-in-effect Governing Policies Manual, and invited to a second interview with at least two other Nominating Committee members. Candidates will be invited to ask questions pertaining to the Governing Policies and structure of the Board and organization.
- C. To be placed on the ballot, candidates will be required to sign, and submit by a specific deadline, a written commitment to serve in accordance with said Bylaws and Governing Policies.
6. Selection of Nominees: The Nominating Committee shall consider the merit and qualifications of all candidates who have fulfilled the screening process set forth above. It shall address the Board composition requirements of seats to be filled in the current nominations/elections cycle (see Bylaws Article 504.2 re: athletes, coaches, zone geography, semi-independent status, etc.). Overlaying these needs and the pool of vetted candidates, the Nominating Committee will recommend at least two, but not more than three, nominees for each seat open for election.
- A. The list of proposed nominees will be presented to the House of Delegates at least thirty (30) days prior to its annual meeting. Accompanying the list, and in related correspondence sent to the Delegates, a biography/nominee statement, not to exceed 250 words, for each proposed nominee shall be distributed. A photo, if provided by the nominee, shall also be included.
- B. In addition to the Call for Nominations and vetting process, other members may self-nominate or be nominated by a third party with written consent of the proposed nominee by submitting their names to the Credentials/Elections Committee no later than fourteen (14) days prior to the start of the meeting of the House of Delegates.

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## **Policy 2.9 Board Nominations and Elections (continued)**

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Board Process

- C. In addition to the Call for Nominations and vetting process, other members may self-nominate or be nominated by a third party with written consent of the proposed nominee by submitting their names to the Credentials/Elections Committee no later than fourteen (14) days prior to the start of the meeting of the House of Delegates.
7. Election: The ballot shall explicitly state/present:
- A. The list of vetted and proposed nominees shall be prominently highlighted as such on the ballot. Any other nominees will have their names listed with no supporting information.
- B. The number of nominees Delegates may vote for; and
- C. The composition requirements for seats open to election (e.g. # of coaches, zone geography, semi-independents, etc.).

The candidates with the highest number of votes subject to Board composition requirements shall be elected to the Board.

8. Timeline: The annual nominations and election cycle timeline shall be:
- September: Secretary & General Counsel distributes Nominating Committee Roster/Matrix, highlighting positions to be appointed for the subsequent cycle.
  - January: Nominating Committee appointees confirmed by January 15th
  - Jan/Feb: At the January/February Board meeting, Board determines “ideal candidate” attributes and skills charge to the Nominating Committee.
  - February: Nominating Committee selects its chairperson. Begins updating Call for Nominations materials, forms and communications plan.
  - April: First week of April: Call for Nominations announced and promoted/distributed via email and on USA-S website.
  - May: May 15th: Deadline for nominations to be submitted (electronic)
  - May-July: Nominating Committee screens candidates. Develops recommended slate of vetted candidates.
  - August: List of proposed nominees, with accompanying biographical information/nominee statement and photograph, distributed at least 30 days prior to the meeting of the House of Delegates
  - September: 14 days prior to the meeting of the House of Delegates, Credentials & Elections committee adds any names of individuals who were not screened and recommended by the nominating committee, but who, per Rulebook provision 507.3.C, self-nominated or consented to be nominated separate from the Nominating Committee process.
  - Such names are to be presented “below the line” as such, and with no supporting information.

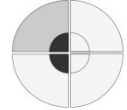


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## **Policy 2.10 Budgeting for Board Prerogatives**

Date of adoption / Last revision: \_\_\_\_\_

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Board Process

The Board will consciously invest in its ability to govern effectively. Accordingly:

1. The Board will allocate resources to ensure that it has sufficient skills, methods and supports to assure excellence in its leadership.
  - A. Training will be used appropriately to orient new Board members and to increase existing Board members' skills and knowledge.
  - B. Outside monitoring, including fiscal audit, will be arranged as needed to help the Board have confidence that organizational performance meets expectations, as stated in these policies. This includes, but is not limited to, audits, reviews or opinions on fiscal, legal or governance matters.
  - C. Effective communications will be used as needed to ensure the Board understands members' and public viewpoints and values.
2. Costs will be prudently incurred, but sufficient to ensure the development and provision of superior governance. Annual governance prerogatives to be considered include costs for:
  - A. Board meetings (including Board member travel).
  - B. Board member reimbursements for authorized attendance at conferences, workshops, etc.
  - C. Board training (governance consulting, publications, etc.).
  - D. Fiscal audit and other third-party monitoring of organizational performance.
  - E. Opinion surveys, focus groups and other membership linkage activities.
  - F. Board committee functions (other than Audit, as itemized in D above).
  - G. Board Chair's discretionary expenses.
  - H. Board Meeting technology/software platform.
3. The Board will establish its budget for these prerogatives in the next fiscal year each year during the Board meeting normally held in September, so that it may be incorporated into the overall USA-S budget prepared by staff for presentation to the Board in November.

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## **Policy 3.0 General Management Constraint**

Date of adoption / Last revision: \_\_\_\_\_

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Management Parameters

The CEO will not cause or allow any practice, activity, decision or organizational circumstance that is unlawful, imprudent, in violation of commonly accepted business and professional ethics and practices, or inconsistent with the USOC's Bylaws or USA Swimming's Rules and Regulations.

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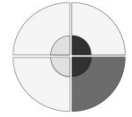


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## **Policy 3.1 Treatment of Members / Customers**

Date of adoption / Last revision: \_\_\_\_\_

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Management Parameters

With respect to interactions with members/customers, the CEO will not cause or allow conditions or procedures which are unfair, unsafe, untimely, unresponsive, undignified or which fail to provide appropriate confidentiality.

Further, the CEO will not:

1. Collect, review, transmit, store or destroy member/customer data without protecting against improper access to that information.
2. Operate without clearly conveying to members/customers what may be expected from the USA Swimming programs and services offered,
  - A. Pertaining to members, operate without conveying applicable USA Swimming Code of Conduct expectations of members, including but not limited to it being the policy of USA Swimming that its members, including athletes, coaches, officials and volunteers, have the right to participate and compete in an environment that is safe and free from sexual abuse and harassment.
  - B. Operate without enforcing the USA Swimming Code of Conduct.

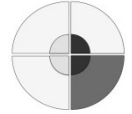
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## **Policy 3.2 External Relations**

Date of adoption / Last revision:

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Management Parameters

With respect to USA Swimming's interactions with other entities, the CEO will not operate without cultivating and maintaining senior leadership level relationships with all relevant national and international organizations, including but not limited to: USOC, FINA, NCAA, ASCA, CSCAA, ACES, USADA, etc.

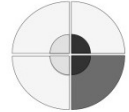
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## **Policy 3.3 Treatment of Employees and Volunteers**

Date of adoption / Last revision: \_\_\_\_\_

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Management Parameters

With respect to the treatment of employees and volunteers, the CEO will not cause or allow conditions that are unfair, unsafe or undignified.

Pertaining to employees, the CEO will not:

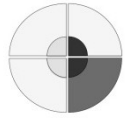
1. Operate without ensuring employees are provided with written personnel policies, reviewed by qualified legal counsel, which clarify personnel rules for employees and provide for effective handling of complaints/grievances.
  - A. Allow employees to be unaware of the Board's governing policies including, but not limited to, this Treatment of Staff policy, along with the CEO's interpretations of staff's protections under this policy.
2. Allow employees to be unprepared to deal with reasonably foreseeable emergency situations.
3. 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-S 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.
  - A. Prevent employees from grieving to the Board when (a) internal grievance procedures outlined in the Personnel Manual have been exhausted and (b) the employee alleges that Board policy has been violated.

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## **Policy 3.4 Financial Condition and Activities**

Date of adoption / Last revision: \_\_\_\_\_

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Management Parameters

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 the Board's Ends priorities.

Further, the CEO will not:

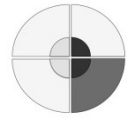
1. Manage finances without adherence to applicable Generally Accepted Accounting Principles (GAAP) as promulgated by the Financial Accounting Standards Board (FASB).
2. Expend more funds than have been projected to be received in the fiscal year, except up to the amount of any Board-approved operating deficit for such fiscal year.
3. Allow cash and cash equivalents to drop below that amount necessary to meet operating expenditures over a 30-day period.
4. Borrow funds (with exception of credit cards used for normal business purposes paid in full each month).
5. Use Board-designated Operating Reserve funds.
6. Operate without settling payroll obligations and payables in a timely manner.
7. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
8. Execute a purchase commitment, check or electronic funds transfer for greater than \$250,000 unless such purchase was explicitly itemized in budget monitoring data previously disclosed to the Board. Splitting orders to avoid this limit is not acceptable.
9. Acquire, encumber, lease or dispose of real property.
10. Operate without aggressively pursuing material receivables after a reasonable grace period.
11. Operate without adequate internal controls over receipts and disbursements to avoid unauthorized payments or material dissipation of assets.
  - A. Operate without clearly delineated procedures and limitations for payment/reimbursement of authorized expenses incurred by board members and committee members, and others who are entitled to reimbursement from USA-S.
  - B. 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.

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## **Policy 3.5 Asset Protection**

Date of adoption / Last revision:

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Management Parameters

The CEO will not cause or allow USA Swimming's assets to be unprotected, inadequately maintained or unnecessarily risked.

Further, the CEO will not:

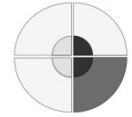
1. Allow USA-Swimming to be without sufficient insurance coverage, including:
  - A. Casualty losses and property losses to at least replacement value.
  - B. Liability losses to Board members, staff and the organization itself in an amount equal to or greater than the average for comparable organizations.
  - C. Employee theft and dishonesty.
  - D. Cyber-security.
2. Subject USA-S' facilities and equipment to improper wear and tear or insufficient maintenance.
3. Operate without employing risk management practices to minimize exposure of the organization, the Board, staff or their agents to claims of liability.
4. Allow procurements without reasonable protection against conflicts of interest.
5. Allow a purchase of any material amount without having compared prices and quality.
6. Allow USA-S' intellectual property, information, resources and files to be exposed to loss, improper access, misuse or significant damage.
7. Operate without adhering to a Records Retention Schedule, approved by the Secretary & General Counsel, for the maintenance of documents and records.
8. Operate without internal controls over receipts and disbursements, and to prevent dissipation of assets, sufficient to meet the Board-appointed auditor's recommendations (as set forth in the auditor's Management Letter and/or other communications).
9. Compromise the independence and transparency of the Board's relationships with auditors or other providers of governance support. Such entities may not be engaged by the CEO unless explicitly Board authorized.
10. Invest operating capital or reserve funds in a manner inconsistent with the Investment Policy.
11. Endanger USA-S' public image or credibility.
12. Substantially alter the organization's corporate identity.

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## **Policy 3.6 Financial Planning and Budgeting**

Date of adoption / Last revision: \_\_\_\_\_

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Management Parameters

Financial planning for any fiscal year, the remaining part of any fiscal year, or any quadrennial cycle will not deviate materially from the Board's Ends priorities, risk financial jeopardy or fail to address multi-year planning needs and considerations.

Accordingly, the CEO will not allow budgeting that:

1. Risks incurring those liquidity situations or conditions described as unacceptable in the Financial Conditions and Activities policy.
2. Omits credible projection of revenues and expenses, separation of capital and operational items, and disclosure of planning assumptions.
  - A. Investment income from Undesignated and Board-Designated Operating Reserve funds may be conservatively projected as operating revenue.
3. Plans the expenditure in any quadrennial cycle of more funds than are conservatively projected to be received.
4. Fails to allocate appropriate gross cash revenues to the Board Designated Operating Reserve, if that fund level is and has been less than 75% of its targeted threshold of six months (50% of annual) Program Funding and Operating Costs for two consecutive years.
5. Omits allocation for Board activities per the Budgeting for Board Functions policy (see policy in Board Process).

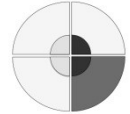
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## **Policy 3.7 Compensation and Benefits**

Date of adoption / Last revision: \_\_\_\_\_

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Management Parameters

With respect to employment, compensation and benefits for employees, consultants, contractors or volunteers, the CEO will not cause or allow jeopardy to USA-S' fiscal integrity or public image.

The CEO will not:

1. Establish salaries and benefits that deviate materially from the geographic and/or professional market value for the skills employed.
2. Change his or her own compensation.
3. Change his or her own benefits, except as consistent with the package for all other employees.
4. Promise or imply anything other than "at-will" employment.
5. Create obligations to consultants or contract vendors that are not consistent with annual/quadrennial budget plans.
6. Establish or change retirement benefits that would cause situations unpredictable for the organization or inequitable for employees.

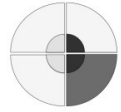
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## **Policy 3.8 Emergency Management Succession**

Date of adoption / Last revision: \_\_\_\_\_

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Management Parameters

The CEO will not operate without management succession planning processes to facilitate smooth and competent operation of the organization during key personnel transitions.

Further, the CEO will not:

1. Have fewer than two (2) other members of the management team sufficiently familiar with Board and CEO issues and processes to enable either to take over with reasonable proficiency as an interim successor.

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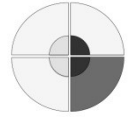


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## **Policy 3.9 Board Awareness and Support**

Date of adoption / Last revision: \_\_\_\_\_

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Management Parameters

The CEO will not cause or allow the Board to be uninformed or unsupported in its work. The CEO will not:

1. Withhold, impede or confound information necessary for the Board's informed accomplishment of its job.  
The CEO will not:
  - A. Neglect to submit monitoring reports (including the CEO's policy interpretations, as well as compliance data) required by the Board (see *Monitoring CEO Performance* policy in Board-Management Delegation) in a timely, accurate and understandable fashion.
  - B. 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.
  - C. 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).
    - i. Notification of planned internal changes is to be provided in advance, when feasible.
  - D. 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.
  - E. 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.
2. Allow the Board to be without logistical and administrative support for official Board, officer or committee communications and functions.
3. 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.

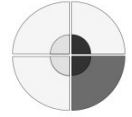
without establishing and maintaining a cohesive national organizational structure ensuring

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## **Policy 3.10 LSC REPORTING REQUIREMENTS**

Date of adoption / Last revision: \_\_\_\_\_

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Management Parameters

With respect to relationships with Local Swim Committees (LSCs), the CEO will not operate without establishing and maintaining a cohesive national organizational structure ensuring appropriate alignment between USA Swimming and its LSCs.

Further, the CEO will not:

1. Operate without standardized contractual agreements (to be in place by \_\_\_\_\_ 20\_\_\_\_) between USA Swimming and the Boards of Directors of LSCs, delineating mutual expectations and responsibilities, including but not limited to:
  - A. Alignment with the mission/Ends of USA-S.
  - B. Protection of USA-S from assumption of financial liability for the activities of the affiliated chapters and regions.
  - C. Use of USA-S' name, insignia, logo and brand.
  - D. Requiring that any revisions to LSC Bylaws are submitted to USA-S' Secretary & General Counsel, or her/his designee, to verify consistency with "Required Bylaws" provisions of USA Swimming's Rules and Regulations.
  - E. Terms and conditions for disbursement of dues.

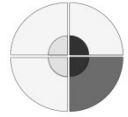
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## **Policy 3.11 USA SWIMMING Foundation Management**

Date of adoption / Last revision:

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Management Parameters

With respect to management of the USA Swimming Foundation.

**POLICY LANGUAGE TBD**

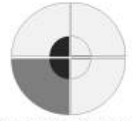
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## **Policy 4.0 Board/Management Connection**

Date of adoption / Last revision:

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Board/Management Delegation

The Board's official connection to the operating organization, its achievements and conduct is through its chief executive officer, titled "President & CEO" ("CEO").

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Board/Management Delegation

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## **Policy 4.1 Unity of Control**

Date of adoption / Last revision: \_\_\_\_\_

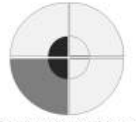
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The Board of Directors acts with one voice in establishing expectations of the CEO.

Accordingly:

1. No Board member, officer or committee has authority over the CEO, or any member of the CEO's staff, except in rare instances when the person or committee has been explicitly authorized to direct or use staff resources for a specific issue.
2. Board members or committees may request information, but if such request--in the CEO's judgment--requires a material amount of staff time or funds or is disruptive, it may be declined. The committee or Board member may then refer the request to the full Board for consideration.

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Board/Management Delegation

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## **Policy 4.2 Accountability of the CEO**

Date of adoption / Last revision: \_\_\_\_\_

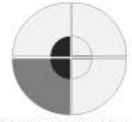
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All Board authority delegated to management is delegated through the CEO. Therefore, the authority and accountability of staff, as far as the Board is concerned, is the authority and accountability of the CEO.

Accordingly:

1. The Board will not give instructions to any staff other than the CEO (without consent of the CEO).
2. The Board will not evaluate, either formally or informally, any staff other than the CEO.
3. The Board will consider and evaluate CEO performance as synonymous with organizational achievement of Ends and compliance with Management Parameters. No performance measure established by the Board or a subset of the Board shall conflict with or modify this measure of performance.
4. Consequently, the CEO's accountability and evaluation will be based on performance in two areas:
  - A. Organizational achievement of the Board's Ends policies.
  - B. Organizational operations within the parameters of legality, prudence and ethics established in the Board's Management Parameters policies.

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Board/Management Delegation

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## **Policy 4.3 Delegation to the CEO**

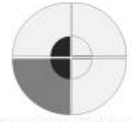
Date of adoption / Last revision: \_\_\_\_\_

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The Board will direct the CEO through written policies setting forth the organizational Ends to be achieved and organizational situations/actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

Accordingly:

1. Ends policies direct the CEO to achieve certain results, for certain recipients at a specified worth or priority. These policies will be systematically developed from the broadest, most general level, to more defined levels.
2. Management Parameters policies define the boundaries of legality, prudence and ethics within which the CEO is free to operate. These policies describe the practices, activities, decisions and circumstances that would be unacceptable to the Board, even if effective in producing the desired results. Management Parameters will also be systematically developed from the broadest, most general level to more defined levels. To ensure accountability for performance, the Board will not prescribe organizational means delegated to the CEO.
3. An Ends or Management Parameters policy at a given level does not limit the scope of any preceding level.
4. The CEO is authorized to establish further policies, make decisions, take actions, establish practices and develop activities as long as they are consistent with any reasonable interpretation of these Ends and Management Parameters policies.
5. The Board may change its Ends and Management Parameters policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice and authority given to the CEO. However, as long as any particular policy delegation is in place, the Board will respect and support decisions made by the CEO that are consistent with reasonably interpreted Board policy.



Board/Management Delegation

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## Policy 4.4 Monitoring CEO Performance

Date of adoption / Last revision: \_\_\_\_\_

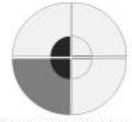
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The Board will systematically monitor CEO job performance, determining the extent to which Ends are being achieved and whether operational activities fall within boundaries established in Management Parameters policies.

Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Information that does not address accomplishment of Ends and compliance with Management Parameters will not be considered in the Board's evaluation of CEO performance.
2. Ends and Management Parameters policies may be monitored by one or more of three methods:
  - A. Internal Reports: The CEO discloses in writing his/her policy interpretations, along with data supporting his/her assessment of accomplishment of, or compliance with, the policy under review. As appropriate in a given context, the CEO may present information supporting the "reasonableness" of his/her interpretation.
  - B. External Reports: An external, disinterested third party selected by and reporting to the Board assesses accomplishment of, or compliance with, Board policies, as reasonably interpreted by the CEO.
  - C. Direct Board Inspections: A designated Board member(s) or committee assesses CEO compliance with a given policy, as reasonably interpreted by the CEO.
3. In every case, the Board is committed to accepting any reasonable CEO interpretation of the Board policy being monitored. The Board is the judge of reasonableness, and will always use the "reasonable person" test (whether what the CEO did was what a reasonably prudent executive would do in that context), even if those choices differ from those the Board or any of its members may have made.
4. In every case, the Board will judge whether:
  - A. The CEO's interpretation is reasonable, and
  - B. Data demonstrate reasonable accomplishment of, or compliance with, the CEO's interpretation.
5. Interpretations determined by the Board not to be reasonable, or data determined not to demonstrate reasonable accomplishment of, or compliance with, a Board policy as interpreted, will be subject to a remedial process agreed to by the Board. *Such discussions will be in Executive/Closed Session (only voting Board members, officers plus any other parties specifically invited by the Board to attend).*
6. All policies instructing the CEO will be monitored at a frequency and by a method chosen by the Board. The Board may monitor any policy at any time by any method, but will ordinarily depend on the following routine schedule:



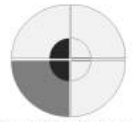


Board/Management Delegation

## Policy 4.4 Monitoring CEO Performance, continued

Date of adoption / Last revision: \_\_\_\_\_

CEO MONITORING SCHEDULE			
POLICY	METHOD	FREQUENCY	SCHEDULE (BY END OF MONTH)
<b>Ends/Priority Results</b>			
1.0	Internal	Annually	
1.1	Internal	Annually	
1.2	Internal	Annually	
1.3	Internal	Annually	
1.4	Internal	Annually	
1.5	Internal	Annually	
<b>Management Parameters</b>			
3.0 General Management Constraint	Internal	Annually	
3.1 Treatment of Members/Consumers	Internal	Annually	
3.2 External Relations	Internal	Annually	
3.3 Treatment of Staff	Internal	Annually	
3.4 Financial Condition and Activities	Internal	Quarterly	*Feb/May/Aug/Nov
	External	Annually	April/May Board meeting (per policy)
3.5 Asset Protection	Internal	Annually	
3.6 Financial Planning and Budgeting	Internal	Semi-annually	November – Annual Forecast July – Mid-year update/re-forecast
3.7 Compensation and Benefits	Internal	Annually	
3.8 Emergency Management Succession	Internal	Annually	
3.9 Board Awareness and Support	Internal	Annually	
3.10 LSC Reporting Requirements	Internal	Annually	
3.11 USA Swimming Foundation Management	Internal	Annually	



Board/Management Delegation

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## **Policy 4.5 Board Access to CFO in Internal Auditor Capacity**

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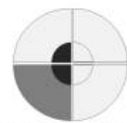
Date of adoption / Last revision: \_\_\_\_\_

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Direct but limited access to the Board by the Chief Financial Officer (CFO), in an Internal Auditor capacity, is an exception to the exclusive role of the CEO in connecting governance and management.

Accordingly:

1. If after having brought to the CEO's attention any financial impropriety discovered in the course of his or her own work, the CFO feels that the CEO has failed to address the impropriety, the CFO must report that impropriety to the Vice Chair-Fiscal Oversight.
2. Impropriety in this context means a material deficiency in financial management or a violation of Board policies regarding financial affairs of USA-S.
3. Nothing in this policy impedes the CEO from exercising his or her Board-granted prerogative to interpret applicable Board policies under the "reasonable interpretation" rule, nor does it remove from the Board the right to judge reasonableness. However, *impropriety* as used above can indicate that in the opinion of the CFO as Internal Auditor, an interpretation made by the CEO is not "reasonable."
4. The CFO is in all other ways subject to the CEO's managerial authority, as are all other employees, and has no direct access to the Board except as described in this policy. The CEO may not impede the CFO's official access as an "Internal Auditor" as described in this policy, or seek to inappropriately influence the content of the CFO's reporting to the Board as set forth in this policy.
5. Nothing in this provision shall be deemed to limit or prohibit the Board from hiring external or internal auditors who report to the Board or any audit or other committees established by the Board for such purposes.



Board/Management Delegation

## **Policy 4.6 Board Relationship w/the Secretary & General Counsel**

Date of adoption / Last revision: \_\_\_\_\_

As USA-S' chief legal officer, the role of the Secretary & General Counsel is to ensure that the actions of USA Swimming's Board of Directors and its President & CEO take place with competent and prudent legal counsel and representation.

The following pertains exclusively to the Secretary & General Counsel's capacity as the chief legal officer of USA Swimming:

1. Accountability of the Secretary & General Counsel
  - A. The Secretary & General Counsel is accountable to, and serves at the pleasure of the CEO, and shall also provide regular updates pertaining to governance-related issues to the Board Chair.
  - B. If Board members or committees request information or assistance without Board authorization, the Secretary & General Counsel may refuse such requests that require, in her or /his opinion, an inappropriate amount of staff time or funds or is disruptive. In such a case, the requestor may choose to bring the request to the Board.
  - C. The Secretary & General Counsel accountability is for all resources, including personnel, under his or her control. Therefore, any accomplishments or violations due to actions of a subordinate of the Secretary & General Counsel are considered to be accomplishments or violations by the Secretary & General Counsel.
  - D. The Secretary & General Counsel may accomplish the "Job Products" of the position in any manner not imprudent, unethical, or in violation of the prohibitions listed below under "Limitations on Secretary & General Counsel Authority."
  - E. The Secretary & General Counsel may use any reasonable interpretation of Board policies.
2. Job Products of the Secretary & General Counsel
  - A. Timely opinion on:
    - i. Any action or document submitted by the CEO for preparation or opinion.
    - ii. Legal ramifications of pending litigation.
    - iii. Legal process of the Board
    - iv. Any action or document of the Board or of duly appointed Board Committees submitted for opinion.
    - v. When requested or appropriate, alternate language or action to achieve Board or CEO intentions in a lawful manner.
  - B. If after having brought to the CEO's attention any non-financial operational impropriety discovered in the course of his or her own work, the Secretary & General Counsel feels that the CEO has failed to address the impropriety, the Secretary & General Counsel must report that impropriety to the Chair.
    - i. Impropriety in this context means a material deficiency in operational management or a violation of board policies regarding operational affairs of USA-S.
    - ii. Nothing in this policy impedes the CEO from exercising his or her Board-granted prerogative to interpret applicable board policies under the "reasonable interpretation" rule, nor does it remove from the Board the right to judge reasonableness. However, *impropriety*, as used in provision #2.B above, would indicate that in the opinion of the Secretary & General Counsel, an interpretation made by the CEO is not "reasonable."
  - C. The Secretary & General Counsel shall keep, or cause to be kept, at the principal offices of USA-S:
    - i. A book of minutes of all meetings, proceedings and actions of the Board and of the House of Delegates,
    - ii. A copy of the Articles of Incorporation and the Bylaws, as amended.

## **Policy 4.6 Board Relationship with the Secretary & General Counsel (continued)**



Board/Management Delegation

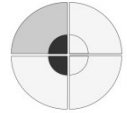
- iii. A record of the membership, showing each member's name, address and class of membership;
  - iv. A notice of all meetings of members and of the Board of Directors as required by the Bylaws to be given.
- D. The Secretary & General Counsel shall supervise the activities of the Board of Directors when the Board (or a panel thereof) hears an appeal from a National Board of Review decision or in those matters where the Board of Directors accepts original jurisdiction.
- E. Advice regarding avoidance of litigation or settlement of litigation.
- i. Timely provision to the Board and the CEO on the status of all threatened/actual litigation and the status of any settlement negotiations.
  - ii. Diligent and competent representation of USA-S in litigation.
  - iii. Negotiations for settlement
  - iv. Settlement of litigation, with authority as obtained from the CEO
3. Limitations on the Secretary & General Counsel Authority.
- The Secretary and General Counsel shall not:
- A. Exercise authority over CEO or staff other than those directly reporting to Secretary & General Counsel.
  - B. Violate applicable codes of professional ethics and conduct.
  - C. Treat the public or staff in a disrespectful or unfair manner.
  - D. Fail to apprise the CEO of the status of settlement negotiations and all threatened/actual litigation.
  - E. Contract out legal services except as justified by excess workload or insufficient expertise of legal staff, and within Board allocated budget for the Secretary & General Counsel's office.
  - F. Make expenditures or fiscal encumbrances beyond those authorized under Board policy.
  - G. Unreasonably withhold information from the CEO, nor fail to cooperate with the CEO in the performance of his or her official functions.
4. Evaluation of Secretary & General Counsel Performance.
- A. The Secretary & General Counsel accountability shall be established by the CEO, within the guidelines set forth above. The CEO shall be responsible for evaluating and compensating the Secretary & General Counsel.

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## Appendix A. Governing Principles

Date of adoption / Last revision: \_\_\_\_\_

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Board Process

To ensure a design of its work that provides for systematic role clarity and accountability for both the Board and the operating organization, the Board acts and makes its governing decisions based on the following Policy Governance principles:

1. **Ownership:** The Board's authority is derived from, and its accountability is connected to, the membership, the USOC, and the American Public, standing in a position corresponding to shareholders in an equity corporation.
2. **Governance Purpose:** With the membership, the USOC, and the American public above it and USA-S operations below it, the Board's governance role is to exercise its authority and properly empower others rather than to be management's consultant, substitute, or adversary.
3. **"One Voice":** The Board makes authoritative decisions directed toward management and toward itself, its individual members and its committees, only as a total group, and it speaks to the public with one voice. The Board's authority, therefore, is group authority rather than a summation of individual authorities.
4. **Ends Policies:** The Board defines in writing the strategic results priorities describing intended organizational impacts, benefits, outcomes, recipients and their relative worth (what results, for which recipients, at what cost/priority). These are not all the possible "side benefits" that may occur, but *those that form the purpose of USA-S, the achievement of which constitutes organizational success.*
5. **Board Means Policies:** The Board defines in writing those values-added behaviors, practices, disciplines and conduct of the Board itself, and of its delegation/accountability relationship with the President & CEO. These decisions are categorized as *Governance Process* and *Board-Management Delegation* policies.
6. **Management Parameters Policies:** The Board makes decisions with respect to management decisions and actions only in a proscriptive way in order to simultaneously (a) avoid prescribing means (how can it hold staff accountable for results if the Board has mandated the processes by which they're to be achieved?) and (b) put off limits those decisions or circumstances that would be unacceptable even if they work.
7. **Policy "Sizes":** The Board's policy decisions are made beginning at the broadest, most inclusive level and, if necessary, continuing into more detailed levels that narrow the interpretative range of higher levels, one articulated level at a time.
8. **Delegation to Management:** The Board honors the exclusive authority/accountability of the President & CEO's role as the sole official connection between governance and management.
9. **Any Reasonable Interpretation:** In delegating further decisions – beyond those recorded in board policies – the Board grants the President & CEO the right to use any reasonable interpretation of the *Ends* and *Management Parameters* policies. With regard to *Governance Process* and *Board-Management Delegation* policies, the Board Chair is granted such authority, except when the Board has explicitly designated another Board member or party (e.g. committee or task force)
10. **Monitoring:** The Board monitors organizational performance through fair but systematic assessment of whether a reasonable interpretation of its *Ends* policies is being achieved and a reasonable interpretation of its *Management Parameters* policies is being complied with. This constitutes the basis of the President & CEO's evaluation.

## **ENDS REVISIONS/SEQUENCE PROPOSED BY CEO/STRATEGY TEAM:**

End 1.0. Broadest/Purpose Statement:

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

*PRIORITY RESULTS:*

### **1.1 COMPETITIVE SUCCESS: USA Swimmers achieve sustained competitive success at the Olympic Games and other high-level international competitions.**

- A. National Team culture and environment promotes and cultivates sustained performance success, positive representation of the USA, and a productive partnership between USA Swimming and its best athletes.
- B. Strong and identifiable pathways and systems retain and develop talented athletes and coaches.
- C. USA Swimming is a recognized leader in promoting a clean sport environment.
- D. National Team athletes have resources and financial support contributing to successful careers both in and out of the water.

### **1.2 SUCCESSFUL ATHLETES, COACHES AND CLUBS: Members have resources for sustainable success.**

- A. Athletes have motivational, education, financial and leadership supports for success.
  - i. Participants derive benefits (physical, educational, leadership development and social) that lead to success in life.
- B. Coaches have tools and skills to be successful in the pool and in business.
- C. Clubs of all sizes and levels have and utilize resources and services for business and professional success.
  - i. Clubs are safe and inclusive environments.
  - ii. Educational opportunities support and engage non-athlete volunteers (e.g. parents, team leaders, and officials).
  - iii. Clubs have tools and resources for coach recruitment, development and retention.
  - iv. Facilities development and usage guidance and support contribute to clubs' success.
  - v. Members have ease of access at all levels of the sport. (ASK BOARD CLARIFICATION?)
- D. LSCs have resources and services for business and professional success.
  - i. LSCs grow through competition programs that are developmentally sound and family friendly activities.

### **1.3 PUBLIC ENGAGEMENT WITH SWIMMING: There is growth in public awareness of and interest in swimming participation.**

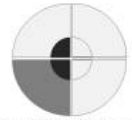
- A. Water safety awareness and swimming skills save lives.
- B. Swimming is recognized as an essential life skill and a "Sport for Life" for all.
- C. Swimming achieves sustained growth in participation at all levels.
  - i. Priority: Growth in participation in all cultures, ages, genders, economic backgrounds, and levels of ability.
  - ii. Non-members have access to educational/leadership resources to enhance swimmers' experience.
  - iii. Communities embrace swimming as an essential public service.
- D. There is growth in fan engagement.

### **1.4 RECOGNITION OF USA SWIMMING: USA Swimming is recognized as the "Best in Class" NGB.**

- A. Members recognize the value and impacts of USA Swimming on their lives.

## Policy 4.4 Monitoring CEO Performance, continued

Date of adoption / Last revision: \_\_\_\_\_



Board/Management Delegation

CEO MONITORING SCHEDULE			
POLICY	METHOD	FREQUENCY	SCHEDULE (Meeting Packet)
<b>Ends/Priority Results</b>			
1.0 <b>Broadest: (Growth/Success of Swimming)</b>	Internal	Annually	TBD in May '18
1.1 <b>Competitive Success</b>	Internal	Annually	Convention
1.2 <b>Public Engagement with Swimming</b>	Internal	Annually	Spring
1.3 <b>Successful Athletes, Coaches and Clubs</b>	Internal	Annually	TBD in May '18
1.4 <b>Recognition of USA Swimming:</b>	Internal	Annually	TBD in May '18
<b>Management Parameters</b>			
3.0 General Management Constraint	Internal	Annually	TBD in May '18
3.1 Treatment of Members/Consumers	Internal	Annually	TBD in May '18
3.2 External Relations	Internal	Annually	Spring
3.3 Treatment of Employees and Volunteers	Internal	Annually	TBD in May '18
3.4 Financial Condition and Activities	Internal	Quarterly	Winter / Spring / Convention / Fall
	External	Annually	Spring (Audit)
3.5 Asset Protection	Internal	Annually	TBD in May '18
3.6 Financial Planning and Budgeting	Internal	Semi-annually	Convention – Mid-year update/re-forecast November – Annual Forecast
3.7 Compensation and Benefits	Internal	Annually	TBD in May '18
3.8 Emergency Management Succession	Internal	Annually	Spring
3.9 Board Awareness and Support	Internal	Annually	TBD in May '18
3.10 Relationships with Local Swim Committees	Internal	Annually	TBD in May '18
3.11 USA Swimming Foundation Management	Internal	Annually	TBD in May '18

**From:** Jim Sheehan  
**To:** [jim-wood-bac@juno.com](mailto:jim-wood-bac@juno.com); [coachjohn@bellsouth.net](mailto:coachjohn@bellsouth.net); [vdonkersgoed@mac.com](mailto:vdonkersgoed@mac.com); [dneuburger@tseconsulting.com](mailto:dneuburger@tseconsulting.com); [Paula D'Amico](mailto:Paula.D'Amico); [Tim Hinchey](mailto:Tim.Hinchey); [garrett@athleticfoodie.com](mailto:garrett@athleticfoodie.com); [Lucinda McRoberts](mailto:Lucinda.McRoberts); [jryan@ymcade.org](mailto:jryan@ymcade.org); [brucewstratton@gmail.com](mailto:brucewstratton@gmail.com); [jbitter@santaclaraswimclub.org](mailto:jbitter@santaclaraswimclub.org); [pinesol2@gmail.com](mailto:pinesol2@gmail.com); [edtsuzuki@gmail.com](mailto:edtsuzuki@gmail.com); [davistarwater@gmail.com](mailto:davistarwater@gmail.com); [Chip.b.peterson@gmail.com](mailto:Chip.b.peterson@gmail.com); [clarkhammond2797@gmail.com](mailto:clarkhammond2797@gmail.com); [tristan@berkeleyaquaticclub.com](mailto:tristan@berkeleyaquaticclub.com); [dcammon5@gmail.com](mailto:dcammon5@gmail.com); [rdv@vwi.com](mailto:rdv@vwi.com); [redmondsean4@gmail.com](mailto:redmondsean4@gmail.com); [ronvp@aol.com](mailto:ronvp@aol.com); [mark.weber010@gmail.com](mailto:mark.weber010@gmail.com); [d.mcalleniii@sbcglobal.net](mailto:d.mcalleniii@sbcglobal.net); [coachjb@swimorcas.com](mailto:coachjb@swimorcas.com); [nchall@me.com](mailto:nchall@me.com); [myturner525@gmail.com](mailto:myturner525@gmail.com); [Mike Unger](mailto:Mike.Unger); [tony.ervin@gmail.com](mailto:tony.ervin@gmail.com); [deepspace@prodigy.net](mailto:deepspace@prodigy.net); [ahoppenrath@gmail.com](mailto:ahoppenrath@gmail.com); [oaswimcoach@aol.com](mailto:oaswimcoach@aol.com); [tmbswim@aol.com](mailto:tmbswim@aol.com); [schulzan95@gmail.com](mailto:schulzan95@gmail.com); [mscovron@ncaa.org](mailto:mscovron@ncaa.org); [BMaxson@theamericagroup.com](mailto:BMaxson@theamericagroup.com); [czaleski@att.net](mailto:czaleski@att.net); [Dspaul89@gmail.com](mailto:Dspaul89@gmail.com)  
**Subject:** Nominating Committee  
**Date:** Wednesday, January 31, 2018 9:45:59 AM  
**Attachments:** [Charlotte Harris Resume.pdf](#)  
[CJ Fiala Resume FINAL.PDF](#)  
[H Kurt von Moltke--USA Swimming.pdf](#)  
[Wendy Boglioli Bio 2017.pdf](#)  
[2018 Nominating Committee 20180130.xlsx](#)  
[2018 Nominating Committee Charge.docx](#)

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To: USA Swimming Board of Directors

One of my responsibilities is to name four members of the new Nominating Committee. Two of those are to be from the current Board of Directors and two are independent. Below are my selections for those positions:

- Clark Hammond - Director
- Mark Weber - Director
- Kurt Von Moltke - independent
- Wendy Boglioli - independent

I've attached bios for the independent members of the committee. I think you will find them both very capable and qualified people.

Also attached is a spreadsheet that shows the entire committee membership including the selections from the athletes, Age Group Development, Senior Development and the Foundation. I've attached bios of the athlete members of the committee. All members of the committee will be submitting bios so that they will know more about each other prior to their first meeting in February.

Lastly, I have attached a draft document with a list of skills and attributes to help the Nominating Committee with their work. We will use this as a starting point for our discussion of the charge to the Nominating Committee for the 2018 elections.

See you in Denver. Safe travels.

Jim

James J. Sheehan  
Board Chair  
USA Swimming  
[sheehanjj@optonline.net](mailto:sheehanjj@optonline.net)  
908-239-9009 (cell)  
848-229-2079 (home/office)



H. Kurt von Moltke is a corporate lawyer with the firm of Jenner & Block LLP, in Chicago, Illinois. Kurt is co-chair of Jenner & Block's Mergers and Acquisitions practice group. Kurt has more than 30 years of experience representing clients in mergers and acquisitions, both hostile and negotiated, as well as private equity transactions, complex corporate debt restructurings and workouts, corporate finance and securities transactions, and counseling public company boards of directors. He has extensive experience structuring cross border transactions, representing both U.S. and international clients. Kurt is admitted to practice law in Illinois and New York.

Kurt has also consistently been recognized as a *Best Lawyer in America* in the areas of Corporate Governance Law and Securities/Capital Markets Law. Kurt counsels boards of directors and board committees on corporate governance and other board related matters. Kurt has been involved in director searches for a number of clients, including in a current process for a New York Stock Exchange listed multinational corporation.

Kurt was a member of the Men's Varsity Swimming and Diving team for Northwestern University from 1978-1982, and currently serves as a Vice Chair of the USA Swimming National Board of Review - Special Panel.

# Wendy Boglioli

m: (425)785-3218 e: wendy.boglioli@gmail.com



Facebook.com/WendyBoglioli



@WendyBoglioli



**Profile** Featured speaker, long term care expert, healthy aging advocate and Olympic gold medalist Wendy Boglioli brings professional versatility and captivating insight to audiences and clients across the country. A former top-grossing long term care broker and national LTC spokesperson, Wendy's enthusiasm, knowledge and conversational ease leave financial service clients and others thirsty for more. Her message encourages everyone to take a holistic approach to their financial and physical outlook while her riveting personal story resonates and persuades.

Always a trailblazer, Wendy's Olympic bronze and gold medal story continues to compel audiences. In the 1976 Olympic Games, she and her U.S. Women's Olympic freestyle relay team defeated the heavily favored & systemically-doped East German team, earning the US's only gold. Dubbed the 'greatest swimming upset never told' (Swimming World Magazine), Wendy's story was the subject of the 2016 NBC/USA Swimming documentary 'The Last Gold', narrated by actress Julianna Margulies, aired nationally on NBC, & available on iTunes & Netflix.

In the years following the Olympics, Wendy served as a collegiate coach (Yale University), motivational speaker and co-founder of a speakers bureau. Witnessing the effects of aging and caregiving for her parents, Wendy turned her attention to healthy aging and long term care two decades ago. She fast became renowned for her speaking abilities and nuanced understanding of financial issues affecting American families. A mother of three and grandmother of three, she continues to redefine what it means to age well and brings her multi-faceted messaging to eager audiences.

**Topics Include:** Long Term Care Planning- Engaging & Assisting Women in LTC Planning- Financial Advisor Engagement- The Olympic Mindset- Physical & Financial Fitness- Health & Wellness at Any Age- Clean Sport

## Wendy in the Media:

- ✓ Featured in NBC's 'The Last Gold' (2016)
- ✓ American Society on Aging National Webinars
- ✓ Featured in BBC's 'Faster, Higher, Stronger'
- ✓ ESPN's Outside the Lines guest
- ✓ LifeHealthPro.com blogger
- ✓ Q13 Fox Seattle Q It Up Sports! guest
- ✓ AARP's Life@50 Expo speaker
- ✓ Featured in PBS's Emmy-nominated 'Doping for Gold'
- ✓ Huffington Post Live guest
- ✓ Generation Reinvention Radio Show guest

**Professional Experience:** As National LTC Spokesperson and advocate from 2006-2015 for Genworth Financial, Wendy was one of the most successful and requested LTC specialists in the country. [INSERT STATS] She was among the very first to recognize the unique role that women play and her message empowered financial advisors to assist female clients in proactively planning for their futures. Her 'Successfully Aging – Financially Sound & Physically Strong' message targets the young and young-at-heart alike. On behalf of Genworth, Wendy advocated on Capitol Hill and Washington state's legislature for LTC awareness and policy.

## Platforms & Service Speaking:

- ✓ Genworth Financial 1997-2015- LTC Specialist, National Spokesperson
- ✓ The Foundation for Global Sports Development, Ambassador
- ✓ Finis Swim Equipment, Inc. Elite Ambassador
- ✓ The Women's Sports Foundation- Member
- ✓ M&M Mars Speaker's Bureau- Director, Speaker
- ✓ Baldino & Boglioli Speaker's Bureau- Co-Founder
- ✓ U.S. Olympic Alumni Association- Member
- ✓ Friends of FSH Research (FacioScapuloHumeral Dystrophy)
- ✓ City of Sammamish's SAMMI Awards Foundation, Co-Founder, Speaker
- ✓ Youth groups, swim clubs, schools, organizations- Speaker

**Education** Monmouth University: Honorary Degree, Distinguished Alumna 2004; A.A. Speech/Drama

## **Skills and Attributes for Board Members**

- Past demonstration of commitment to USA-S, or a “demonstrable connection to the sport.”
- Governance experience, e.g. knowledge and skills in policy-making, legal and fiduciary responsibilities.
- High-level (board or management) experience in setting standards for and overseeing a multi-million dollar corporation.
- Financial literacy.
- Demonstrated ability to participate productively in group processes.
- Professional relationships/associations that may be beneficial to USA-S.
- Commitment to support and adhere to the Board’s governing documents (Bylaws, Governing Policies, etc.).
- Ensuring diversity within the Board’s composition (gender, ethnic, age, geography, etc.).
- For incumbent or past Board members seeking re-nomination, fulfillment of individual Board members’ responsibilities.

To: USA Swimming BOD and IRC

From: Ron Van Pool

Subject: USOC NGB Nominee to National Center For Safe Sport BOD

Subsequent to the NGB Council call in December (minutes included in packet) Fran Sepler had withdrawn from being renominated to the board of the National Center For Safe Sport. Max Cobb, NGBC Chair called for nominations in early January. Those nominations are due January 16 and the NGBC will vote on January 23. I will provide an update on nominees and the final selection at the February meetings.

Below is the call for nominations from Max. Also attached is a document containing the Amended and Restated By-laws from the NCSS.

RVP

Dear NGBC,

I was informed that our nominee for the USCSS board has decided to withdraw her name from consideration. Therefore, we are asked to put forth two new nominees. Please see below for more information on the Center. Please send nominations to Hannah Curley by **Tuesday, January 16**. All nominees will be circulated prior to our next NGBC call on January 23.

Thanks,  
Max

### ***U.S. Center for SafeSport***

**Mission:** Our mission is to make athlete well-being the centerpiece of our nation's sports. All athletes deserve to participate in sports are free from bullying, hazing, sexual misconduct or any form of emotional or physical abuse.

**Length of term:** 3 years

#### **Qualification:**

This is an exciting opportunity for individuals who are passionate about sport and the Center's mission and who have track records of board leadership. Selected board members will have achieved leadership stature in business, government, philanthropy or the nonprofit sector. Their accomplishments will allow them to attract other well-qualified, high-performing board members.

##### **1. Ideal candidates will have the following qualifications:**

- Extensive professional experience with significant executive leadership accomplishments in business, government, philanthropy or the nonprofit sector
- A commitment to and understanding of the center's beneficiaries (including athletes, coaches and sport organizations), preferably based on experience

- Savvy diplomatic skills and a natural affinity for cultivating relationships, convening and persuading stakeholders, and facilitating consensus among a diverse range of individuals and organizations
- Personal qualities of integrity, credibility and a passion for improving the lives of the center's beneficiaries

**2. Candidates must display discretion related to confidential matters:**

Candidates should understand and respect that, given the nature of the center's work, certain matters may be confidential and not available for public consumption. They should further understand and respect that the board chair or other expressly authorized representative of the center are the only individuals allowed to speak on behalf of the board on policy matters and on issues that may be sensitive.

**3. Each director must be independent:**

For the purposes of the center's board of directors, a person is "independent" if (a) he or she has no material affiliation or relationship, directly or indirectly, with any National Governing Body or Paralympic Sport Organization, the Athletes' Advisory Council of the USOC or the U.S. Olympic Committee and (b) such person is free of any other direct or indirect relationships that could reasonably be expected to interfere with the exercise of independent judgment. Nonetheless, the Nominating & Governance Committee or board of directors may determine that, while a prospective director does not strictly meet all of the criteria of independence, such person does not, under all the facts and circumstances, have any relationship that would interfere with, or appear to interfere with, such person's independent judgment.

Candidate must meet independence criteria (see attached bylaws).

**Documents to submit:** CV and personal statement

**AMENDED AND RESTATED BYLAWS  
OF  
UNITED STATES CENTER FOR SAFESPORT**

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**AMENDED AND RESTATED BYLAWS**  
**OF**  
**UNITED STATES CENTER FOR SAFESPORT**  
**a Colorado Nonprofit Corporation**

**ARTICLE I**  
**OFFICES**

1.1. **Business Offices.** The initial principal office of the Corporation shall be located at One Olympic Plaza, Colorado Springs, CO 80919. The Corporation may have such other offices, either within or outside Colorado, as the Board of Directors may designate or as the affairs of the Corporation may require from time to time.

1.2. **Registered Office.** The registered office of the Corporation required by the Colorado Revised Nonprofit Corporation Act (the “Act”) to be maintained in Colorado may, but need not, be the same as the principal office if in Colorado, and the address of the registered office may be changed from time to time by the Board of Directors.

**ARTICLE II**  
**BOARD OF DIRECTORS**

2.1. **General Powers.** All corporate powers of the Corporation shall be exercised by or under the authority of, and the business and affairs of the Corporation shall be managed under the direction of, the Board of Directors.

2.2. **Qualifications, Number, Election and Tenure.**

(a) **Qualifications.** Each director must be a natural person who is eighteen years of age or older and a citizen of the United States. A director need not be a resident of Colorado. Each director shall be “**independent**” within the meaning of Section 2.2(a)(i) and (ii).

(i) A person is “**independent**” under these Bylaws if he or she has no material affiliation or relationship, directly or indirectly, with any National Governing Body (“**NGB**”), any Paralympic Sports Organization (“**PSO**”), the Athletes Advisory Council of the USOC (“**AAC**”) or the United States Olympic Committee (the “**USOC**”), a federally chartered corporation organized pursuant to the Ted Stevens Olympic and Amateur Sports Act, 36 U.S.C. §§ 220501 – 220529 and such person is free of any other direct or indirect relationships, including with the Corporation, that could reasonably be expected to interfere with the exercise of independent judgment of such person. Persons who are required by these Bylaws to be independent shall provide to the Corporation all information requested to assist in making such determination. The Nominating and Governance Committee or the Board of Directors may from time to time adopt categorical standards to guide the determination of independence.

(ii) The Nominating and Governance Committee, Board of Directors may determine that while a prospective candidate does not strictly meet all of the criteria of the foregoing subparagraph (i) for independence, such person nonetheless, under all the facts and circumstances, does not have any relationship that would interfere with, or appear to interfere

with, such person's independent judgment, and thus such person may be deemed independent for purposes of these Bylaws. The Nominating and Governance Committee will only nominate candidates it determines to be independent for election by the Board of Directors pursuant to Section 2.2(c). The Nominating and Governance Committee shall review at least annually the independence of all persons who are required by these Bylaws to be independent.

(b) Number. The number of directors of the Corporation shall be nine (9). The Board of Directors shall consist of two (2) athlete directors, two (2) NGB directors and five (5) at-large directors.

(c) Election. Directors shall be elected by the Board of Directors at the annual meeting of the Board of Directors. The Nominating and Governance Committee will make nominations as follows.

(i) At-Large Directors. At each annual meeting of the Board of Directors, the Nominating and Governance Committee will recommend a nominee for each at-large director position to be filled.

(ii) Athlete Directors. No later than sixty (60) days prior to each annual meeting of the Board of Directors where an athlete director position is to be filled, the AAC shall submit a list of at least two (2) recommendations for each such position to the Nominating and Governance Committee. If the Nominating and Governance Committee does not wish not to submit for election any of the recommended persons, it may request new recommendations for such position from the AAC or nominate a candidate of its own choosing for election by the Board of Directors.

(iii) NGB Directors. No later than sixty (60) days prior to each annual meeting of the Board of Directors where an NGB board member position is to be filled, the NGB Council of the USOC (the "NGB Council") shall submit a list of at least two (2) recommendations for each such position to the Nominating and Governance Committee. If the Nominating and Governance Committee does not wish to submit for election any of the recommended persons, it may request new recommendations for such position from the NGB Council or nominate a candidate of its own choosing for election by the Board of Directors.

(d) Tenure. The directors shall be divided into three (3) groups as nearly equal in number as possible, so that the terms of approximately one-third (1/3) of the directors expire each year. The directors of the first group shall consist of one (1) athlete director, one (1) NGB director and one (1) at-large director who shall serve for an initial term of one (1) year. The directors of the second group shall consist of one (1) athlete director, one (1) NGB director and one (1) at-large director who shall serve for an initial term of two (2) years. The directors of the third group shall consist of three (3) at-large directors who shall serve for an initial term of three (3) years. At each subsequent annual meeting at which directors are elected, directors, including those whose initial terms have expired, shall be elected to serve for a term of three (3) years. Directors whose terms have expired shall continue to serve until their successors are elected and qualified, or until their death, resignation or removal. No director may serve for more than two consecutive terms, except that a director who has served an initial term, whether initially or to fill a vacancy or otherwise, of less than 18 months shall be eligible to serve two additional three-year

terms. A former director shall be eligible to be re-elected if he or she has not been a director for a period of at least three years.

2.3. **Vacancies.** Any vacancy in the Board of Directors shall be filled by the Board of Directors. The AAC shall make recommendations for any vacant athlete director position; the NGB Council shall make recommendations for any vacant NGB director position; and the Nominating and Governance Committee shall recommend nominees for each director position to be filled, in accordance with the procedures set forth in these Bylaws. A director elected to fill a vacancy shall be elected for the unexpired term of such person's predecessor in office and until such person's successor is duly elected and shall have qualified.

2.4. **Resignation.** A director may resign at any time by giving written notice of resignation to the Corporation. The resignation is effective when the notice is received by the Corporation unless the notice specifies a later effective date. Unless otherwise specified in the written notice of resignation, the acceptance of such resignation shall not be necessary to make it effective.

2.5. **Removal.** Any director may be removed with or without cause by the affirmative vote of at least two-thirds (2/3) of the directors then in office. This voting requirement may be amended only upon the affirmative vote of at least two-thirds (2/3) of the directors then in office.

2.6. **Regular Annual Meetings.** A regular annual meeting of the Board of Directors, held either within or outside the State of Colorado, shall be held at the time and place determined by the Board of Directors for the purpose of electing directors and officers and for the transaction of such other business as may come before the meeting. If not otherwise established by the Board of Directors, the chair or secretary shall give at least thirty (30) days' notice of the date, time, and place of the regular annual meeting.

2.7. **Special Meetings.** Special meetings of the Board of Directors may be called by or at the request of the chair of the board, chief executive officer, or a majority of the directors holding office. Special meetings shall be held at such time and place, either within or outside Colorado, as may be designated by the authority calling such meeting. If not otherwise established by the Board of Directors, notice of each special meeting stating the place, day and hour of the meeting and the purpose or purposes for which the meeting is called, shall be given to each director at least fifteen (15) days and no more than thirty (30) days prior thereto.

2.8. **Notice.** Notice shall be given to each director at his or her last known business or home address by the mailing of written notice, or by personal or facsimile delivery of written notice or by telephonic or electronic-mail notice (and the method of notice need not be the same to each director). If mailed, such notice shall be deemed to be given when deposited in the U.S. mail with postage thereon prepaid. If sent by facsimile, such notice shall be deemed to be given when the transmitting facsimile machine prints a delivery confirmation notice. If sent by means of electronic mail or other similar method, such notice shall be deemed to be given when the transmitting computer records the notice as "sent." If given by telephonic means, such notice shall be deemed to be given when the verbal notice has been given to the director, assistant or a family member of the director, or has been left as voice-mail or similar message.

2.9. **Waiver of Notice.** A director may waive notice of a meeting before or after the time and date of the meeting by a writing signed by the director. Such waiver shall be delivered to the corporate secretary for filing with the corporate records, but such delivery and filing shall not be conditions to the effectiveness of the waiver. Further, a director's attendance at or participation in a meeting in person or by proxy waives any required notice to the director of the meeting unless at the beginning of the meeting, or promptly upon the director's later arrival, the director objects to holding the meeting or transacting business at the meeting because of lack of notice or defective notice and does not thereafter vote for or assent to action taken at the meeting. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting.

2.10. **Telephone Meetings.** The Board of Directors may permit any director (or any member of any committee designated by the board) to participate in a regular or special meeting of the Board of Directors or a committee thereof through the use of any means of communication by which all directors participating in the meeting can hear each other during the meeting. A director or committee member participating in a meeting in this manner is deemed to be present in person at the meeting.

2.11. **Quorum; Voting.** A quorum at all meetings of the Board of Directors shall consist of a majority of the directors holding office. Less than a quorum may adjourn from time to time without further notice until a quorum is secured. Each director shall have one vote, and the act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors. A director who is present at a meeting of the Board of Directors is deemed to have assented to all action taken unless: (i) the director objects at the beginning of the meeting, or promptly upon arrival, to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to any action taken; (ii) the director contemporaneously requests that the director's dissent or abstention as to any specific action taken be entered in the minutes; or (iii) the director causes written notice of the director's dissent or abstention as to any specific action to be received by the presiding officer of the meeting before adjournment or by the Corporation promptly after adjournment. The right of dissent or abstention is not available to a director who votes in favor of the action taken. A director shall be deemed to be present at a meeting of the Board of Directors for the purposes of determining a quorum with respect to a particular proposal and for the purposes of casting a vote for or against a particular proposal if the director has granted a signed written proxy to another director who is present at the meeting, authorizing the other director to cast the vote or votes that are directed to be cast by the written proxy with respect to the particular proposal that is described with reasonable specificity in the proxy.

2.12. **Action Without a Meeting.**

(a) **Voting Procedure.** Any action required or permitted to be taken at a meeting of the Board of Directors or any committee thereof may be taken without a meeting if written notice is transmitted to each member of the Board of Directors or committee pursuant to Section 2.12(b) and each such director or committee member, by the time stated in the notice: (i) votes in writing for such action; (ii) votes in writing against such action; (iii) abstains in writing from voting; or (iv) fails to respond and fails to demand that action not be taken without a meeting.

(b) Notice Required; Opportunity to Demand Action by Meeting. The notice required by Section 2.12(a) shall state (i) the action to be taken; (ii) the time by which a member of the Board of Directors or committee must respond; and (iii) that failure to respond by the time stated in the notice will have the same effect as abstaining in writing by the time stated in the notice and failing to demand in writing by the time stated in the notice that action not be taken without a meeting. Unless such notice states a different effective date, action taken pursuant to this Section 2.12 shall be effective at the end of the time to respond stated in the notice.

(c) Action Taken. Action is taken under this Section 2.12 only if at the end of the time stated in the notice, (i) the affirmative votes in writing for such action received by the Corporation and not revoked pursuant to Section 2.12(d) equal or exceed the minimum number of votes that would be necessary to take such action at a meeting at which all of the directors or committee members then in office were present and voted, and (ii) the Corporation has not received a written demand by a director or committee member that such action not be taken without a meeting (other than a demand that action not be taken without a meeting which has subsequently been withdrawn or revoked by the objecting director or committee member).

(d) Revocation. Any director or committee member who has delivered in writing to the Corporation a vote, abstention, or demand that action not be taken without a meeting may revoke such instrument by delivering written notice of such revocation to the Corporation and which must be received by the Corporation by the time stated in the notice under Section 2.12(b).

(e) Manner of Communications. All communications under this Section 2.12 may be transmitted or received by the Corporation by electronically transmitted facsimile, e-mail, or other form of wire or wireless communication. For purposes of this Section 2.12, communications to the Corporation are not effective until received by the Corporation.

(f) Validity of Action. Action taken pursuant to this Section 2.12 has the same effect as action taken at a meeting of directors or committee members and may be described as such in any document.

(g) Recordkeeping. All written instruments necessary for any action taken pursuant to this Section 2.12 shall be filed with the minutes of the meetings of the Board of Directors, including without limitation, all written instruments containing the requisite affirmative votes of the members of the Board of Directors or applicable committee such as emails, written instruments of directors or committee members voting against such action or indicating abstention, and any demands that action not be taken without a meeting. Such writings shall be stored with, and in the same manner, as the minutes of the meetings of the Board of Directors. (By way of clarification, to the extent necessary to carry out the foregoing sentence, emails containing affirmative votes shall be printed out as “hard copies” and shall be included with the paper records of the minutes of the meetings of the Board of Directors so long as such minutes are kept by the Corporation in physical form.)

2.13. Compensation. No member of the Board of Directors shall receive any compensation for serving in such office, provided, however, that any director may, from time to time, be reimbursed for such director's actual and reasonable expenses incurred in connection with the administration of the affairs of the Corporation.

2.14. **Committees.** By one or more resolutions, the Board of Directors may designate from among its members, unless otherwise specified, one or more committees, each of which, to the extent provided in the resolution establishing such committee, shall have and may exercise all of the authority of the Board of Directors, except as prohibited by the Act. The delegation of authority to any committee shall not operate to relieve the Board of Directors or any member of the board from any responsibility or standard of conduct imposed by law or these Bylaws. Rules governing procedures for meetings of any committee shall be the same as those set forth in these Bylaws or the Act for the Board of Directors unless the board or the committee itself determines otherwise.

2.15. **Standing Committees.** The Standing Committees shall consist only of members of the Board of Directors, except that the members of the Nominating and Governance Committee need not be directors, unless otherwise provided in Section 2.15(a) below. The members of the Standing Committees, including the chairs of such committees, shall be designated and shall serve for such terms as established by resolution of the Board of Directors, except that the members of the Nominating and Governance Committee shall be appointed as provided below. Any director may serve on multiple Standing Committees. A Standing Committee may provide such advice, service and assistance to the Corporation, and carry out such duties and responsibilities for the Corporation as may be specified by the Board of Directors, subject to the provisions of the Act. The purposes, duties and obligations of the Standing Committees shall be as follows:

(a) **Nominating and Governance Committee.** The Nominating and Governance Committee shall have five (5) members, which shall include at least two members who are not current members of the board of directors and shall be “independent” within the meaning of Section 2.22.2(a), 2.2 (a)(i), and 2.2(a)(ii) of these Bylaws; provided, however, that the Board of Directors may veto any appointment or remove any member of the Nominating and Governance Committee. Members of the Nominating and Governance Committee shall be appointed for a term of two (2) years, and shall serve no more than two (2) consecutive terms. The Nominating and Governance Committee will seek nominations for vacant and/or impending vacant board member positions, review and/or interview candidates for all vacant and/or impending vacant board member positions, and make to the Board of Directors such recommendations on nominations as the Nominating and Governance Committee deems appropriate in accordance with these Bylaws. The Nominating and Governance Committee will use reasonable efforts to ensure that individuals nominated (i) have the highest personal and professional integrity and have demonstrated exceptional ability and judgment, (ii) are free of conflicts of interest, and (iii) shall be effective in working with other nominees to the board and existing members of the board in carrying out the purposes of the Corporation. The Nominating and Governance Committee will also oversee the governing structure and governance policies of the Corporation, and shall from time to time make recommendations to the Board of Directors as to the governing structure and governance policies needed to ensure the best operation of the Corporation and fulfillment of its mission. Upon adoption of these Amended and Restated Bylaws, the seats of those members of the existing Nominating and Governance Committee appointed by the Member shall become vacant automatically, other than any continuing member appointed by the Member under this section, and the remaining members of the Nominating and Governance Committee shall be appointed in accordance with this section.



(b) Finance Committee. The Finance Committee shall consist of not less than two (2) board members, one of whom shall be the chair of the Finance Committee. At least one (1) member of the Finance Committee shall have accounting or financial management expertise. Its duties shall include overseeing budgeting and financial planning, insurance, monitoring investment performance of any restricted or endowment funds and evaluating and hiring investment advisors for such funds, reviewing and proposing financial operating policies, reviewing financial practices and reports (including budgeted and actual revenues and expenditures), assessing financial challenges, and ensuring that the board receives accurate and timely financial reports. The Finance Committee shall oversee the engagement of an independent auditor to provide audit services, review the annual reports and periodic audits of the auditor, communicate the findings to the Board of Directors, and work to resolve any issues with the auditor. The Finance Committee shall be responsible for ensuring that the auditing firm has the requisite skills and experience to carry out the auditing function for the Corporation and that its performance is carefully reviewed.

(c) Compensation Committee. The Board of Directors shall establish a Compensation Committee, which shall make recommendations to the Board of Directors in all matters related to the design and administration of total compensation packages for the key executives of the Corporation who are subject to Internal Revenue Code Section 4958, as authorized by the Board of Directors.

2.16. Advisory Committees. The Board of Directors may from time to time form one or more advisory committees or other bodies composed of directors and/or other members, having such rules of procedure, and having such chair, as the Board of Directors shall designate. The name, objectives and responsibilities of each such advisory committee, and the rules and procedures for the conduct of its activities, shall be determined by the Board of Directors. An advisory committee may provide such advice, service and assistance to the Corporation, and carry out such duties and responsibilities for the Corporation as may be specified by the Board of Directors; except that, such advisory committee may not exercise any power or authority reserved to the Board of Directors by the Act, the Articles of Incorporation or these Bylaws. Further, no advisory committee shall have authority to incur any corporate expense or make any representation or commitment on behalf of the Corporation without the express approval of the Board of Directors or the chief executive officer.

### **ARTICLE III** **OFFICERS AND AGENTS**

3.1. Designation and Qualifications. The officers of the Corporation shall consist of a chair of the board, secretary, treasurer, chief executive officer and such other officers, assistant officers and agents as may be deemed necessary or desirable by the Board of Directors. One person may hold more than one office at a time, as approved by the Board of Directors. The chair shall be a member of the Board of Directors. All officers must be natural persons who are eighteen years of age or older.

3.2. Election and Term of Office. The officers of the Corporation shall be elected at the annual meeting of the Board of Directors. The chair of the board shall be elected for a term of two years, and all other officers shall be elected for a term of one year; provided that each

officer shall hold office or until his or her successor shall have been duly elected and shall have qualified, or until his or her earlier death, resignation or removal.

3.3. **Removal.** Any officer or agent may be removed by the Board of Directors whenever in its judgment the best interests of the Corporation will be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed. Election or appointment of an officer or agent shall not in itself create contract rights.

3.4. **Resignation; Vacancies.** Any officer may resign at any time, subject to any rights or obligations under any existing contracts between the officer and the Corporation, by giving written notice to the president or to the Board of Directors. An officer's resignation shall take effect at the time specified in such notice, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. A vacancy in any office, however occurring, may be filled by the Board of Directors for the unexpired portion of the term.

3.5. **Authority and Duties of Officers.** The officers of the Corporation shall have the authority and shall exercise the powers and perform the duties specified below and as may be additionally specified by the Board of Directors or these Bylaws, except that in any event each officer shall exercise such powers and perform such duties as may be required by law.

(a) **Chair of the Board.** The chair of the board shall (i) preside at all meetings of the Board of Directors; (ii) see that all orders and resolutions of the Board of Directors are carried into effect and (iii) perform all other duties incident to the office of chair of the board and as from time to time may be assigned to the chair by the Board of Directors.

(b) **Secretary.** The secretary shall (i) keep the minutes of the proceedings of the Board of Directors and any committees of the board; (ii) see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; (iii) be custodian of the corporate records and of the seal of the Corporation if any seal of the Corporation is adopted; and (iv) in general, perform all duties incident to the office of secretary and such other duties as from time to time may be assigned to such office by the chair or the chief executive officer, or by the Board of Directors. Assistant secretaries, if any, shall have the same duties and powers, subject to supervision by the secretary.

(c) **Treasurer.** The treasurer shall (i) make reports of the finances of the Corporation annually and whenever requested by the Board of Directors; (ii) at the end of his or her term of office, deliver to his or her successor all books, monies, and other property of the Corporation then in his or her possession; and (iii) in general, perform all duties incident to the office of treasurer and such other duties as from time to time may be assigned to such office by the chair or the chief executive officer, or by the Board of Directors. Assistant treasurers, if any, shall have the same powers and duties, subject to the supervision by treasurer.

(d) **Chief Executive Officer.** The chief executive officer shall (i) be the chief executive officer of the Corporation and have general and active control of its affairs and business and general supervision of its officers, agents and employees; and (ii) perform all other duties incident to the office of chief executive officer and as from time to time may be assigned to the chief executive officer by the Board of Directors.



3.6. **Compensation.** The compensation of the chief executive officer shall not exceed reasonable compensation and shall be as fixed from time to time by the Board of Directors.

3.7. **Surety Bonds.** The Board of Directors may require any officer or agent of the Corporation to execute to the Corporation a bond in such sums and with such sureties as shall be satisfactory to the board, conditioned upon the faithful performance of such person's duties and for the restoration to the Corporation of all books, papers, vouchers, money and other property of whatever kind in such person's possession or under his or her control belonging to the Corporation. The expense of furnishing any such bonds shall be paid by the Corporation.

#### **ARTICLE IV**

#### **GENERAL STANDARDS OF CONDUCT FOR DIRECTORS AND OFFICERS**

4.1. **Discharge of Duties.** Each director shall discharge the director's duties as a director, including the director's duties as a member of a committee of the board, and each officer with discretionary authority shall discharge the officer's duties under that authority (i) in good faith; (ii) with the care an ordinarily prudent person in a like position would exercise under similar circumstances; and (iii) in a manner the director or officer reasonably believes to be in the best interests of the corporation.

4.2. **Reliance on Information, Reports, Etc.** In discharging duties, a director or officer is entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, if prepared or presented by: (i) one or more officers or employees of the corporation whom the director or officer reasonably believes to be reliable and competent in the matters presented; (ii) legal counsel, a public accountant or another person as to matters the director or officer reasonably believes are within such person's professional or expert competence; or (iii) in the case of a director, a committee of the Board of Directors of which the director is not a member if the director reasonably believes the committee merits confidence. A director or officer is not acting in good faith if the director or officer has knowledge concerning the matter in question that makes reliance otherwise permitted by this Section 4.2 unwarranted.

4.3. **Liability to Corporation.** A director or officer shall not be liable as such to the corporation for any action taken or omitted to be taken as a director or officer, as the case may be, if, in connection with such action or omission, the director or officer performed the duties of the position in compliance with this Section 4.3.

#### **ARTICLE V**

#### **INDEMNIFICATION**

5.1. **Definitions.** For purposes of this Article:

(a) The terms "director or officer" shall include a person who, while serving as a director or officer of the Corporation, is or was serving at the request of the Corporation as a director, officer, partner, member, manager, trustee, employee, fiduciary or agent of another foreign or domestic corporation, nonprofit corporation or other person or employee benefit plan. A director or officer shall be considered to be serving an employee benefit plan at the request of the Corporation if the director's or officer's duties to the Corporation also impose duties on or otherwise involve services to the plan or to participants in or beneficiaries of the plan. The term

"director or officer" shall also include the estate or personal representative of a director or officer, unless the context otherwise requires.

(b) The term "proceeding" shall mean any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, whether formal or informal, any appeal in such an action, suit, or proceeding, and any inquiry or investigation that could lead to such an action, suit, or proceeding.

(c) The term "party" includes an individual who is, was, or is threatened to be made a named defendant or respondent in a proceeding.

(d) The term "liability" shall mean any obligation to pay a judgment, settlement, penalty, fine (including an excise tax assessed with respect to an employee benefit plan), or reasonable expense incurred with respect to a proceeding.

(e) When used with respect to a director, the phrase "official capacity" shall mean the office of director in the Corporation, and, when used with respect to a person other than a director, shall mean the office in the Corporation held by the officer or the employment, fiduciary or agency relationship undertaken by the employee or agent on behalf of the Corporation, but in neither case shall include service for any foreign or domestic corporation or for any other person, employee benefit plan, or other enterprise.

5.2. **General Provisions.** The Corporation shall indemnify any person who is or was a party or is threatened to be made a party to any proceeding by reason of the fact that such person is or was a director or officer of the Corporation, against expenses (including attorneys, fees), liability, judgments, fines, and amounts paid in settlement actually and reasonably incurred by such person in connection with such proceeding if such person: (i) acted in good faith, (ii) reasonably believed, in the case of conduct in an official capacity with the Corporation, that the conduct was in the best interests of the Corporation, and, in all other cases, that the conduct was at least not opposed to the best interests of the Corporation, and (iii) with respect to any criminal proceeding, had no reasonable cause to believe that the conduct was unlawful. However, no person shall be entitled to indemnification under this Section 5.2 either: (i) in connection with a proceeding brought by or in the right of the Corporation in which the director or officer was adjudged liable to the Corporation; or (ii) in connection with any other proceeding charging improper personal benefit to the director or officer, whether or not involving action in that person's official capacity, in which the officer or director is ultimately adjudged liable on the basis that the director or officer improperly received personal benefit. Indemnification under this Section 5.2 in connection with a proceeding brought by or in the right of the Corporation shall be limited to reasonable expenses incurred in connection with the proceeding. The termination of any action, suit, or proceeding by judgment, order, settlement, or conviction or upon a plea of nolo contendere or its equivalent shall not of itself be determinative that the person did not meet the standard of conduct set forth in this Section 5.2.

5.3. **Successful Defense on the Merits; Expenses.** To the extent that a director or officer of the Corporation has been wholly successful on the merits in defense of any proceeding to which he was a party, such person shall be indemnified against reasonable expenses (including attorneys' fees) actually and reasonably incurred in connection with such proceeding.

5.4. **Determination of Right to Indemnification.** Any indemnification under Section 5.2 of this Article (unless ordered by a court) shall be made by the Corporation only as authorized in each specific case upon a determination that indemnification of the director or officer is permissible in the circumstances because the director or officer has met the standard of conduct set forth in Section 5.2. Such determination shall be made (a) by the Board of Directors by a majority vote of those present at a meeting at which a quorum is present, and only those directors not parties to the proceeding shall be counted in satisfying the quorum; or (b) if a quorum cannot be obtained, by a majority vote of a committee of the Board of Directors designated by the Board of Directors, which committee shall consist of two or more directors not parties to the proceeding; except that directors who are parties to the proceeding may participate in the designation of directors for the committee. If a quorum cannot be obtained as contemplated in subparagraph (a) of this section, and a committee cannot be established under subparagraph (b) of this section, or, even if a quorum is obtained or a committee is designated, if a majority of the directors constituting such quorum or such committee so directs, the determination shall be made: by independent legal counsel selected by a majority vote of the Board of Directors or the committee in the manner specified in subparagraph (a) or (b) of this section or; if a quorum of the full board cannot be obtained and a committee cannot be established, by independent legal counsel selected by a majority vote of the full Board of Directors.

5.5. **Advance Payment of Expenses; Undertaking to Repay.** The Corporation may advance the reasonable expenses (including attorneys, fees) incurred by a director or officer who is a party to a proceeding in advance of the final disposition of the proceeding if: (i) the director or officer furnishes the Corporation a written affirmation of the director's or officer's good faith belief that the person has met the standard of conduct set forth in Section 5.2; (ii) the director or officer furnishes the Corporation with a written undertaking, executed personally or on the director's or officer's behalf, to repay the advance if it is determined that the person did not meet the standard of conduct set forth in Section 5.2, which undertaking shall be an unlimited general obligation of the director or officer but which need not be secured and which may be accepted without reference to financial ability to make repayment; and (iii) a determination is made by the body authorizing indemnification under Section 5.4 that the facts then known to such body would not preclude indemnification. The determination of whether to advance expenses shall be made in the same manner as the determination that indemnification is permissible under Section 5.4 above, except that, if the determination that indemnification is permissible is made by independent legal counsel, the determination of advance of expenses shall be made by the body that selected such counsel.

5.6. **Other Employees and Agents.** The Corporation may indemnify such other employees and agents of the Corporation to the same extent and in the same manner as is provided above in Section 5.2 with respect to directors and officers, by adopting a resolution specifically identifying by name or by position the employees or agents entitled to indemnification.

5.7. **Insurance.** The Board of Directors may exercise the Corporation's power to purchase and maintain insurance (including without limitation insurance for legal expenses and costs incurred in connection with defending any claim, proceeding, or lawsuit) on behalf of any person who is or was a director, officer, employee, fiduciary, agent or was serving as a director, officer, partner, member, trustee, employee, fiduciary of another domestic or foreign corporation,

nonprofit corporation or other person or an employee benefit plan of the Corporation against any liability asserted against the person or incurred by the person in any such capacity or arising out of the person's status as such, whether or not the Corporation would have the power to indemnify that person against such liability under the provisions of this Article.

5.8. **Limitation.** Notwithstanding any other provision of this Article V, the Corporation shall not indemnify any person from or against or advance to any person the cost of expenses, judgments, fines or amounts paid or necessarily incurred, nor shall the Corporation purchase or maintain such insurance, to the extent that any such indemnification, purchase, or maintenance would be inconsistent with Section 501(c)(3) of the Code.

## **ARTICLE VI** **MISCELLANEOUS**

6.1. **Account Books, Minutes, Etc.** The Corporation shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its Board of Directors and committees. All books and records of the Corporation may be inspected by any director or his or her accredited agent or attorney, for any proper purpose at any reasonable time upon reasonable notice.

6.2. **Fiscal Year.** The fiscal year of the Corporation shall be as established by the Board of Directors. The initial fiscal year of the Corporation shall be the calendar year.

6.3. **Conveyances and Encumbrances.** Property of the Corporation may be assigned, conveyed or encumbered by such officers of the Corporation as may be authorized to do so by the Board of Directors, and such authorized persons shall have power to execute and deliver any and all instruments of assignment, conveyance and encumbrance; however, the sale, exchange, lease or other disposition of all or substantially all or the property and assets of the Corporation shall be authorized only in the manner prescribed by C.R.S. § 7-132-102.

6.4. **Designated Contributions.** The Corporation may accept any designated contribution, grant, bequest or devise consistent with its general tax exempt purposes, as set forth in the Articles of Incorporation. As so limited, donor designated contributions will be accepted for special funds, purposes or uses, and such designations generally will be honored. However, the Corporation shall reserve all right, title and interest in and to and control of such contributions, as well as full discretion as to the ultimate expenditure or distribution thereof in connection with any special fund, purpose or use. Further, the Corporation shall retain sufficient control over all donated funds (including designated contributions) to assure that such funds will be used to carry out the Corporation's tax exempt purposes.

6.5. **Conflicts of Interest.** The Board of Directors shall adopt and maintain a separate conflicts of interest policy at all times.

6.6. **Loans to Directors and Officers Prohibited.** No loans shall be made by the Corporation to any of its directors or officers. Any director or officer who assents to or participates in the making of any such loan shall be liable to the Corporation for the amount of such loan until it is repaid.

6.7. **No Private Inurement.** The Corporation is not organized for profit and is to be operated exclusively for the charitable purposes stated in the Corporation's Articles of Incorporation. The net earnings of the Corporation shall be devoted exclusively to charitable purposes and shall not inure to the benefit of any private individual. No director or person from whom the Corporation may receive any property or funds shall receive or shall be entitled to receive any pecuniary profit from the operation thereof.

6.8. **References to Internal Revenue Code.** All references in these Bylaws to provisions of the Internal Revenue Code are to the provisions of the Internal Revenue Code of 1986, as amended, and shall include the corresponding provisions of any subsequent federal tax laws.

6.9. **Amendments.** The Board of Directors may alter, amend or repeal these Bylaws and adopt new bylaws in accordance with the Act.

6.10. **Severability.** The invalidity of any provision of these Bylaws shall not affect the other provisions hereof, and in such event these Bylaws shall be construed in all respects as if such invalid provision were omitted.

6.11. **Parliamentary Authority.** Roberts Rules of Order, Newly Revised, or any subsequent editions, shall govern the proceedings of this organization in all cases not provided for in these Bylaws.

[End of Document]



## MEMO

Date: January 18, 2018  
To: Board of Directors  
From: Pat Hogan, Club Development Managing Director  
Subject: Backstroke Racing Start Certification

At the February meeting, the Board of Directors will be asked to approve the implementation of a backstroke start teaching protocol and certification requirement.

At the 2015 USAS Convention, the House of Delegates adopted safety guidelines for teaching and performing backstroke racing starts with and without the use of a ledge. These guidelines specified that the minimum depth for teaching all racing starts, prior to certification, including use of a backstroke ledge, shall be 6 feet. The legislation also specified that athletes needed to be certified to perform a backstroke racing start in order to start in water depth of 4 feet.

As further background, here is the purpose statement that appeared with this proposal in 2015:

“Both the Counsilman study and observation by our staff technical expert (Russell Mark) conclude that backstroke ledges lead to deeper and longer backstroke starts. The Operational Risk Committee is aware that a teaching protocol needs to be developed for backstroke starts including use of the ledge and believes use of the backstroke ledge needs to be prohibited in shallow water.”

Last year, Board Chairman Jim Sheehan appointed a task force chaired by Mike Seip to create a backstroke start teaching protocol and a certification procedure. In doing so, the task force worked hard to integrate the new backstroke requirements with the existing forward start protocol and certification procedures.

The attached packet of information and proposal was presented to the Operational Risk Committee at the most recent USAS Convention where it was approved. At the February meeting, the Board will be asked to approve both the teaching protocol and the certification procedure with an implementation date of May 1, 2018.

Please take a few moments to review the packet prior to the meeting. Feel free to contact me if you have any questions.

# **Racing Start Safety Certification Protocol**

## **COMPLETE PROPOSAL**

### **Combined Forward and Backstroke**

**Updated: 10/2017**





Date: **January 23, 2018 (To be determined)**  
To: USA Swimming Member Clubs  
USA Swimming Member Coaches  
LSC General Chairs  
LSC Permanent Offices  
From: Jay Thomas, Chair, USA Swimming Rules & Regulations Committee  
Subject: Backstroke Start Certification

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In 2007, USA Swimming implemented a racing start certification protocol. Based on observation, coaches use their expertise to certify that each athlete is capable of consistently and safely performing shallow forward racing starts on demand in 4 feet of water (The minimum depth for starts in competition is 4 feet.)

At the 2015 USAS Convention, the USA Swimming House of Delegates adopted safety guidelines for teaching and performing backstroke racing starts. In 2017, the Operational Risk Committee adopted recommendations for a Backstroke Start Teaching Protocol and Certification. The recommendations took care to keep this process as streamlined as possible for coaches. This new certification is now combined with the Forward Start Certification adopted in 2009. The new Backstroke Start requirement will be effective on **May 1, 2018 (To be determined)**. The 2007 Forward Start Certification protocol and 2009 rule amendment requiring a depth of 6 feet for teaching racing start remain unchanged and in effect.

USA Swimming worked with the American Red Cross during this process and the ARC will update its Safety Training for Swim Coaches Manual in 2018. The updated materials emphasize the importance of appropriate safety measures in teaching racing starts, including the proper progression for novice swimmers for both forward and backstroke starts.

As always, teaching racing starts shall only take place under the direct supervision of a USA Swimming member coach in at least 6 feet of water. The definition of teaching racing starts now includes a requirement that a USA Swimming Member Coach certify that a swimmer is proficient in performing all racing starts. The certification process includes the completion of a Racing Start Certification Procedure and Checklist which is included as an attachment to this notice.

What follows is a list combining the previous requirements for the Forward Start with the new requirements for the Backstroke Start.

Attached as additional information and explanation of these changes are the following:

1. USA Swimming Safety Notice to Parents. This provides basic information to parents and emphasizes their responsibility in making sure their swimmer does not attempt to perform a racing start in less than six feet of water if they have not been properly certified. A copy of this Notice to Parents should be given to the parents of every swimmer and should be displayed prominently and regularly on team bulletin boards, web sites, in newsletters and in any new members packets.
2. Racing Start Certification Procedure and Checklist. This process is required to be completed for every swimmer. Additional information and requirements are shown in the attached document.
3. Frequently Asked Questions on Racing Start Certification: This should answer most of the questions that may arise regarding the certification process and use of the new Checklist.



**This certification process is very important to the safety of our athletes and provides additional protection for our coaches in the event of an injury to an athlete.** If you have any additional questions or need additional guidance regarding this, please contact Pat Hogan (719-866-3534) [phogan@usaswimming.org](mailto:phogan@usaswimming.org) at USA Swimming Headquarters.

Jay Thomas  
Chair, USA Swimming Rules & Regulations Committee

## **Forward AND Backstroke Start Certification Requirements**

### **I. Certifying Athletes for BOTH Forward and Backstroke Starts**

#### **A. For swimmers with less than one year experience and for swimmers age 10 years and under:**

The swimmer must have satisfactorily completed the appropriate forward racing start teaching progressions as set forth in the Racing Start Certification Checklists included in this document package. The American Red Cross Safety Training for Swim Coaches Manual has the Forward Racing Start Checklist and will include the backstroke learning progression after a 2018 update.

#### **B. For swimmers with more than one year experience and/or swimmers age 11 and older:**

Certification is based on the coach's observation that the swimmer is capable of safely controlling the depth of his or her racing starts.

#### **C. Backstroke Racing Start With the Ledge**

**If an athlete will use the ledge in competition, certification with the ledge is required. If an athlete will not use the ledge in competition, certification with the ledge is not required. The same age stipulations as in (a) above apply.**

### **II. Water Depth (from Rulebook Section 103.2, page 45)**

**"Minimum water depth for teaching all racing starts, prior to certification, in any setting from any height starting blocks, from backstroke ledges or from the deck shall be 6 feet (1.84 meters) measured for a distance of 3 feet 3-1/2 inches (1.0 meter) to 16 feet 5 inches (5.0 meters) from the end wall. Teaching racing starts shall only take place under the direct supervision of a USA Swimming member coach and shall include:**

A. All racing start instruction until a swimmer has been certified by his or her USA Swimming member coach as proficient in performing a racing start, and

B. Subsequent to certification, instruction which seeks to alter a swimmer's basic technique in performing a racing start.

Prior to certification, all racing starts must take place from a position in the water, regardless of pool depth. Subsequent to certification, practicing of racing starts may take place in water depth of four (4) feet (1.22 meters) and deeper."

### **III. In all cases, the certification is based on the coach's professional judgment.**

**IV. Each club is responsible for retaining, for three years, an electronic or paper certification form for each of its swimmers.** There is no requirement that these forms be sent to an LSC or to officials responsible for any competition.

**V. If a swimmer is certified at one club and then transfers to another, the swimmer must be recertified at the new club.**



# NOTICE TO PARENTS: RACING START SAFETY

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To avoid risk of serious injury, no swimmer who has not been properly trained should attempt to perform a racing start, from either a starting block or the side of the pool, into less than six feet of water.

USA Swimming has implemented a racing start certification program where a swimmer's coach documents his or her professional judgment that a swimmer has demonstrated sufficient skill to safely perform a racing start into four feet of water in competition.

There are rare occasions when swimmers may participate in swimming competitions **not** under the supervision of a certified home club coach. In these situations, it is the parent's responsibility to make sure the swimmer does not attempt to perform a racing start in less than six feet of water if the swimmer has not been properly certified by the swimmer's home club coach to do so. (Additionally, should this situation arise, the athlete must be assigned to a certified coach on deck at the meet.)



# TEACHING RACING STARTS SAFETY PROTOCOLS AND CHECKLIST

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## **Before You Teach, Be Sure:**

1. Swimmers can jump feet first into deep water, surface, turn around, level off and swim 10 feet.
2. Swimmers can demonstrate correct hand, arm and head position. Practice a tight streamline on dryland.
3. Swimmers can hold their arms in a tight streamline on a forceful push and glide underwater on their front for forward starts and on their back for backstroke starts.
4. You and the swimmers know the water depth. USA Swimming requires that you teach in a minimum of 6-foot depth.
5. Starting blocks are tightly secured to the pool deck and meet size and height regulations.
6. For backstroke start practice, have the swimmers slip into the water feet first with one hand on the deck. Swimmers should not grasp backstroke start bar while entering the pool.
7. Always be sure the landing area is clear of other nearby swimmers.
8. Prior to certification, all racing starts must take place from a position in the water, regardless of pool depth. Subsequent to certification, practicing of racing starts may take place in water depth of four (4) feet (1.22 meters) and deeper.
9. Local, state and municipal statutes, ordinances, rules and regulations, may have depth limitations in conflict with this section. The LSC and all Member Clubs should check for this at all times.

## **Teaching Forward Starts:**

1. Instruct swimmers in the step by step progression BEFORE using the starting blocks.  
PREQUISITE: Swimmers can hold their arms in a tight streamline on a forceful push and glide underwater on their front.  
STEP 1: Sitting  
STEP 2: Kneeling  
STEP 3: Compact  
STEP 4: Stride  
STEP 5: Shallow Angle Start
2. Make sure swimmers can enter water with control at each step before moving to the next step.
3. Always have swimmers hold arms fully extended overhead during entry. Do not perform entries with arms at sides.
4. Do not perform entries over stationary objects like poles, lane lines or kickboards. (Note: Coaches with additional training might use advanced techniques in water at least 12 feet deep with experienced swimmers, by having them practice over a soft item, such as a noodle.)
5. **Note:** Local, state and municipal statutes, ordinances, rules and regulations, may have depth limitations in conflict with this section. The LSC and all Member Clubs should check for this at all times.

## Teaching Backstroke Starts Without the Ledge:

1. Instruct swimmers in the step by step progression BEFORE using the starting blocks.

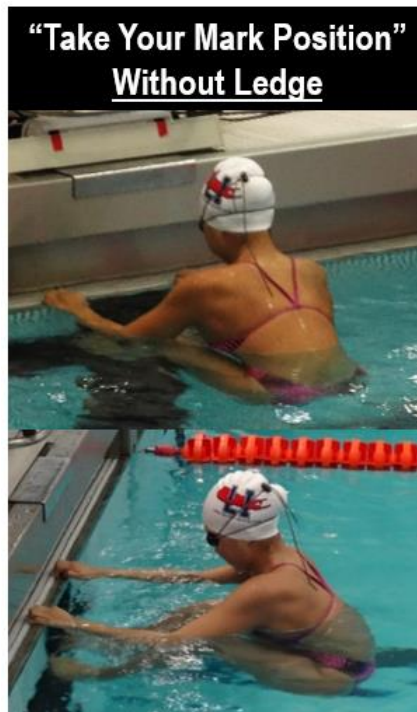
**PREREQUISITE:** Swimmer can hold their arms in a tight streamline on a forceful push from the side and glide underwater on their back and adjust their hands to come to the surface at an angle.



**CERTIFICATION CRITERIA:** The swimmer gets into position with the hands grasping either the gutter or the lowest bar on the blocks, as close as possible to the water's surface. The swimmer performs a shallow backstroke racing start following the steps listed on page 8.

**ADVANCED:** Once certified, coach may teach swimmer to use the backstroke bar, if in the coach's opinion the athlete is tall enough and strong enough to handle this skill safely.

2. Always have swimmers hold arms fully extended overhead during entry.
3. Do not perform entries over stationary objects like poles, lane lines or kickboards. (Note: Coaches with additional training might use advanced techniques with experienced swimmers, by having them practice over a soft item, such as a noodle.)



## Teaching Backstroke Starts With the Ledge:

1. Instruct swimmers in the step by step progression BEFORE using the ledge starting blocks.  
**PREREQUISITE:** Swimmer is certified for backstroke starts without the ledge  
**CERTIFICATION CRITERIA:** The swimmer gets into position with the hands grasping either the gutter or the lowest bar on the blocks, as close as possible to the water's surface. The swimmer performs a shallow backstroke racing start following the steps listed on page 8.  
**ADVANCED:** Once certified, coach may teach swimmer to use the backstroke bar, if in the coach's opinion the athlete is tall enough and strong enough to handle this skill safely.  
**NOTE: Research has shown that older, larger, stronger swimmers can generate more height, and consequently, the risk of reaching greater depths with the ledge is more pronounced with these athletes.**
2. Always have swimmers hold arms fully extended overhead during entry. Do not perform entries with arms at sides.



## Teach Your Swimmers the “Do’s” and “Do Not’s” for starts:

### DO:

1. Use starting blocks and backstroke ledges only during controlled swim practice, instruction, supervised warm-up or competition.
2. Know the water depth and location of pool floor slopes. Use feet first entry if unsure.
3. Use feet first entry in warm-up and always enter at the starting end of the pool.
4. Look before entering the pool.
5. Enter the water only with permission of marshal at a meet or the coach at practice.
6. Use a shallow angle entry and hold arms fully extended overhead.
7. For backstroke start practice, have the swimmers slip into the water feet first with one hand on the deck.

### DO NOT:

1. Start a water entry until the preceding swimmer has come to the surface and moved away from the entry area.
2. Do a head first entry into cloudy water
3. Fool around on the starting blocks or the pool edge
4. Attempt to abort a poor start or a false start by somersaulting, pulling up quickly or rolling to the side
5. Attempt a somersault or flip entry into a competition pool
6. Enter head first with the arms at the side.
7. For backstroke start practice, swimmers should not grasp backstroke start bar while entering the pool.



## Teaching Backstroke Start (Detailed Protocol)

1. Grasp the pool edge at water level with both hands and place your feet on the wall, either parallel or slightly staggered. Arms should be straight and relaxed, eyes looking forward at the wall. Athletes that are older, larger, or stronger, that are comfortable reaching a bar on the starting block can do so, with the feet placed near the surface of the water.
2. On the command "Take your mark," bend your arms and legs to pull your body up and closer to the wall. Swimmers learning the start should just pull up slightly to a level that their strength can handle. Swimmers that are comfortable enough and strong enough to grip the bar can pull up more, with the hips at the surface of the water or just above.

Adjust the angle of your back so that your body is positioned ideally to jump off the wall while not slipping. With your back perpendicular to the water, you may be less likely to slip but your legs may be too tightly bent to get the best jump. To get to this position, bend your legs more to bring the hips closer to the wall or bend your arms less. Alternatively, with your back leaning towards the wall, you may be more likely to slip, but it may be easier to extend your legs to push away from the wall. To do this, bend your legs less to have your hips further from the wall or bend your arms more. This position may be better suited with a wedge.



The backstroke start position should be individual to each athlete, their strengths, and comfort. Try experimenting with different combinations of knee bend, arm bend, and back angle to find the best position for you.

3. On the starting signal, throw your head back to a neutral position (in line with spine). Simultaneously press your hands from the edge or block and straight back over your head. Push forcefully with your legs to jump upward and away from the wall while arching your back and driving your body, hands first, up over the water. Kick your feet up to ensure they get over the water and you get into full streamline.



4. Tip your head back and get into a streamlined position. The goal is to have a clean entry and maximize forward speed by not going too deep. Your hands should enter before your back, and your back should enter before your legs. To improve your entry position and depth, adjust how high and away you jump off the wall, and work on kicking your feet up. A higher jump may lead to a cleaner entry, but may also be deeper too which is not preferred.
5. Once in the water, adjust the angle of your hands and/or head for a horizontal streamlined glide. Straighten your back, to avoid a rear somersault.

## **Teaching Forward Starts (Detailed Protocol)**

(From Red Cross Safety Training for Swim Coaches manual)



Sit on the edge of the pool with your feet on the edge of the gutter or against the side of the pool.

1. Extend your arms over your head (Fig. 7-3).
2. Focus on a target that will allow you to enter the water at roughly a 45° angle.
3. Lean forward, try to touch the water and push with your legs.
4. Straighten your body and extend both legs upon entering the water.
5. Angle your hands toward the surface of the water to steer up.



1. Kneel on the pool deck with one leg while gripping the pool edge with the toes of your other foot. The foot of your kneeling leg should be in a position to help push from the deck.

2. Extend your arms over your head (Fig. 7-4).
3. Focus on a target that will allow you to enter the water at roughly a 45° angle.
4. Lean forward, try to touch the water and push with your legs.
5. Straighten your body and extend both legs upon entering the water.
6. Angle your hands toward the surface of the water to steer up.



1. Starting from the kneeling position, lift up so that both knees are flexed and off the deck. The toes of your leading foot grip the edge of the pool and your back foot is in a position to help push from the deck. Keep your knees bent so that you stay close to the water.
2. Extend your arms over your head (Fig. 7-5).
3. Focus on a target that will allow you to enter the water at roughly a 45° angle.
4. Lean forward as though you are trying to touch the surface of the water and use your legs to push off the deck.
5. Straighten your legs and bring them together so that your body is in a straight line as you enter the water.
6. Angle your hands toward the surface of the water to steer up.



1. Stand upright with one leg forward and one leg back, with the toes of your leading foot gripping the edge of the pool.
2. Extend your arms above your head.
3. Focus on a target that will allow you to enter the water at roughly a 45° angle.
4. Bend your legs only slightly while also bending at the waist toward the water (Fig. 7-6).
5. Lift your back leg until it is in a straight line with the rest of your body. Keep your forward leg as straight as possible as you lean forward.
6. Bring your legs together as you enter the water.
7. Angle your hands toward the surface of the water to steer up.



1. Stand on the edge of the pool with your feet about shoulder-width apart and your toes gripping the edge of the pool.
2. Flex your hips and knees and bend forward until your upper back is nearly parallel to the pool deck.
3. Focus on a target that will allow you to enter the water at roughly a 45° angle.
4. To gain momentum for the dive, swing your arms backward and upward, letting your heels rise and your body start to move forward (Fig. 7-7A).
5. When your arms reach their maximum backward extension, immediately swing them forward. Forcefully extend your hips, knees, ankles and toes, one after another, to drive your body forward in a line of flight over and nearly parallel to the surface of the water.
6. Keep your body stretched, with your arms angled slightly down and your hands interlocked in front.
7. Before entering the water, drop your head slightly between your outstretched arms.
8. Enter the water at an angle no greater than 45° to the surface of the water (Fig. 7-7B).
9. Once underwater, use your hands and head to steer your body upward toward the surface. Keep your body fully extended and streamlined while gliding underwater. Before losing too much speed, start your leg kick to rise to the surface and start swimming.





# RACING START CERTIFICATION FREQUENTLY ASKED QUESTIONS

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## 1. Why did the USA Swimming Board of Directors implement the Racing Start Certification Protocol and Checklist for the backstroke start?

The experience of the USA Swimming's insurance companies and independent racing start studies have indicated that teaching racing starts (forward and backstroke) can potentially result in serious injury if not performed correctly. In response to these observations, USA Swimming made changes to the existing six-foot depth rule for teaching forward racing starts in 2007 and backstroke starts in 2015. With this addition, the definition of teaching racing starts now includes all racing start training (Forward and Backstroke) until the swimmer's coach certifies that the swimmer has the skill to perform a shallow racing start on demand into four feet of water. The Racing Start Certification Protocol and Checklist establishes criteria for that certification.

## 2. Who must be racing start certified?

### Certifying Athletes for **BOTH** Forward and Backstroke Starts

#### a) **For swimmers with less than one year experience and for swimmers age 10 years and under:**

The swimmer must have satisfactorily completed the appropriate forward racing start teaching progressions as set forth in the Racing Start Certification Checklists included in this document package. The American Red Cross Safety Training for Swim Coaches Manual has the Forward Racing Start Checklist and will include the backstroke learning progression after a 2018 update.

#### b) **For swimmers with more than one year experience and/or swimmers age 11 and older:**

Certification is based on the coach's observation that the swimmer is capable of safely controlling the depth of his or her racing starts.

#### c) **Backstroke Racing Start With the Ledge**

**If an athlete will use the ledge in competition, certification with the ledge is required. If an athlete will not use the ledge in competition, certification with the ledge is not required. The same age stipulations as in (a) above apply.**

## 3. Who is responsible for keeping copies of certification forms?

Each club is responsible for retaining, for three years, an electronic or paper certification form for each of its swimmers. There is no requirement that these forms be sent to an LSC or to officials responsible for any competition.

## 4. Does the certification process impose more liability on coaches?

No. A coach's liability is already based on the coach's exercise of good professional judgment in deciding whether a swimmer has the skills necessary to safely perform a racing start into less than six feet of water (including racing starts into the USA Swimming minimum starting depth of four feet). Certification simply documents that for each swimmer, such professional judgment was exercised. Similarly, coaches are also already responsible for following the progression set forth in the American Red Cross Safety Training Manual to teach racing starts to young or novice swimmers. Certification documents that the steps in the American Red Cross Safety Training Manual have been followed.

**5. What if a swimmer is certified at one club and then transfers to another?**

The swimmer must be recertified at the new club.

**6. What if my team does not have access to the Ledge for certification?**

While this may seem a burden, the safety of all our athletes is the primary concern.

- a) An LSC could sponsor a clinic where clubs could come and coaches could work with their swimmers to teach, and certify them, on the ledge at a facility where a ledge, or ledges, are available. It may be possible for the LSC to purchase several ledges for this purpose.
- b) Several teams could share the purchase price of a ledge and share use of the ledge for practices.
- c) While swimmers can technically be certified during a meet warm-up (with at least a 6' depth), it would be a disruptive to attempt to certify a whole team in a sprint lane. Particularly in early season meets, host clubs can set a time prior to the meet warm-ups (day before or just before) when coaches can come work with their swimmers so they can become certified.

# RACING STARTS CERTIFICATION CHECKLIST



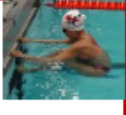

## FORWARD

### Racing Start Certification

1	2	3	4	5
				
Sitting	Kneeling	Compact	Stride	Shallow Start
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## BACKSTROKE

### Racing Start Certification

NO LEDGE		WITH LEDGE	
			
Water Level Or Bar Grip	Date Completed	Water Level Or Bar Grip	Date Completed
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Based on personal observation, it is the professional judgment of the Coach that the swimmers identified above are capable of performing a shallow racing start on demand and can safely perform a racing start in four feet of water.  
**PRINT AND SIGN FOR EACH SKILL**

Print:  
Sign:

Print:  
Sign:

Print:  
Sign:

## Age Group Development Committee

### Overview of use of Technical Suits by Age Group Swimmers

#### Background

The Age Group Development Committee has been discussing the issue of Technical Suits for age group swimmers for almost three years now. The Committee welcomed the fact that USA Swimming hired Stu Isaac to prepare a report for the committee to help identify issues and, more importantly, solutions. Many of the questions first raised by committee members three years ago are dealt with in Stu's report. The committee met last week for two days to hear the outcome of the report. The committee also invited an additional coach member from each zone to participate in the discussions. The following is a preliminary unanimous recommendation with much work still to be done.

#### Vision

Proposed rule:

No Technical Suits may be worn by any 12-Under USA Swimming athlete member in competition at any Sanctioned, Observed or Approved meet except for a meet in USA Swimming's Championship Series (i.e. Sectionals, Futures, Junior Nationals, US Open, National Championships, and Trials).

Provide education and guidance on suits that aligns with the USOC and USA Swimming's American Development Model.

#### Rationale/Process

- Refocus on skill development at younger ages. This includes fitness levels and the biomechanical skills necessary to perform strokes correctly at higher levels of the sport.
- Reduce barriers to participation in the sport.
- Reduce stress and pressure on young swimmers, parents and age group coaches.
- Level the playing field.

#### Key Points/Challenges

- Definition of what is a "tech suit"
- Cooperation and support from swim suit manufacturers:
  - Appropriate suit design
  - Education
  - Suit enforcement marking
- Some coaches could perceive that this takes away coach discretion (independence)
- Complexity of the process
- Keeping up with the evolution and development of materials used in the construction of suits
- Conflict (potential) with National Federation of High Schools (NFHS) and NCAA. They currently like to see the FINA suit logo.
- On-deck enforcement by officials
- Culture shift
- Legal considerations and awareness

#### Execution/Education

- USA Swimming National Board of Director's buy in-February 3
- Meeting with Suit Manufacturers in April 2018
  - Define Tech Suit
  - Labeling of suits
  - Development and approval of suits timeline & process
- Industry wide meeting to develop educational campaign in April 2018
- Proceed with the goal of submitting legislation May 15, 2018
- Implementation of rule on September 1, 2019 (or September 1, 2020, if issues arise)



# **USA Swimming**

## **Use of Tech Suits by Age Group Swimmers**

**DRAFT REPORT**  
**January 23, 2018**

**Submitted to the Age Group Development Committee**  
**by the Isaac Sports Group, LLC**



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## **ATTACHMENTS**

# 1	Interview Questions used with Coaches
# 2	Interview Questions used with Parents
# 3	Interview Questions used with Suit Manufacturers
# 4	Interview Questions used with Team Dealers
# 5	Tech Suit Feature and Cost Matrix
# 6	Examples of Specific Club Tech Suit Guidelines

## **INTRODUCTION**

In 2016 and 2017 several LSCs have discussed, developed, and rolled out age and event based restrictions on the use of High Performance Technical Swim Suits (simply referred to as “tech suits” in this report) by age groups swimmers twelve years and under. Many more LSCs are reviewing the issue and the use of tech suits by age groupers is a hot topic of discussion among coaches throughout the country. The variances in the wording, approach, definitions, age and meet level, and enforcement methodology among LSCs with restrictions are significant. It is clear that USA Swimming needs to address this issue on a national level, eliminating the variances and inconsistency and establishing a national policy, rules or guidelines.

In August, 2017 USA Swimming retained ISG President Stu Isaac to review the issue, analyze the wide range of factors affecting the issue, and develop scenarios and options for USA Swimming to address the issue.

Following are the main issues initially driving the development and implementation of restrictions:

- The high cost of tech suits
  - Creating an uneven playing field based on ability to afford the high cost of tech suits
  - Raising the overall cost of participation in the sport and contributing to driving people out of the sport
- Impact on swimmer development
  - Drawing focus away from key skill development, practice and coaching and puts the emphasis on the suit as a quick path to improvement and success
- Impact on clubs and coaches with different approaches to the use of suits in their programs and long term swimmer development
- Protect young swimmers from the overzealous parent pushing tech suits as one aspect of overall parental pressure to succeed
  - NOTE: A couple parents and coaches summed this up as “protect the parents from themselves.”

These issues are not unique to swimming. The issues surrounding the use of high cost tech suits by age groupers is one more symptom of the overall trend of parents doing whatever they can to provide the resources for their children to achieve at a higher performance level at younger and younger ages. This “arms race” frenzy is becoming more and more imbedded in our culture, including private coaching, elite teams and camps for younger ages, increased travel requirements, and overall costs of sport participation. The long term impact of this arms race is debatable in its long term impact on the healthy and positive long term development of young athletes. USA Swimming has a long history as one of the best age group development programs of any sport, nationally and worldwide, culminating in the unquestionable success of USA Swimmers at all levels of competition and in the positive and healthy impact of sport on the development of young people into adulthood. As a leader in youth sports, USA Swimming is committed to tackling these issues in a reasonable, positive and cost effective development model that still provides the excellent coaching, strong clubs, and access to resources to grow the participant base and achieve competitive excellence.

While this study does not presume to be able to provide solutions to this overall cultural trend, it does hope to provide insight and options to address the issue for the Age Group Development Committee and the leadership of USA Swimming to continue to be the leader in youth sport development nationally and worldwide.

To achieve these goals, this report focuses on the following components of the issue:

- Review of tech suit technology and definitions
- Cost of tech suits, analysis of the market, and financial considerations
- Role and impact of use of tech suits in swimmer development
- Education and communication
- Role of Clubs and Coaches
- Input from Meets
  - Coaches, Parents, Swimmers, Officials
  - Observations
  - NOTE: Since I was not able to attend age group meets around the country I often relied upon other individuals with direction from me to observe meets and report on suit use
- Review of current LSC rules, restrictions, and enforcement
- Input, impact and role of suit manufacturers
- Legal considerations
- Scenarios and options to consider in addressing the issue
- Unintended consequences and ramifications

The scenarios presented are intended as options with pros and cons included to aid discussion and analysis for consideration and action by the Age Group Development Committee. These scenarios are not intended as recommendations by ISG.

This Report is called a draft, allowing for any final updates in the next two days to address any remaining questions, clarifications, or concerns that may be expressed in the Age Group Development Meetings January 23 and 24, 2018.



## METHODOLOGY

The following methodology was used in the research and development of this study.

- Engagement with USA Swimming Leadership, Management, Committees, Athlete Reps, Zone Consultants, Officials
  - Interviews by phone
  - FINA World Championships
  - FINA Junior World Championships
  - USA Jr. Nationals East
  - USA Futures, Ohio
  - ASCA Convention
  - USA Swimming Convention
    - Age Group Development Workshop on Technical Suit Use
    - Age Group Development Committee Meeting
    - Athlete Rep Meeting
- Engagement with USA Swimming Coaches and Teams
  - Late summer meets (ISG engaged after end of summer age group season)
    - Futures in Geneva, OH
    - USA Jr. Nationals East
    - FINA World Juniors
  - ASCA Convention
  - USA Swimming Convention
  - Phone interviews with wide range of age group coaches
  - Fall and winter age group meets
  - Coach organizational interviews
  - Questions and discussion topics for coach interviews included in report as Attachment #1
- Engagement with age group parents and swimmers where appropriate
  - Meets
    - Wide range of meets from Futures, and A+ meets to large ABC meets
  - Interviews
    - Speaking with of high level Jr. National and Futures to understand the process they went through with their swimmers
    - Speaking with parents of grass roots ABC age group swimmers ages 9-13 to understand their current process of tech suit selection and use.
    - Often had chance to speak with swimmer and parent together
  - Questions and discussion topics for parent interviews included in report as Attachment #2
- Review and Engage LSC's with current Tech Suit rules or pending rules in discussion
  - Review rules or proposed rules
  - Interviews by phone
  - Meetings at USA Swimming Convention
- Engagement with suit manufacturers and team dealers
  - Phone Interviews
  - Meetings at meets
    - Jr. Nationals, Worlds, Junior Worlds, Futures, Age Group in season meets

- Meetings at conventions
  - ASCA & USAS
  - List of manufacture and team dealer questions and discussion points included as Attachment #3 and #4
- Explore any relevant equipment limitations in other sports and NGBs
- Discussion of hypothetical scenarios and ramifications with sport and coaching leaders, manufacturers and constituents

## SUIT TECHNOLOGY

When using the term tech suits in meetings, discussions, interviews, and daily use, the meaning of the term is fairly well understood. It is when you get into the details of the features and components and ultimately the definition of a tech suit for purposes of specific restrictions and enforcement some variances and even confusion occur. The differentiation of these features creates issues based on their varying abilities to be easily recognized by just looking at the suit from any distance, even by trained officials. This is especially true for boys' jammers.

The three main differentiating performance and cost features and components of tech suits are the following. Each of these improves the performance of the suits and increases the cost of the suits.

- Woven versus knit fabric
- Bonded versus sewn seams
- Use of water repellent or anti-absorption treatments or coatings to the fabric or fibers

The most common definition used by LSCs in their restrictions is a suit using either woven fabric or bonded seams.

There are other less impactful components that are found on many versions of the tech suits but these are not as critical to performance and cost and have not been considered by LSCs or clubs in their development of their tech suit definitions. These include:

- Silicone grippers at the bottom of the leg
- Closed back silhouettes on female kneeskins
- Specific manufacturer features which can include:
  - Specific comfort or fit features
  - Core support
  - Stability support

### Woven versus Knit fabrics

Woven fabrics have been used in performance suits since the “paper suits” introduced in the mid 1970s. These have evolved and today’s microfiber woven fabrics are used in the vast majority of tech suits now on the market since the elimination of impermeable fabrics and non fabric suit materials by FINA following the 2009 World Aquatic Championships. Woven fabric provides a tighter stretch, better configuration to the body, more support and compression, and limited absorption based on the microfiber weave. When properly cared for, woven fabric can also maintain its stretch characteristics and stretch memory longer than traditional spandex stretch fabrics. Woven fabric is one of the key elements included in the definition of tech suits currently used by LSCs. One challenge with woven fabrics as one tech suit differentiator is that a couple manufacturers are starting to use lower stitch count woven fabrics as part of non-tech suits in their regular suit line. While this is a rare exception now, the use of woven fabrics in regular suits may increase. Woven fabrics used in suits were initially able to be identified by the naked eye because of their matte finish and different look from knit lycra, but with more and more printed woven fabric used in tech suits it is increasingly difficult to differentiate woven fabric suits except up very close viewing or touching.

### Bonded versus Sewn Seams

The advent of bonded seams has become one of the key distinguishing performance elements of tech suits. Bonded seams have several performance advantages, including:

- Elimination of the ridges and protrusions on the surface of the suits created by sewn seams and threads
- Stronger seams than traditional sewn seams
- Bonding tape on inside of the seams can be engineered to facilitate compression, stability, and movement assistance
- Bonding tapes can insure seams have same stretch characteristics as overall fabric helping with better performance fit

Bonded seams tend to be the largest component of the increased cost of tech suits.

In the past bonded seams were easy to visually differentiate from sewn seams, particularly with the use of contract stitching on many sewn kneeskins and jammers. Now with the addition of printed high tech suits it is more difficult to easily differentiate the two types of seams without close inspection.

#### Water Repellant and Anti-absorption Treatments

Some types of water repellant or anti-absorption treatments have been used on swim suits for many years. As these treatments improve within FINA guidelines there are now treatments that treat the fabric and the actual fibers before they are woven into the fabric. Woven fabrics with their high density stitch count and tight weaves work well with these water repellent treatments. These treatments help limit absorption of water by the suit during races and can reduce surface drag depending on the process. These treatments are very difficult to differentiate visually and different types of water repellent treatments are often used by manufacturers in regular line suits, particularly suits developed for training and durability.

Currently no LSCs are using water repellency in their definition of tech suits used in restrictions.

#### Hybrid Tech Suits

Virtually every manufacturer uses all of these elements in their high end tech suits. See the summary of tech suits features in Attachment #5. For many years the largest manufactures have also developed a range of tech suits at lower costs incorporating some combination of these features and targeting different performance levels. In response to market demand and most recently, the discussion of restricting use of tech suits for the younger age groups, most manufactures now have a full progression of tech suits that include one of the key elements, some secondary elements, or in some cases, none of these elements but just the look of a tech suit. There are now suits offered by major manufactures that have the look, silhouette and design of a kneeskin tech suit without using woven fabric or bonded seams. To avoid confusion, these are still usually submitted to FINA for approval and often carry the FINA approval logo.

#### Size Ranges

Sizing is a very misunderstood variable in tech suits, yet proper fit and sizing is a critical component to performance. There is no standard sizing and the sizing varies from manufacturer to manufacturer (for example, a female Arena size 24 tech suit fits like a size 20 Speedo Tech suit and a 22 TYR suit.) Many of the manufacturers do not even offer smaller sizes in their highest price tech suit that would fit most 10 and under swimmers. Blue70 and Speedo were the first to offer an expanded smaller size range for younger swimmers, although the size patterns

were still based on older elite swimmer bodies. Now many manufactures are offering smaller sizes in their less expensive entry level and mid level tech suits to meet demand from the younger age swimmers.

### Effectiveness of Tech Suits for Young Age Group Swimmers

The research, development, and testing of tech suits by manufacturers and their development teams have focused on elite swimmers for obvious reasons. Virtually all testing on performance enhancement and brand comparisons have used elite or world class swimmers. All fit measurements, sizing, and engineering has been based on the bodies of elite swimmers. No actual testing of any performance enhancing effect of tech suits on swimmers twelve years and younger has been conducted or analyzed. The general consensus and logical conclusions about the impact of the suits for younger swimmers is derived from the application of the advantages for older swimmers and extrapolated to younger and smaller swimmers. These conclusions about the effectiveness or diminishing effectiveness for young swimmers include the following:

- **Compression:** The performance impact of compression on young swimmers is significantly reduced since the majority of young swimmers are not heavily muscled and often are relatively skinny and light weight.
- **Stability and Efficiency:** The performance impact on young swimmers is likely to be reduced since the tech suit can help maintain stability and stroke efficiency with a consistent and already well developed stroke. The poorer the stroke technique of a young swimmer, the less the impact of the suit.
- **Drag reduction:** The drag created by the body in swimming increases by the square of the speed. Younger swimmers at much slower speeds generate less speed related drag which limits the impact the actual suit can have. Younger swimmers may have smaller bodies, but they also often have poorer body position and streamlining (unless they are getting the coaching and doing the work they need). This results in a larger component of total drag being created by frontal resistance lessening the significance of surface drag and therefore the impact of the tech suit.
- **Fit:** The performance enhancement of the tech suits is very dependent on the proper fit of the suits. This is a major reason that many manufacturers offer a wide range of suit sizing including odd sizes and longs. Since the fit of these suits was developed based on elite swimmers, the suits are not designed for the young swimmer body types which create poor fitting suits, even when sizing is correct. The poor fit usually found with young swimmers using tech suits, especially the higher end tech suits, significantly reduces the effectiveness of the tech suit.
- **Sizing:** The size ranges initially developed by the manufacturers were designed to support the range of sizes needed for swimmers at championship levels, taking into account that there were quite a few young and smaller swimmers at the top levels of competition. Some manufacturers now provide an extended smaller size range in select styles that will better fit youth, but these smaller sizes are still just sized down models of the original patterns. As with fit, the sizing models result in poorer fits, reducing the effectiveness of the tech suit.
  - NOTE: One manufacturer has developed specific youth fit sizes for a new entry level sewn tech suit to be available in May, 2018
- **Psychological impact of tech suits:** The psychological impact of the tech suit is probably the single most significant positive impact of the suit on young age group swimmers. With the reduction in actual hydrodynamic, physiological, and bio-mechanical impact on the bodies of young swimmers, the psychological impact becomes the main operative

impact. This is further enhanced since most of these young 12 and under swimmers do not have the added taper advantages of shaving for a big meet.

NOTE: The impact of the tech suits here is discussed by age. It is important to remember that the impact of tech suits is likely to increase as the swimmer reaches puberty. Independent of tech suits, the age timeline of growth and maturation is a key factor in age group swimmer performance, especially with female swimmers in the 11-12 age groups we are considering.

### Suit Lifespan

It is clear that there is much misinformation in the market about the lifespan of tech suits. The manufacturers are all hesitant to provide specific information concerning the lifespan of tech suits. They stress care instructions that will help maintain the life and effectiveness of the suit. The hesitancy to provide lifespan info comes from the knowledge that many of the suits are not cared for properly which result in shorter life expectancy. The manufacturers do not want to raise expectations or return policies that are out of control of the manufacturer. Actual research and experience of suit use indicate a lifespan of tech suit effectiveness that exceeds the perception of most consumers. We see this more now with the increase in use of hand-me-down and used suits. This issue is also further discussed in the Education and Communication Section of this report and in the financial impact and value proposition of the cost of the suit.

### Suit Pricing

High cost top of the line tech suits that include all the key performance elements range in pricing as follows (these are MSRPs, Manufacturer's Suggested Retail Price) for new suits, not including discounted discontinued suits on sale. See pricing detail in Attachment #5.

Female	\$349 to \$549
Male	\$279 to \$399

The price range of entry level tech suits that include one of the performance features is:

Female	\$100 to \$180
Male	\$ 90 to \$175

See more analysis of suit costing, financial impact, and obtaining suits in the Cost Impact section of this report.

### FINA Approval and Approval Logo

Manufacturers have taken different approaches to the FINA submission and approval process. Some manufacturers only submit suits that include the key performance elements and that they intend to market as high performance suits. Other manufactures submit a wider range of suits that may not meet the above definitions of tech suits but that may look like tech suits, hoping to prevent confusion on the pool deck if questioned. They may also use the "FINA Approved" language in marketing of these suits. Clearly, virtually all regular line team and training suits are within FINA guidelines, but there is no need for the approval process since these are not used in top levels of competition.

One LSC (New Jersey) has used the presence of the FINA approval label as their enforcement vehicle but their definition of a tech suit does not coincide with many of the suits on the FINA approval list. While this is probably the most easily observed and identified differentiator, it includes a small number of suits from several manufacturers that do not include any of the key cost driving performance enhancers and are much lower priced. More discussion of this issue is in this report section on LSC rules and potential Scenarios.

## **FINANCIAL IMPACT OF TECH SUITS**

The main point made in virtually all discussions about the tech suit issues is that “Ten Year olds should not be wearing \$500 tech suits.” While most people realize that this is an oversimplification of the issue and of the cost of tech suits, it does underscore the concerns of many stakeholders in the sport. It is important to understand how 12 and under swimmers and their parents go about purchasing their first tech suits and what prices they are paying. To review this market we interviewed many age group parents as well as team dealers who are the primary source of tech suits sales. Team dealers have a better sense of who is buying the suits and what different ages are looking for than the manufactures, who can only track sales to dealers or through their own websites which does not allow for tracking by ages. We also tried to take into account the secondary tech suit sale market/network, which includes hand me downs, used suits, and suit trading.

### **Purchase Price**

There is no doubt that there are parents of 10 and unders and 11-12 age groupers that have purchased the highest cost tech suits for the swimmers. Speaking with parents, team dealers, manufacturers, and observing swimmers at different levels of age group meets we feel that the tech suits used by age groups 12 and under are mostly the lower cost tech suits. While there may be some regional variances and we certainly have not been able to attend championship age group meets around the country, we find that the young swimmers, especially those purchasing their first tech suit, are usually not purchasing the high end/high cost male or female tech suits. In many cases the swimmers first tech suit may well be a hand me down or a used suit purchased from another swimmer.

Backing up these observations is the growth of sales of lower priced or entry level tech suits. The Speedo Aquablade, a leading tech suit of its era when released in 1996 and now perceived as a performance suit just below the level of the suits now defined as tech suits, increased by 8% in sales over the last year. Other manufacturers are reporting sales increases in the entry and mid-level tech suits. New entry level and mid level tech suits at the lower end of the tech suit price range are being introduced by many of the manufacturers. This trend began prior to the start of LSC age group suit restrictions but the growth of this may now be influenced by the ongoing discussion of the restriction issues. We speculate that the increased discussions of use by age groupers and the growing attention and awareness to the issue in the swimming media is beginning to also have an impact.

Purchase price paid by all swimmers is also impacted by discounts in place in the market. Most manufacturers now have MAP programs (Minimized Advertised Pricing) which limit the discount off of MSRP that a dealer or retailer may advertise or publish. Most of these create a maximum discount of 5% that can be advertised. This does not prevent a team dealer from providing additional discounts per team based on team sales programs. A growing number of USA Swimming Clubs have direct sponsorships with manufacturers. Based on input from manufacturers close to 1,000 of USA Swimming Clubs out of the total of approximately 3,000 USA Swimming Member Clubs have sponsorships, which often provide discounts up to 50% off of tech suits for team members reaching down to sectional and LSC championship levels. These sponsored teams tend to be the larger clubs, so the average percent of athlete members on a sponsored team is quite a bit higher than the actual percent of sponsored teams. Manufacturers



also have sponsorships or tech suit discount programs in place for LSC Zone Team outfitting with quite a few LSCs which can offer up to 40% off on tech suits for Zone Championships. Discounts are also available through team dealers on discontinued tech suits.

Overall, we estimate that the average functional discount that swimmers receive for tech suits is in the 15% to 20% range, bringing the purchase price down.

In interviews with parents of 10 and unders and 11 & 12s at age group meets most identified the cost of the tech suits for females as in the \$125 to \$200 range and from \$80 to \$150 for male suits. This would indicate that the majority of these age group suit purchases are focused on the entry and mid-level tech suits at discounted pricing.

The negative comments we heard concerning price were more often comments about the value proposition relative to the lifespan of the suit. The most negative comments were similar to the following: “I don’t want to pay this much for a suit that you can wear four times.” These comments are addressed in the education section of the report. We also heard about the bad fits (usually incorrect sizing or inappropriate suit) of suits purchased on line which also lowers the value proposition increasing the concern about cost.

#### Range of Suit Options

One of the most daunting aspects of purchasing a tech suit is the incredible range of options available to the consumer, with limited guidance on what features are best for the specific swimmer, age, and level of competition. A survey of options available on just one website indicates the complexity of the choice of tech suit. [SwimOutlet.com](http://SwimOutlet.com) has the following number of tech suit manufactures and styles listed on their website, including discontinued models still available for sale:

##### Women

Number of Brands:	17
Number of Styles:	90
Cost Range:	\$89 to \$549
Significant Brands (alphabetically):	
Arena:	12 Styles
Dolphin:	4 Styles
Finis:	10 Styles
Speedo:	10 Styles
TYR:	12 Styles

##### Men

Number of Brands:	16
Number of Styles:	70
Cost Range:	\$69 to \$399
Significant Brands (alphabetically):	
Arena:	12 Styles
Dolphin:	3 Styles
Finis:	5 Styles
Speedo:	6 Styles
TYR:	13 Styles

When you add the two or three bands that only sell direct, these numbers are even greater and the choices more confusing.

Without education and guidance, which sometimes can just be a certain brand based on a team sponsorship, the purchaser often looks to a factor that consumers often use to decide what choice is best in the absence of education or information: Price! The more choices and confusion in the marketplace, the more likely price will be an overriding factor in a suit decision; either the lowest cost option for those wanting any tech suit or the higher cost option for those thinking the most expensive must be the best. This will depend on the consumer's objectives. Neither of these options is likely to result in the swimmer getting the best suit for their needs. See further discussion of this issue in the Education and Communication Section.

### Secondary Market

A comment heard from many coaches is that the cost of the suit has not prevented even young age group swimmers from getting a tech suit of some level. As the coaches say, "the swimmers and parents find a way to get a tech suit." While this confirms some of the concerns about why swimmers are getting suits that they probably do not or should not use, it does indicate that is not a huge obstacle affecting participation in the sport. Many parents and swimmers report getting their first tech suit as a hand me down from an older sibling, in a purchase of a gently used suit from an older teammate or a trade. Some teams even have a system to pass along suits. There is also availability of used tech suits on eBay and other reselling websites. In recent parent interviews at meets between 20% to 25% of parents reported their child's first tech suit was a used hand me down, a borrowed suit, or a purchased used suit. Some clubs even have a suit exchange on their website. One typical comment from a 15-year old girl at Futures shared her experience as follows:

"My first tech suit was one I borrowed to try out at a meet.  
My second tech suit was purchased used on eBay.  
My third and first actual new tech suit was purchased when I first made Zones and we used the Zone Team sponsorship discount."

### Overall Cost of Participation in the Sport

Discussions about the cost of the suits also address the cost of the suit as a significant factor in the overall cost of participation in the sport of swimming. Swimming is usually perceived as being in the mid-range of youth sport cost of participation. It is difficult to determine how big a factor a tech suit is in the overall cost of participation. USA Swimming has no research on the average cost of participation at different levels of USA Swimming. In interviews we asked parents and coaches about the cost of participation and their concerns were largely about the cost of club dues, training fees, meet entry fees, and meet travel. Very few comments even mentioned concerns about the impact of tech suits on the overall cost of participation in the sport. Many coaches did mention concerns about the cost of the support but virtually all said that the cost of tech suits were not a major factor in their overall concerns about the cost of participation. There were quite a few additional factors that were mentioned as adding more costs to the sport such as the increase in outside private coaching and lessons augmenting the club programs as well as outside dry-land training, etc. There are definitely elements of the

youth sport “arms race” that are becoming more prevalent in swimming over the last several years.

Cost of participation in USA Swimming is an issue that should be considered as the long term strategic development and future of the sport is discussed and planned. We would recommend that USA Swimming conduct a study of the cost of participation and determine if there is a need to address key components of the cost of the sport or at least better understand the true costs and their impact on the growth of the sport. Steps to address the cost of participation in the sport are already underway such as the establishment of flex membership and the opportunity it presents for clubs to offer less intense entry level training and competitive programs for less committed swimmers or swimmers just beginning in the Sport with USA Swimming. Cost of participation is also addressed in support for individual clubs and overall USA Swimming outreach and diversity programs.

#### Impact on Membership and Retention

Some comments have been made about the costs of tech suits driving swimmers out of the sport at young ages. As part of this study we reviewed USA Swimming membership statistics going back to 2004 through 2016. At the time of this analysis, we did not yet have the final membership demographic report from 2017. In this review we have found no statistically significant analysis or even trends that support the conclusion that the increasing use of tech suits by young swimmers is driving young age groups out of the sport. We focused on membership stats in the last five years, the period where we have seen the significant increase in use of tech suits in the younger age groups. In discussing this issue with coaches, virtually no coaches at any level really believe that they were losing kids because of the cost of tech suits. Most of the examples of swimmers leaving the sport are anecdotal and while the tech suit may be mentioned, it is often not the real underlying cause. While there may be some cases of declining age group retention or membership in some LSCs, we do not see this as a national trend. In this study we actually did see a jump in the number of young boys swimming when the jammer suit became available as team and training suits in the early 2000s.

Here are some relevant national statistics on age group membership and retention. I focused on the ages 10-13 individually to see if there were changes in the number of retrained athletes in each of these ages between 2012 and 2016. We used these years as the most recent full year comparisons of the same year in the Olympic quadrennial cycle. We chose these ages as the ages that would be most impacted if young age groupers were increasingly leaving the sport in the ages where they were first using tech suits. The lower percent increase for 10 & under girls is the only number that stands out and might indicate some issue. When we check new memberships for each age during this same period, the new memberships for 10 year old girls was the only age/gender where the new member numbers actually dropped from 2012 to 2016, which probably indicates that there was some factor other than tech suits affecting the 10 year old female memberships

Retained Swimmers: Age	2012		2016		% Increase	
	Female	Male	Female	Male	Female	Male
10 Yrs Old	11,250	7,497	11,874	8,707	5%	16%
11 Yrs Old	13,669	9,045	15,474	10,886	13%	20%
12 Yrs Old	15,577	10,239	17,954	12,568	15%	23%
13 Yrs Old	14,930	9,914	17,891	12,787	20%	29%
<b>TOTAL 10-13</b>	<b>55,426</b>	<b>36,695</b>	<b>63,194</b>	<b>44,948</b>	<b>14%</b>	<b>23%</b>
<b>ALL AGES</b>	<b>120,590</b>	<b>89,483</b>	<b>138,648</b>	<b>106,493</b>	<b>15%</b>	<b>19%</b>

Retained swimmers are defined as those swimmers of that aged with renewal memberships from the previous year.

Conclusions About Suit Cost Factors

Based on all of these factors, we find that very few young swimmers are paying anywhere near the top pricing of \$500+ for female suits or \$350 for male suits.

As our discussions with stakeholders about the financial impact of the suits increased in depth and detail it became apparent that the financial cost of the suit is not as big a factor as often portrayed and is not the main concern of professional coaches and many leaders in the sport when considering retention in the sport.

## **IMPACT OF TECH SUITS ON THE DEVELOPMENT OF YOUNG SWIMMERS**

Early in our research and interview process it became very evident that the most significant concerns about the use of tech suits by age groupers revolve around the potential negative impact on swimmer and parent attitudes and perceptions of the tech suit and their impact on the appropriate steps in swimmer development. This truly seems to be the crux of the issue for most in the sport, including coaches, leaders, and to an important extent, parents. Here are some of the often heard comments concerning this issue:

- The perception that putting on the tech suit will make you faster takes away from the swimmer's and the parent's focus on training and coaching and the importance of skill development
  - The perception of a "short cut" to success results in the parent or swimmer taking other short cuts. One of my favorite coach comments when asked by a parent if they should get their daughter an expensive tech suit was: "Don't buy a new suit; just get your daughter to practice on time!"
- The swimmer does not think they can swim fast without a tech suit.
- When not wearing a tech suit, the swimmer has an excuse to go slow, and often impacts the effort and focus put in by the swimmer, often in even slower performances and effort
- Swimmers are very aware of how many swimmers are wearing tech suits in their meets and races.
- Swimmers don't know how a tech suit helps, just that they want one because everyone else has one.
- Overzealous parents who purchase the highest cost tech suits are often the same parents who put undue pressure on their young children to perform, often to the detriment of their child's enjoyment and development in the sport and even their continued participation in the sport.

It is clear that these attitudes and perceptions do exist and are very legitimate concerns. Many parents interviewed expressed that they did not want their child to think they needed the suit to swim fast but recognized that the potential psychological impact of having one existed, especially as their child notices how "everyone else has one."

Discussion with coaches on these issues generated some very common ground and some very diverse approaches to these issues. The approaches to these issues varied by the quality of club and the experience of the coaches. The coaches of top clubs, based on USA Swimming Club Excellence program combined with the reputation and success of the team in the local markets was a key factor in diminishing the negative impact of these tech suit issues. Experienced professional coaches often were also more successful in mitigating these issues, particularly based on their credibility with club parents and swimmers. Most of these clubs were able to keep development priorities from being compromised by the use of tech suits.

As mentioned by many coaches, the use of tech suits and the commitment and focus on the key elements of swimming success are not mutually exclusive, but often do end up in conflicting messages or use of resources. Most coaches try hard to achieve a proper balance with the focus on training and skill development, but are often a lone voice amidst the clamor of overzealous

parents or the “buzz” in the stands at meets. Many top clubs have their own tech suit and team suit guidelines that include the ages and level of competition where a swimmer can wear a tech suit. In many cases these are guidelines while in others they are team rules. These coaches and teams have used these guidelines combined with practice and training guidelines that separate the issues of tech suit performance from the swimmer commitment to the important steps to improvement and growth. Some examples of club suit guidelines are included as Attachment #6.

Quite a few top coaches approve of the use of tech suits for young age group swimmers, knowing that they have established a culture that keeps the training focus on the proper priorities. These coaches feel that they want their swimmers to believe they can go fastest in the designated championship meets and do not want a swimmer having an “excuse” to go slow before they even get on the starting block. One of the top national coaches who is part of a very successful team of age groupers and senior swimmers approves of the use of tech suits but is very careful to limit the total practice time for ten and unders, resisting the requests of the aggressive parents of young swimmers for more intense training at a young age. Many clubs have been successful with this approach in developing and retaining swimmers at the highest level of the sport.

A large majority of coaches at all levels do not believe that ten and under swimmers should be wearing tech suits but that the issue gets more complicated when talking about 11 & 12 year olds as these swimmers develop at different rates and the better twelve year olds are often participating in senior or open competition or focused on cuts for higher levels of championship meets. Many of these coaches agree with the principles of some restrictions, but feel that the professional club coach is better positioned to make these decisions for the swimmers in conjunction with parents and overall team policy and direction. They actually are comfortable with some level of restrictions but believe that these decisions are best left to the coach and would prefer not to have restrictions imposed. Coaches are split on whether restrictions should be handed down from USA Swimming or are better developed by the individual coach or club to better address the needs of the individual and the swimmer development plan for each club.

Dealing with the appropriate use of the tech suits becomes more problematic when we get to the less experienced coaches and weaker or less coach driven clubs. Quite a few examples of swimmers changing clubs and coaches being pressured by parents to allow tech suits for more competitions were mentioned in our coach and club interviews. There were examples of swimmers changing clubs because one club in an area allowed the use of tech suits in all meets for younger age groups while another club did not, prompting some aggressive parents to move their swimmers from the club that did not allow tech suits to the club that did. This scenario was mentioned by coaches across a wide range of team levels but more often appeared in clubs where the coach did not have experience or credibility to gain the confidence of the parents without some additional outside educational or informational support. In cases like these there is the potential for one club using the tech suit usage as a “recruiting” tool in promoting the quicker success of the clubs age groupers and an artificially faster road to success. The strong coaches combat this by promoting the long term improvement and success of their swimmers but the immediate early success of swimmers is often a magnet to attract that parent focused on immediate success. It is difficult to assess whether there were other variables in play in these swimmers switching teams since this evidence is anecdotal in nature. It is likely there were also other factors in play, but the perception is that the key element in the change was the suit policy and the early competitive success of the young swimmers.

One extreme example was given about a coach who was actually fired by the club board over his restrictions on use of tech suits by younger swimmers in non-championship meets.

Many coaches in support of restrictions viewed restrictions as the protections and best practice mandates that take the pressure off the coach and protected the coaches and swimmers against the negative responses such as changing clubs, undermining coach policies and even in the extreme, firing a coach. This attitude was especially prevalent among younger and/or less experienced or less successful coaches. The question to discuss in the Scenario/Option Section of the report is whether a strong educational and information program can help mitigate this issue or if the restrictions are necessary.

#### Program Independence and Philosophies

As discussions about the issue developed in greater depth, one of the strengths of the USA Swimming Club and Age Group programs emerged. Many believe that one of the strengths of USA Swimming is the independence and variety of coaching philosophies and methods providing different paths to success and providing a wide range of resources, support, and services to meet the wide variety of goals and abilities of USA Swimming athlete members. Quite a few coaches suggested that restrictions on suit use may limit a coaches ability to do what they think is best for their club swimmers and take away that independence and variety in program and coaching options. This is exactly why many believe restrictions are needed to help keep coaches and parents within a best practice framework concerning use of tech suits. Others, however, feel that this takes away the opportunity and ability to approach coaching and development in different ways and with different paths to success. This is a philosophical question for the Age Group Development Committee and USA Swimming leadership to address that goes beyond just the technical logistics and methodology of any suits restrictions.

## **BE LIKE MICHAEL, OR KATIE, CALEB, & LILY**

Increasingly young swimmers are exposed to the heroes of the sport. They see them all over social media and in suit ads and are promoted more and more by USA Swimming and manufacturers. National team swimmers are also increasingly doing clinic tours such as the Fitter and Faster Tour, doing appearances as part of USA Swimming athlete partnership program or making appearances on behalf of suit manufacturers and other sponsors. As in many sports, young swimmers look up to these idols and hope to emulate them. They want to wear the same gear and at least appear to be in suits similar to the suits worn by their heroes.

Several parents and coaches mentioned the importance of the impact of our swimming heroes on the young swimmers' involvement and ongoing commitment, involvement, and development in the sport. As one coach described, "Wearing some type tech suit makes the swimmer feel like a true swimmer and a part of the same swimming world as their heroes." This is a stronger factor for the girls based on the different look of the kneeskin.

This is an example of how even entry level tech suits can be part of the engagement of young swimmers. It also illustrates how "hero" swimmers can be a central part of any educational program about development priorities and the appropriate role of tech suits in overall swimmer development.

As much as swimmers want to be like their heroes, they also want to be part of the team. Swimming is often viewed as an individual sport but we all know that the young swimmers love the team aspect of being with their friends having fun at meets, even if they step on the block alone. The traditional non-tech team suit along with the cap and apparel are a part of being on the team. Tech suits at the age group level do not lend themselves at all to a team look, making the swim cap the only real team branding of the swimmer in the water. Even coaches who do not favor restrictions feel it is important to have meets where the team suit is an important part of the meet experience for the age group swimmer.



## **EDUCATION AND COMMUNICATION**

If there is one thing everyone agrees on is that there is a significant need for greater education of parents and all swimmers about the function, impact, and role tech suits play in the performance of swimmers and the key features, suit options, and cost appropriate suits for different levels of swimming. This need exists for all levels of swimming and is recommended whether national suit use restrictions are put in place or not. In the case of restrictions, this information will be critical in explaining and justifying the restrictions and if restrictions are not put in place education will be a critical component of changing behavior and addressing the tech suit age group issues through recommendations and guidance.

### **Parent Education**

Part of our interviews with parents focused on what they know and did not know about tech suits, factors they look for when the purchase, where they get their information, and what they want to know. Many of the interviews included questions about tech suits directed to us, giving us greater insight on the information they would like. It is clear from interviews that parents of young swimmers even up to 13-16 year old swimmers only very rarely have any insight into the technology of tech suits and the variety of options and features. There is limited knowledge on pricing, sizing, and durability. Most important, there is really no insight or understanding on how a tech suit might or might not enhance the performance of their young swimmer. In most cases, decisions are driven by what other people or buying. Their most important source of information is from conversations with other parents, usually in the stands at a swim meet. The second most mentioned source of education and information is the internet, drawing on info on team dealer websites and sometimes manufacturer's websites and YouTube info. Even when a club team has a suit policy or suit guidelines there is little direct input or information from the coaching staff to the parent on what would be a suitable suit for a young swimmer or information or guidance on why the swimmer should or should not get a tech suit. Often, the communication with parents of young swimmers is with assistant age group coaches, often part-time coaches. During this interview process we were surprised at the limited involvement of the coaches in this process at the age group level. Any educational piece on tech suits would need to include references to the priorities that young swimmers and families should focus on, including skill development, training, and coaching.

The information available to the parents from other parents and even from manufacture or internet info is fragmented, inconsistent, and often sales driven and does not address the issues of the correct suit and even if a tech suit is needed. An organized educational/informational piece and campaign is a critical next step as part of USA Swimming's role supporting the knowledge base of swimming families in the sport and ultimately creating a better experience for USA Swimmer members. Manufacturers all recognize this need and would support this effort, hopefully to the extent of providing input and distribution. It is also important that key national team swimmers and manufacturer sponsored swimmers are part of the messaging about the use or non-use of tech suits and the training and development priorities are also stressed by these swimmers. While direct information from USA Swimming can influence parents, key messages from swimmer heroes can go a long way to help educate the young swimmer.

- Why a tech suit works
- What are the key features of a tech suit
- Does a tech suit help a young age group swimmer

- Do you need a tech suit?
- If so, how do we select the appropriate one
  - Guidelines for ages and levels of competition
  - Features and options
  - Cost factors
- How long does a tech suit last

### Coach Education

When new technology and the era of tech suits made significant advances in the late 1990s and early 2000's coaches became very engaged in learning about the suits, asking questions, and understanding the features and options. As tech suits have become widely used and the FINA rules have narrowed the technology options, the use and understanding of tech suits has been taken for granted. During this period we have found that younger coaches and even many experienced coaches do not understand the options and technology available and how the options and costs differ by feature and applicability to different ages and levels of competition. In an interview with John Leonard, Executive Director of the American Swimming Coaches Association (ASCA), he first mentioned how the younger coaches of today do not understand or know what they should know about tech suits and technology and its role with swimmers of different levels. This initially caught me by surprise, but follow up interviews with coaches confirmed John's comments. This indicates that it will be important that ASCA and coaching organizations also have a role in developing information for families, swimmers, and coaches.

### Education Next Steps

Regardless of the direction taken on age group tech suit restrictions it is important that USA Swimming take the lead with support and coordination of manufacturers, ASCA, and national team athlete spokespeople in developing educational materials and an informational campaign on tech suits and their appropriate role in overall swimmer development and involvement in the sport.

### Role of Coaches and Teams

USA Swimming Member Clubs and Coaches are one of the key strengths of USA Swimming and its programs. Clubs and coaches will be critical to the promotion and education of member swimmers regardless of the direction taken on tech suit use by age groupers. In interview with coaches, virtually all coaches stressed the need for greater education of swimmers and families. Yet, following up on this point, only 10% of coaches interviewed mentioned that they had some organized or formal information program for swimmers and families about the use of tech suits. This disconnect was very surprising since it has long been assumed that the coaching staff would be a key source of information distributed through the team. It is unlikely that this will change significantly without the proactive development of educational and informational materials by USA Swimming to make it easier for clubs and coaches to circulate this material to club membership.

USA Swimming's Club Recognition Program (CRP) provides member clubs with "a working blueprint of developing strong, stable, financially sound and athletically productive organizations." Parent, coach, and athlete development and education are key elements of the criteria and guidelines for all the levels of CRP. As discussed throughout this report, it is important for clubs and coaches to address tech suit issues as part of the overall development

priorities. The CRP can be another platform to promote tech suit education and recognizing it as part of the best practices of good clubs.

ASCA and local/regional coaching associations can help with this effort, as can the coaching clinics, services, and club management workshops and consulting services offered by USA Swimming through Club Development.

## **REVIEW OF CURRENT AND PENDING LSC RULES, REGULATIONS, AND ENFORCEMENT**

The LSCs that have established use restrictions have developed several different approaches to the restrictions. Southern California Swimming has been a leader in this process and most LSCs discussing or developing restrictions have looked at Southern California's rules and adapted some of the elements for their own LSC use. The process in Southern California in developing these rules engaged suit manufacturers and worked hard to come up with a workable model.

Currently, USA Swimming recognizes the following LSCs that have put restrictions in place or have restrictions pending. This has been a moving target throughout this study and additional LSCs may have programs in the works, but these are the LSC programs we reviewed. Even the USA Swimming Headquarters does not have complete knowledge of all the LSC programs in discussion. We thank SwimSwam and Swimming World for their efforts in chronicling all of the tech suit restrictions to make this analysis possible.

### Restrictions or guidelines in Place

- Arkansas (delayed enactment pending potential action by USA Swimming)
- Iowa
- Maine
- New England
- New Jersey
- Oregon (established guidelines for 10 & Under swimmers, not actual restrictions)
- South Carolina
- Southern California

### Pending Restrictions

- Georgia
- Ohio
- Pacific

We have conversations with other LSCs that are actively discussing or waiting to take the lead from USA Swimming one way or another. All of these LSCs are focusing on the core issues as discussed earlier. Here are some of the key elements of different LSC rules:

### Age and Level of Competition

10 & Under is the age range that all LSCs agree on, with some applying restrictions to 11 & 12 swimmers.

#### LSCs with restrictions on 10 & Unders

- Iowa (all meets and time trials)
- New England (all meets and time trials)
- Ohio (not fully passed but pending in committee)

#### LSCs with restrictions on 12 & Under

- Arkansas (excludes use during the finals sessions of prelim/final meets)

- Georgia (in committee development and tentatively excludes use in LSC championship meets)
- Maine (full ban for 10 & unders with partial ban for 11 & 12s exempting use for JOs, Bowdoin Open, YMCA States, and Maine Championships)

#### LSCs with broader restrictions

- Southern California Swimming (SCS) (most detailed of all restrictions)
  - First to be put in place (January 1, 2017)
  - Swimmers 10 years old and younger may not compete in tech suits in any SCS sanctioned meets
  - Age groups 11 & up
    - Tech suits are not permitted at the following meets
      - Age Group BRW meets including Open events
      - Age Group Invitationals including Open events
      - Dual/Tri and/or intrasquad meets including Open vents
    - Tech Suits are permitted at the Winter age Group Invitationals, June Age Group Invitationals, and Junior Olympic meets except for 5-10 year old events

#### Definition of Tech Suits

As indicated in the report section on Suit Technology, the main elements of tech suits are bonded seams, woven fabric, and water repellent treatments. LSCs have adopted some slightly different language in defining tech suits, but the truly operative element of the restrictions is a list of banned suits and in the case of one LSC a list of approved suits when there is confusion with the technical features. The key language first developed by Southern California Swimming and now appearing in the rule language of SCS, Maine, Iowa, and New England is the following:

“No suites with bonded seams, kinetic tape, meshed seams”

NOTE: Kinetic tape is part of FINA restrictions also, but it is a fine line between kinetic tape and the bonding tape used on the seams.

There is no mention of woven fabric, but this feature is a distinguishing feature and cost driver of tech suits.

Each LSC with restrictions except New Jersey have developed a list of restricted suits. Southern California is the only LSC that has published a list of approved suits addressing the gray areas of tech suits. The Southern California policy also includes language as follows: “If a suit has these items, it is not allowed, even if not on the Restricted List.” This caveat does not appear in some other LSCs but is being treated in that fashion. This clause deals with the reality of the constantly changing number of suits on the market and the wide range of dates when the suits become available, creating an ongoing challenge to keep any restricted list current.

#### Enforcement

Again, Southern California has enforcement language that has been copied by other LSCs. This includes the following:

- Coaches, swimmers, and parents will be responsible for knowledge of the policy, not Meet Officials

- The Meet Referees will include the Restricted List in the Coaches meeting, give out copies, and DQ violators

Language in other LSCs is not as detailed. In Maine the policy states: “Meet officials, coaches, swimmers and parents are responsible for knowledge of this policy. Maine also uses the same language as SCS with respect to the role of the Meet Referee.

New Jersey is the only LSC that has more specific Rule Enforcement language about what occurs when a swimmer gets to the block in a restricted suit:

“Swimmers who are wearing restricted suits will not be permitted to compete in said suit. However, they are able to change into an acceptable suit to swim. No extra time before their race will be given to change suits. If there is any question about a suit, it should be addressed to the meet referee prior to the start of the session.”

If a national policy on suit restrictions is enacted, the FINA approval sticker would be the easiest and most effective way to enforce with the cooperation of manufacturers in eliminating the sticker on suits that are not truly tech suits as defined by a more detailed definition of tech suits. This would require some work and minimal expenditure by the few manufacturers that may have a non-tech suit with the FINA approval sticker.

#### Concerns and Challenges with Enforcement

In virtually all of these LSC policies using a restricted list and the bonded and meshed seams and kinetic tape language the final onus of enforcement rests on the officials behind each block, usually timers to identify a suit. A meet referee is not physically able to look at each swimmer as closely as needed to differentiate suits, especially in a fast moving age group meet with fly-over starts and other rapid fire meet procedures. The enforcement ultimately relies on the coaches and parents to do adhere to the rules in advance with the hope that the officiating team may identify a restricted suit if it does appear on the block. This is a challenge that even the most experienced suit experts would find challenging at best.

The use of the FINA approval sticker by New Jersey at least provides an easily visible identifier (one official said make them bigger!). The issues involved in the use of the FINA sticker were discussed in the Technology Section of the report. It is important to note that there are many suits with list without bonded or meshed seams and kinetic tape but do have woven fabrics and are viewed as tech suits by the majority of the swimming coaching and manufacturing community.

Jay Thomas, Chair of the Rules and Regulations Committee also summed up the challenge with a disqualification of a swim that would be viewed as legal by current USA Swimming Rules. He stated in an email to the New Jersey General Chair:

“Paragraph 5 states that the penalty for competing in a Tech Suit is disqualification. USA Swimming rule 102.8.1C permits suits complying with the FINA swim suits specifications to be used on competition. So once a swimmer competes in the suit, it is a legal swim regarding swimwear. They may be disqualified for failing to comply with the LSC policy.”

Jay’s comments clearly indicate the confusion that can occur with LSC rules in conflict with USA Swimming rules.

Jay further recommended:

“amending .... language that clearly states that a swimmer who was permitted to compete in a restricted suit shall not be disqualified, but shall be notified that they are not permitted to compete further until they change into a suit which complies with the LSC policy.”

It is clear that any national suit policy would also require the rewriting of several related rules in the USA Swimming Rule Book.

Southern California was very careful to provide a long lead time to enactment of restrictions to allow for manufacturers to adapt, swimmers and families to plan suit purchases well in advance, and Meet Referees to become educated about the restricted and approved tech suits and hopefully how to spot them. SCS lead time from rules approval to enactment was almost a full year, but in retrospect, they stated that even this tight for the education of all stakeholders. Other LSCs had a much quicker lead-time. New Jersey had the shortest lead time with rule approval in October, 2017 and an implementation date of November 1, 2017. Clearly this is a challenge for families that may have purchased suits leading up to the 2017/18 short course season, although using the FINA logo as the differentiator did not require any extensive advance training of officials.

One additional comment came up in discussions on enforcement that raised concerns. One LSC stated that when there was a question or a coach challenged a suit used by a swimmer that a picture of the swimmer in the suit was one option requested to pursue evaluating the legality of the suit. In this age of Safe Sport, it is distressing that close up photos of young swimmers might be used as part of enforcing this ban.

## SUIT MANUFACTURER IMPACT AND INPUT

Suit manufacturers obviously have a vested interest in the evaluation and progress of potential tech suit restrictions. Our discussions with the manufacturers found a very cooperative group of manufacturers in dealing with this issue. Many of the larger manufacturers in the US market have brought new entry level lower cost suits to market that do not meet the limited definition of tech suits used by virtually all the LSCs but these do have FINA approval stickers. Sales of their existing entry level tech suits are increasing over the last two to three years even prior to the discussion of restrictions.

Virtually all the manufacturers agree that the high end/highest cost tech suits are not appropriate for use by younger swimmers. Most do not market the highest end tech suits to this market and the size range offered in the high end suits usually does not fit the youngest swimmers. While the manufacturers are against restrictions on the whole, they could live with restrictions if they are included in the process of defining tech suits and have a reasonable lead-up time to adjust their inventories and design.

Several of the manufacturers actually identify the market potential of approved entry level suits combined with the likely demand created for higher level tech suits as soon as an athlete ages up out of the restricted age range. In some ways, this is a marketer's dream scenario in developing an approved progression of suits for the swimming consumer.

### Profit

One of the myths or misconceptions we discovered in discussions with coaches, parents, and officials is that the profit in the high end tech suits. The perception is that the suit manufacturers make a killing on these high cost suits and it is their interest to promote these to younger and younger swimmers. Actually, across the range of manufacturers, the profit margin on the higher end tech suits is significantly lower than the profit margin on the entry level suits and regular racing suits. Even at these much lower profit margins, the gross profit on the highest price suits, but the profit gap between these and the lower cost approved suits is much less than is generally perceived. Manufacturers have been looking for ways to grow this entry level suit business for several years. There is opportunity in any restrictions or use guidelines that can balance the loss of some high end suit sales.

### Concerns of the Manufacturers

**Lead time:** As mentioned earlier, the lead time before enactment of any restriction is critical to adequately planning for the transition for all stakeholders, but the optimum lead time for manufacturers is a little bit long. If national restrictions are put in place, the manufacturer would need to update size scales, plan ahead for disposal of any outmoded styles and inventories created by restrictions, and have adequate lead time to launch any new styles needed to address the market.



The lead time working back from enactment for this process could be as follows for most manufacturers:

New suit restrictions in place:	September 1	
New suits on shelf:	August 1	(1 month out)
Suits in production:	April 1	(5 months out)
Suits launched to dealers:	March	(6 months out)
Suits designed:	October to February	(11 months to 7 months out)
Rules passed:	September USAS	(1 year out)
Rules proposed:	May	(16 months out)

This lead time is based on the rules and regulations calendar for USA Swimming with a one year lead time following approval of any restrictions at the September USA Swimming Convention.

**Cost Factors:** Concerns were expressed about any cost increasing requirements that would defeat the purpose of keeping costs to swimmers lower. These may include:

- Any requirement to include any new approval or restriction logos
- Any requirement for different labeling or design features that require specific suits made for the US Market
  - Virtually all manufacturers in the market produce one line of tech suits for the world. Any requirement or need for separate USA and World inventory would be a significant added cost that would be passed on to consumers.
- Any shorter timeline that would create added cost or dead inventory
  - Inadequate lead time to sell off outmoded inventory
  - Need to expedite design or production to meet any new suit requirements needed for the start of the season

#### Areas of Support and Cooperation with Manufacturers

All of the manufacturers expressed interest in working with USA Swimming (and potentially coaching associations) in developing educational materials. This can include:

- Coordination of a common message on tech suit use
- Developing simple technical comparisons and information
- Use of sponsored athletes in generic messaging
- Assistance in distributing USA Swimming information through the manufacturer media platforms and their distribution network
- Other areas of support that may be needed
- NOTE: We did not include any discussions of financial support for the campaign

## **LEGAL CONSIDERATIONS**

Although legal challenges have arisen concerning current LSC age group tech suit restrictions, it is important to assess any risk or vulnerability to legal actions relevant to current or potential suit restrictions. While we certainly are not attorneys versed in the details of trade law we have had the opportunity to have informal discussions about any potential issues with several attorneys in business as well as the USA Swimming General Counsel. Although no legal challenges have yet arisen, here are some concerns of potential risks. We feel these risks are minimal, but all attorneys suggest being aware of worse case scenarios.

- LSC rules conflicting with USA Swimming Rules which may precipitate challenges at meets
- Variances in LSC rules that create concern when crossing LSC borders
- Inconsistent enforcement of tech suit restrictions, probably generated by the difficulty for local meet officials to stay on top of the restricted lists and manage the process on the deck in a fast moving age group meet
- Use of Cost or Price of suits in any tech suit definition criteria (Price collusion issue)
  - The NCAA has strongly advised all of their sport committees that when they are considering any equipment issues that the cost of the product or equipment must not be used in any criteria. (NOTE: This was relevant when the NCAA Swimming and Diving Committee was considering use of tech suits in NCAA competition back in the early 2000s.)
- Restraint of trade issues: It does not currently seem that restrictions on use in certain levels of competition would result in any restraint of trade issues, but with FINA allowing the unrestricted use of FINA approved suits there may be some pressure to pursue this. USA Swimming is not unfamiliar with these type cases in the past
- Gender equity and LGBTQ issues that may arise based on suit restrictions that may result in conflicting application of rules
- Any SafeSplash issues that may arise in the enforcement procedures of any suit restrictions requiring close inspection of suits on young swimmers

## **SCENARIOS AND OPTIONS ON RESTRICTIONS & POLICY**

There are several approaches that can be taken by USA Swimming to address the issue of tech suit use by young age group swimmers. We want to stress that these are not recommendations, only options to be considered.

### **OPTION #1: DO NOTHING!**

Allow LSCs to continue to independently develop suit restrictions that best meet their concerns and the needs of their members. From the start and throughout the entire length of this study, we heard from virtually everyone that some consistency and national policy must be put in place. The confusion in the market is already high as teams, particularly in the east with smaller LSC geographic areas, move from one LSC to another for competition.

This is the one option on which I will offer a strong recommendation. Doing nothing is not an option.

### **OPTION #2 No Restrictions on Suit Use and No Guidelines**

This option eliminates the ability of LSCs to create their own rules and leaves all suit use decisions in the hands of the coaches, swimmers, parents and clubs. It would allow Clubs to set their own policies if they so choose for their swimmers.

As mentioned in the discussion on Education and Communication, this option would appear to provide no value in addressing the issue and driving any change in the current tech suit culture and use.

### **OPTION #3 No Restrictions on Suit Use with Strong Guidelines & Recommendations**

This is one of the two most viable options. It would include a framework of guidelines and recommendations on suit use (tech and non-tech suits) for all ages and levels of swimming to help coaches, swimmers, and especially parents make informed educated decisions relying on strong recommendations. LSCs would not be able to enact their own suit use restrictions.

#### **Model of Guidelines and Recommendations**

- Establish levels of recommended tech suits by age and level of competition
  - Create matrix of these levels including the following criteria to help choose a suit:
    - Age
    - Years as a Year Round Swimmer
    - Level of Swimmer (A,B, C, etc.)
    - Commitment to training
    - Level of Meet or Championship
  - Level Suggestions:
    - Pre-Tech Suit use
    - Level One: Who and when would entry level tech suits be used
    - Level Two: Next step up for mid-range tech suits
    - Level Three: High end elite tech suits
- Cooperation of suit and swim industry

- Manufacturers and team dealers can identify their suits in marketing and sales materials by level and indicate who should be using this suit
- Widespread distribution through all available channels, including USA Swimming, manufacturers, coaches organizations, clinics, etc.
- Support from coaches associations and manufacturers in developing the levels with input from professional coaches and all available and relevant resources
- Messaging from national team and sponsored elite swimmers
- Development of a related educational piece on technical suit features and benefits not driven by a brand marketing campaign and focused on parents and swimmers
- Development of a related swimmer development educational piece to provide the link between tech suits and important skill and training development
- Use and adherence to these guidelines and recommendations can enter into the USA Swimming Club Recognition Program as part of best practice team management and policies

#### Pros of Option #3

- Eliminates the challenges of suit definition and enforcement
- Allows coaches and clubs to continue to manage their swimmers as they feel is in the best interest in the swimmers
- Provides a much more detailed recommendation matrix that a parent can use to sort through the vast number of tech suits available by identifying the level they need for their swimmer and increasing the likelihood of getting the right suit at the lowest price
  - NOTE: Parents in interviews all asked for some guidelines and would love to have such recommendations that they can use with their swimmers to manage expectations on tech suits.
- Can promote focus on training short of suit restrictions
- Allows for special circumstances and the flexibility to not restrict swimmers on different growth phases and timeline
- Simplifies officiating, does not overburden volunteer local LSC officials and does not micro-manage the meet process

#### Cons of Option #3

- Mere guidelines may solve a large percentage of the issue and effect change, but would not restrict the true outliers and overzealous parents who would continue doing whatever they want when it comes to putting their swimmer in a suit
- Guidelines and recommendations may not be strong enough to even change behavior
- Potential that a large number of coaches, particularly coaches reliant on the success of their younger swimmers to build their coaching resume

#### **OPTION #4                      National Tech Suit Restrictions**

This option represents a national USA Swimming restriction of tech suit use similar to what some LSCs are currently doing and would eliminate the option of LSCs having their own and different guidelines.

Recommendations from many stakeholders all point to restrictions on 10 & Under swimmers across all meets. The extent of restrictions on 11 & 12 swimmers is more complicated. If 11 & 12 swimmers are include in restrictions, most coaches and parents expressed the interest in still

allowing use of tech suits by 11 & 12 Suits in LSC Championships and other designated championship meets and even in prelim/final age group meets. Suggested restrictions would not apply to any senior or open meets in which an 11 or 12 year old swimmer would compete.

Any rollout of national restrictions would still need strong educational information and even a slimmed down version of the guideline matrix of Option #3 to help promote the program and gain support for the process.

#### Tech Suit Definition

Tech suit definitions would need to be refined in more detail and clearer language than the ones currently used by LSCs. Every effort should be made to explore ways with the manufacturers to fine tune their use of the FINA approval sticker to enable the sticker to be used as an easily recognizable way to identify banned suits.

#### Pros of Option #4

- Takes the decisions on tech suits out of the club and coaches hands
- Almost complete management of overzealous parents and coaches
- Creates the most level playing field as far as suit use is concerned
- Reduces cost of participation for young swimmers
- May help focus swimmers and parents on key development priorities

#### Cons of Option #4

- Takes the decisions on tech suits out of the club and coaches hands eliminating the professional coaches ability to use their judgment in managing the development of young swimmers
- Creates added officiating load for local LSC officials
- May create some legal issues
- Further micro-manages the sport
- May eliminate some motivational value for young swimmers
- May not have the hoped for impact on increasing swimmers and parents focus on key development priorities
- May create even more pressure on swimmers and parents to purchase a higher cost higher level tech suits when the age up or advance out of the restricted categories

#### **OTHER OPTIONS**

Within Option #3 there may be some room for some LSC flexibility with certain parameters. Some coaches have suggested that if restrictions are eliminated they would still like the option to host a no tech suit meet as a special invitational, probably early season. This is an interesting option as long as it is restricted and could not be used to apply to all non-championship meets.

## **UNINTENDED CONSEQUENCES**

It is difficult to discuss unintended consequences in advance, since if we were able to identify them in advance we can anticipate them and they are no longer unintended consequences.

One potential scenario does come to mind. One comment I have heard in interviews is that we need to do all we can to make success not about the suits. This makes good sense, but in restricting suits, does this focus even more attention on the suits by designating and reinforcing them as a competitive advantage. By trying to make success not about the suits, are we actually making it more about the suits? Do restrictions then create the added scenario that swimmers and parents will immediately clamor for the next level of suits when they age up or move up to certain championship levels creating much more pressure and swimmers and parents to purchase higher priced suits?

Clearly these are items that should be discussed.

## **CONCLUSIONS & QUESTIONS**

Based on our research, we find that the tech suit cost issue is an important issue, but not one that is driving people out of the sport or as significant an issue as initially assumed. The major concern of tech suit use is the impact on the development of young swimmers, potentially drawing focus, attention and resources away from the development priorities swimmers, coaches, and parents should be focusing on.

As the Age Group Development Committee explores options, several key questions will be critical to this discussion and decision making process:

- Can strong industry wide guidelines and recommendations significantly influence the current culture of tech suit use to change current behavior and solve the vast majority of issues or are actual restrictions required to make the change?
  - This was at the crux of the debate with coaches with mixed opinions on this question
- Are the benefits that come with establishment of national restrictions worth the reduction of the freedom of coaches and clubs to develop guidelines that support their overall development model for young swimmers and take into account the specific needs of individual swimmers?
- Can restrictions be enforced fairly and consistently across the country without overly burdening our local volunteer officials at a time when finding officials is often a challenge locally?
- Is it in USA Swimming best interest to move to this level of what some perceive as micro-management and national requirements?

While there are many other questions and details, these seem to be the most critical questions and philosophies that need to be addressed by the Age Group Development Committee.



## **USA SWIMMING TECH SUIT STUDY Questions and Discussion Topics for Coaches**

Following are questions and discussion points for interviews with coaches. These interviews were conducted at multiple meets beginning late July 2017 and continuing through the last meet attended January 22. Efforts were made to interview and meet with a wide range of coaches; including head coaches and assistant coaches, senior and age group coaches, small and large teams, and wide geographic diversity.

### Questions on Coaches position and opinions

- In your opinion, what features defines a tech suit?
- What do you think about the use of Tech Suits by young swimmers?
  - Appropriate age levels
  - Appropriate meet levels
  - When do you suggest swimmers start using tech suits?
  - Do you suggest different levels of tech suits for different swimmers, ranging from entry level to the highest cost elite tech suits?
  - Are restrictions necessary or appropriate?
    - If so, what levels and criteria would you apply?
    - How would you suggest enforcing the rule?
    - If your LSC has restrictions, how has the process worked to date?
  - Are there other ways to change the current behavior?
  - How would you address the issue if you had your choice?
- Cost of Tech Suits
  - What type and level of tech suits do your swimmers purchase at different ages and levels?
  - How big a concern is the cost of the tech suits to your parents and to the overall cost of participation on your team?
  - Has the cost of tech suits driven any swimmers out of the sport?
- Do the tech suits detract from young swimmers and parents focus on training and skill development

### Team Questions

- Does your team have a suit policy
  - Guidelines
  - Requirements
- Do you or your team present education and circulate information to parents and swimmers on tech suits?

Attachment #1

- How active are you in providing guidance to swimmers and parents on tech suit guidance and decisions?
- Do swimmers switch from team to team in your area depending on team guidelines on the use of tech suits

LSC

- Is your LSC considering tech suit restrictions





## **USA SWIMMING TECH SUIT STUDY Questions and Discussion Topics for Parents**

Following are questions and discussion points for interviews with parents of USA Swimming age group swimmers. Interviews have been conducted at many meets and other opportunities and have focused on parents of swimmers up to 13-16 years old to discuss the process they went through in purchasing tech suits for their swimmers and of parents of 12 and under swimmers discussing the process they are currently going through or likely to undertake in the near future.

Questions are not relevant to all depending on the level of the swimmer and where they are in the development process.

1. Info on your swimmers
  - a. Gender
  - b. Age
  - c. Year Round Swimmer?
  - d. How many years as a Year Round Swimmer?
  - e. Rough estimate of level of competition (A, B, C times or top championship level)
2. Question about suits they have
  - a. Does your swimmer have a tech suit now?
  - b. What meets does he/she wear them in?
  - c. When did you get her/him their first tech suit?
    - i. Purchase new
      1. Any idea of what price you paid?
      2. Discounted previous discontinued suit on sale
      3. Special team sponsorship program or LSC zone team discount
    - ii. Bought used
    - iii. Hand me down from older sibling or other swimmer
3. If he/she does not have a tech suit now, are you considering or will you consider purchasing one in the future?
  - a. Qualifying for a certain level meet?
  - b. Reaching a certain age?
  - c. Incentive or reward for progress?
  - d. Other?
4. Team Policy or guidelines on suits
  - a. Does your team have guidelines or policies about the use of tech suits?
  - b. If so, what are the policies or guidelines?
5. Information on Tech Suits: How do you get info?
  - a. Coach or Team policy or education/information
  - b. Info from other parents

Attachment #2

- c. Internet
- d. Team Dealer
- 6. Knowledge of Tech Suits
  - a. What features did/do you look for in a suit for your daughter/son?
  - b. If you have not purchased a suit, what do you think you would need to pay for the appropriate suit for her/him?
  - c. How long do you anticipate the suit lasting?
- 7. What questions do you have about Tech Suits

Any other topics, questions, or insights?



**USA SWIMMING STUDY**  
**Technical Suit Use by Age Group Swimmers**  
**Questions and Discussion Topics for Suit Manufacturers**  
**August 28, 2017**

Input from elite technical suit manufacturers, suit specifications and features, cost, and market sales and use information are very important elements of the study on technical suit use by age group swimmers that ISG is conducting for USA Swimming. We are attempting to obtain initial input as well as product and market data from manufacturers over the next three to four weeks and hope to meet directly with manufacturers at ASCA on the issues concerning any potential technical suit use restrictions for young age group swimmers. While input, suggestions, and recommendations from manufacturers may be specifically referenced in the study, specific sales or market information by manufacturer will not be included in the study report or any public presentations. Sales and market data will be used to establish overall market data for purposes of the study. Non-disclosure agreements can be provided if you wish to protect any proprietary information.

**QUESTIONS AND DISCUSSION TOPICS**

We appreciate your input on the following questions and discussion points as part of our research. Please provide answers as possible and we can further discuss these topics at ASCA and in calls and meetings over the next four weeks.

1. Do you feel that restrictions are necessary?
  - a. Do you see young swimmers using tech suits that really are not designed or appropriate for their use?
  - b. What recommendations or education would you provide to young swimmers and their parents and coaches as to who should be using tech suits and what levels or ages they should be using tech suits?
  - c. Can the issue of appropriate use of tech suits by young swimmers be solved through suggested guidelines and education?
2. What has been your experience to date in working with LSCs who have instituted restrictions on use of technical suits by age group
  - a. Southern California Swimming
  - b. Other
  - c. How have these programs impacted your business in these markets?
  - d. What have been issues from your perspective in educating the coaches, swimmers, and parents and in rolling out and enforcing the restrictions?
  - e. What other LSCs or organizations have you been communicating with about restrictions?

3. Taking into account the current discussion about the need for restrictions, how would you address this issue of appropriate use of tech suits for different ages and levels of competition?
  - a. Any recommendations on restrictions?
  - b. Age levels that would apply?
  - c. Levels of competition?
  - d. Definition of technical suits that would be appropriate to restrict?
4. If broader restrictions are put in place:
  - a. How would these impact your business?
    - i. Can restrictions on sales at a young age actually help drive more sales of tech suits when the age grouper ages into competition allowing tech suits?
  - b. How can you and other manufacturers help make this process work best?
5. Many coaches, swimming leaders, and officials stress the importance of education; for coaches, athletes, parents, and officials. How can manufacturers further assist in this education process?
  - a. Role of sponsored athletes?
  - b. Role of sponsored teams and coaches?
  - c. Communication tools and social media available through manufacturers?
  - d. Other?
6. If tech suit restrictions are determined to be important and appropriate, what level of swimming organizations should be implementing these restrictions?
  - a. At the Club/Team level
  - b. Local Swim Committees (LSCs)
  - c. Zone level
  - d. USA Swimming national guidelines
7. Do you work with USA Swimming clubs (sponsored or otherwise) that have their own tech suit guidelines and restrictions in place?
  - a. If so, can you give us the name of these teams for us to get their guidelines and programs
  - b. Do you know the guidelines these teams have in place?
8. If tech suit restrictions are put in place for young swimmers, what would you do to prepare for this change in the market?
  - a. Further develop and market legal “entry level tech suits”
  - b. What advance preparation and timeline would you need to adjust to any restrictions?
  - c. What timeline would you recommend for implementation of any restrictions?
9. How would you recommend any tech suit restrictions be enforced?
10. What other information, input, and recommendations can you provide to us and USA Swimming in helping review this over issue of tech suit use by age groupers?

## **INFORMATION REQUESTED**

### Technical Suit Information

This technical information and features will help provide a structure of features and help clarify the definition of technical suits related to this study and any potential restrictions.

- Fabric
  - Woven versus knit
  - Microfiber?
  - Fabric content
  - Relevant fabric features identified in product marketing and consumer information
- Construction
  - Seams
    - Bonded
    - Sewn
    - Combination of each on a suit?
  - Back styles available
- Sizing
  - Size Range
    - Do you have tech suits sizes that are particularly suited for and properly fit the youngest age group swimmers, specifically 10 and under and 11-12?
    - If so, what styles do you have the smallest sizes in?
  - Size determination chart
  - Any information relevant to sizing compared to other brand sizing?
- Market positioning
  - Are there specific tech suits you position as elite and/or entry level?
- Cost
  - MSRP for each suit
  - Do you have any data on what the average price end users are actually paying at the retail/team dealer level (or average discount)?
- What key technical features of specific suits do you market as the key differentiators of a “tech suit” and that you feel define the category of technical suits?
- Any marketing or informational pieces you use for your technical suits (include links to key information on line)

### Market Information

This information will be used to help create an overall market analysis relevant to this study. This is information that be covered by any NDA and will not be reported by specific manufacturers or brands.

- Sales in units by specific suits
  - Male
  - Female
  - By size
  - By silhouette
  - Total Sales
  - If possible include summary of suits given away or sold at significant discounts as part of sponsorship or promotional programs (team, LSC zone team sponsorships, etc.)
- Any market data, research, or information you may have on your estimate of age breakdown of sales (knowing that the size information does not correlate well with age)

Attachment #3

- To get better info on end users, we know team dealers are great resources and may have more information than the manufacturers on end user purchases. Can you recommend team dealers for us to talk to that may give us good information on end user sales?
  - Please include key contact individual and contact info for these dealers



## 2017 SwimAssist Program Overview

For more information, please contact USA Swimming Safe Sport staff at [safesport@usaswimming.org](mailto:safesport@usaswimming.org) or 719 866-4578.

### Available Programs

#### **Initial Counseling**

- USA Swimming Safe Sport staff can offer assistance for a survivor to get counseling for the harm he/she is reporting to USA Swimming suffered related to participating in USA Swimming.
- The survivor will be asked to identify the offending member and the year or year(s) the harm occurred. No other information is required to receive *SwimAssist*.
- Any current or former member of USA Swimming who has suffered harm perpetrated by an individual who at the time of the harm was (1) a member of USA Swimming and (2) participating in the activities of USA Swimming is eligible for *SwimAssist*.
- Receipt of support is not dependent on the survivor's participation in a National Board of Review or other USA Swimming disciplinary proceeding.
- *SwimAssist* is available to those individuals involved in future cases as well as survivors from past cases.
- The survivor and his/her family will select the provider. USA Swimming may assist in identifying local resources for the survivor but will not have any input or final say in what therapist the survivor chooses.
- The survivor may select any therapist or other counseling provider he/she wishes.
- The initial level of assistance is 12 sessions at a maximum of \$150 per session up to a maximum \$1800.-

#### **Ongoing Counseling**

- If a survivor has completed the initial 12 sessions with financial assistance from *SwimAssist*, he/she may request additional support for ongoing therapy.
- The survivor will be asked to submit a progress report from his/her therapist indicating that the therapy has benefitted the client and that with further therapy, the client will continue to progress.
- The report will be reviewed for approval by the *SwimAssist* Panel.
- This panel may approve ongoing therapy for 12-48 sessions at \$150 per session up to a maximum of \$7200.

#### **Alternative Assistance**

- A survivor may ask for assistance in some form other than traditional counseling/therapy. [Examples of such services include, but are not limited to:](#)
  - [Fees related to continued participation in the sport of swimming](#)
  - [Rehabilitation treatment](#)
  - [Alternative therapies](#)
- Request must be made in writing and submitted to the *SwimAssist*. To assist the survivor, USA Swimming Safe Sport staff can facilitate the written form and submit it to the panel on the survivor's behalf. The written request must contain a description of the services sought including promotional materials, brochure, or other program description if available.
- Each case will be considered on an individual basis.
- Requests can be made for up to ~~\$7,200~~\$9,000 and must be approved by the *SwimAssist* Panel.

#### **Funding**

- The maximum lifetime amount an individual can receive from any of the three programs (Initial Counseling, Ongoing Counseling, or Alternative Assistance) is \$9000.

- Should a survivor request assistance more than \$9000, the survivor can submit a request for additional support. Request must include specific amount requested, service to which the support will go, and a letter from the provider stating the value of the program for the survivor's recovery.
- Fees will be paid by USA Swimming directly to the provider as invoiced by the provider. The provider will be selected by the survivor.
- Invoices may be submitted to the USA Swimming Safe Sport staff contact for your case (Susan Woessner or Liz Hoendervoogt).
- USA Swimming must have a W9 from the provider in order to process payment.

### **Implementation**

The *SwimAssist* Panel will be a three-person standing panel appointed by the President. The panel includes a Safe Sport Committee member, an outside expert in the field, and a staff member. All members of the Panel are required to sign a confidentiality statement as a condition of service.

Safe Sport staff will serve as the liaisons between survivors and USA Swimming to administer *SwimAssist*. At its discretion, staff can offer the Initial Counseling program. For requests of Ongoing Counseling or Alternative Assistance, staff will work with the survivor to complete the necessary paperwork and collect whatever supporting materials are required to submit to the *SwimAssist* panel. Staff will also be responsible for working with the USA Swimming financial department to complete check requests, reimbursements, and any other steps necessary to process payment.

Please complete the following:

**Program Requested:**   Initial Counseling    Ongoing Counseling    Alternative Assistance

### **Individual Receiving Requested Services**

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

### **Contact Person for *SwimAssist* Funding (if not survivor)**

Name: \_\_\_\_\_ Relation to Survivor: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

### **Funding Recipient Statement:**

I have read and understand the USA Swimming *SwimAssist* program. I understand that USA Swimming will pay fees for services directly to the provider based on invoices from the service provider. I understand that I am responsible for connecting the service provider to USA Swimming or for providing the invoices from the service provider to USA Swimming.

Signature (Parent/Guardian if recipient under 18): \_\_\_\_\_

Print: \_\_\_\_\_ Date: \_\_\_\_\_





## **Alcohol, Tobacco & Gambling Task Force**

January 2018

### **Overview**

In the Fall of 2017, a task force was assembled to review the USA Swimming Rule Book on rules regarding alcohol, tobacco & gambling in association with USA Swimming events and teams. The task force was created in part to look at extenuating circumstances where teams had the opportunity to obtain sponsorship. The task force also looked at the topic of advertising alcohol brands as well as advertising rules that are contemplated in the USA Swimming Rule Book.

Research was conducted with multiple entities, including professional leagues as well as feedback on other practices from USA Track & Field, U.S. Ski & Snowboard Association, USA Cycling, U.S. Figure Skating, USA Hockey, U.S. Soccer, USA Gymnastics and the USOC.

Multiple conference calls were conducted by the task force ranging from November through January.

Task force members include:

- Tom Ugast, Chair
- Anthony Ervin, Athlete
- John Bradley
- Clark Hammond
- Dave Ferris
- Tim Hinchey, Staff
- Matt Farrell, Staff Liaison

### **Tobacco, Gambling & Marijuana**

The Task Force does not recommend any changes to the existing USA Swimming rule book regarding prohibition of tobacco & gambling. However, since marijuana is now legal in several states, the Task Force recommends adding language regarding marijuana to the Rule Book. A potential area to review in the future is to review the role of lottery funds within the sport and whether that is considered gambling.



## Alcohol

Below are current references to alcohol in the USA Swimming Rule Book with the task force recommendations.

Current Rule	Proposed Change
<p><i>103.12 / M/ ALCOHOLIC BEVERAGES – Alcoholic beverages are prohibited in all areas of the venue. Exceptions to this provision may be made only with the approval of the USA Swimming Board of Directors.</i></p>	<p>103.12 / M/ ALCOHOLIC BEVERAGES – Alcoholic beverages are prohibited in all areas of the venue. <b>Exceptions to this provision include senior, national-level events or with the approval of USA Swimming staff.</b></p> <p>Note: Guidelines provided below.</p>
<p><i>102.8.3 C (1) Advertising for the following shall not be allowed:</i></p> <p><i>(1) Products involving tobacco, alcohol or pharmaceuticals containing substances banned under IOC or FINA rules;</i></p>	<p>Recommend the addition of marijuana be added to the rule on the left. No other changes recommended.</p> <p>For Background Information Only: U.S. Masters Rule allows Products involving tobacco, alcohol or pharmaceuticals containing drugs banned under IOC or FINA rules may not be advertised, but the advertiser’s name only may be used.</p>
<p><i>Code of Conduct: 304.3.10 &amp; .11</i></p> <p><i>.10 The providing of alcohol to an athlete by a coach, official, trainer, manager or any other person where the athlete is under the legal age allowed to consume or purchase alcohol in the state where the alcohol is provided.</i></p> <p><i>.11 The abuse of alcohol in the presence of an athlete under the age of eighteen (18), by a coach, official, trainer, or a person who, in the context of swimming, is in a position of authority over that athlete.</i></p>	<p>.10 No change recommended.</p> <p>.11 No change recommended.</p>



### **Recommended Guidelines for Serving Alcohol**

Below are key considerations to factor before USA Swimming staff approves the service of alcohol at USA Swimming events:

- No alcohol on the pool deck or in athlete areas (Note: some venues may have deck-level seating for spectators, which will be considered a spectator area)
- Athlete seating areas will be alcohol-free zones
- Venue must comply with all local & state laws of service
- Alcohol may be served at senior, national-level events for spectators
- Alcohol may be served in adult-focused areas of the venue at non senior, national-level events or non-competition events with approval from USA Swimming staff (ex. partitioned areas of the venue for adults)

### **Recommended Guidelines for Sponsorship**

Below are key considerations to factor before approving sponsorship of alcohol companies within the sport. Approval must be granted from USA Swimming staff.

- Sponsorships may be accepted and recognized for primarily adult-focused activities and non-competition events (ex. social events, fundraising events)
- Sponsorships may be accepted and recognized in visible areas at senior-level national events (ex. TYR Pro Swim Series, Open Water Nationals, Phillips 66 National Championships, Winter National Championships, U.S. Olympic Trials)
- Recognition of a sponsor should not include the pool deck of any non senior-level national event
- Recognition of a sponsor should not be in the form of Advertising consistent with Rule 102.8.3 C (1) – (i.e., suits, caps and goggles logo recognition)
- Sponsorships may be accepted and recognized in all aspects of USA Swimming by companies primarily known for being a restaurant that serve alcohol (ex. Chili's, Applebee's) or if alcohol, liquor, bar, pub, distillery, etc., is not directly referenced in the name of the establishment (ex. Springfield Beverage)
- Sponsorships may be accepted and recognized in adult-focused activities or non-competition events for establishments that have wine, beer, liquor, distillery, etc., referenced in the name of the establishment
- Should a team recognize a sponsor, below are "non-pool deck" areas where promotional consideration could be considered: web site, adult-targeted communications, adult-focused venues and activities
- There will be no alcohol references in the name of the team
- Areas not allowed for recognition of an alcohol sponsor by a team include the name of the team, field of play, heat sheets or other "on deck" areas
- Teams with unique or extenuating circumstances may request an exception for approval by USA Swimming staff

# FINANCE VICE CHAIR REPORT

## February 3, 2018

In advance of the Board of Directors meeting, the following background information is presented for your review. *Items requiring Board action are italicized.*

### **1. Financial Update:**

Preliminary financial reports for the year ended December 31, 2017 will be distributed at the meeting.

### **2. Investment Performance Update:**

The USA Swimming investment portfolio performance for the quarter and year ended December 31, 2017 is posted in the Private Board Section of the website. The total portfolio performance of +14.78% for the year beat the benchmark by +.58%. The portfolio has outperformed the benchmark for the one, three, and five year periods ended December 31, 2017.

### **3. Foundation Financial Update:**

Preliminary financial reports for the year ended December 31, 2017 are posted in the Private Board Section of the website.

**USA Swimming, Inc.**  
**Balance Sheet**  
**As of December 31, 2017 and 2016**

	<u>12/31/2017</u>	<u>12/31/2016</u>	<u>\$</u> <u>Change</u>
<b>ASSETS</b>			
<b>CURRENT ASSETS:</b>			
Cash and cash equivalents	\$8,316,782	\$10,024,139	(\$1,707,357)
Accounts receivable	985,308	1,274,874	(289,566)
Prepaid expenses and deferred charges	1,585,700	1,466,276	119,424
Total Current Assets	<u>10,887,790</u>	<u>12,765,289</u>	<u>(1,877,500)</u>
<b>FIXED ASSETS:</b>			
Equipment, furnishings & software	10,328,153	9,399,910	928,243
Building 2A Renovation	1,709,581	1,709,581	0
Accumulated depreciation & amortization	(8,054,468)	(7,240,257)	(814,211)
Total Fixed Assets	<u>3,983,266</u>	<u>3,869,235</u>	<u>114,031</u>
<b>LONG-TERM INVESTMENTS:</b>			
Long-term Investments	37,062,874	33,262,878	3,799,997
<b>OTHER ASSETS:</b>			
Investment - 2016 Trials, LLC	245,542	370,542	(125,000)
Prepaid rent	2,334,832	2,487,647	(152,815)
Total Other Assets	<u>2,580,374</u>	<u>2,858,189</u>	<u>(277,815)</u>
<b>TOTAL ASSETS</b>	<b><u>\$54,514,304</u></b>	<b><u>\$52,755,591</u></b>	<b><u>\$1,758,713</u></b>
<b>LIABILITIES AND NET ASSETS</b>			
<b>CURRENT LIABILITIES:</b>			
Accounts payable	\$1,075,968	\$1,330,000	(\$254,032)
Accrued expenses and other liabilities	2,489,056	2,946,074	(457,019)
Deferred revenue	14,391,860	14,238,779	153,081
Total Current Liabilities	<u>17,956,884</u>	<u>18,514,854</u>	<u>(557,970)</u>
<b>NONCURRENT LIABILITIES:</b>			
Total Liabilities	<u>17,956,884</u>	<u>18,514,854</u>	<u>(557,970)</u>
<b>NET ASSETS:</b>			
Unrestricted:			
Undesignated Net Assets	16,831,224	14,514,542	2,316,683
Board Designated - USSIC	19,726,196	19,726,196	0
Total Unrestricted Net Assets	<u>36,557,420</u>	<u>34,240,738</u>	<u>2,316,683</u>
Total Net Assets	<u>36,557,420</u>	<u>34,240,738</u>	<u>2,316,683</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b><u>\$54,514,304</u></b>	<b><u>\$52,755,591</u></b>	<b><u>\$1,758,713</u></b>

**USASwimming**  
**Income Statement - By Division**  
**For the Periods Ended December 31, 2017**

	<b>Quarter Actual</b>	<b>2017 Actual</b>	<b>2017 Budget</b>	<b>Favorable (Unfavorable)</b>	<b>Percentage</b>
<b>REVENUE:</b>					
Membership	\$3,874	\$22,483,699	\$23,255,000	(\$771,301)	-3.32%
USOC Partnership	1,129,727	5,134,700	4,969,700	165,000	3.32%
Marketing Partner Revenue	1,424,689	4,803,306	6,019,500	(1,216,194)	-20.20%
Events and Registration	(7,747)	1,069,436	1,098,500	(29,064)	-2.65%
Publications and Fulfillment	38,506	117,052	234,000	(116,948)	-49.98%
Foundation and Swim-A-Thon	257,500	792,500	775,500	17,000	2.19%
Investment Income	750,567	1,001,643	1,005,500	(3,857)	-0.38%
Imputed Prepaid Rent Interest Income	43,595	174,382	174,300	82	0.05%
Other Income	3,441	113,053	261,000	(147,947)	-56.68%
Total Revenue	3,644,152	35,689,771	37,793,000	(2,103,229)	-5.57%
<b>EXPENSES:</b>					
Club Development	977,888	4,451,159	4,718,800	267,641	5.67%
Business Operations and Events	2,220,152	9,001,315	8,704,000	(297,315)	-3.42%
National Team	1,499,663	7,965,719	8,939,300	973,581	10.89%
Business Development and Promotion	1,265,323	5,151,700	6,487,700	1,336,000	20.59%
Foundation and MAS Support	289,754	481,061	550,000	68,939	12.53%
Executive	1,688,375	4,769,049	4,722,200	(46,849)	-0.99%
Financial Affairs	290,056	1,364,013	1,328,000	(36,013)	-2.71%
Risk Management	152,927	3,005,535	3,496,200	490,665	14.03%
Total Expenses	8,384,139	36,189,550	38,946,200	2,756,649	7.08%
<b>OPERATING INCOME (LOSS)</b>	<b>(\$4,739,987)</b>	<b>(\$499,779)</b>	<b>(\$1,153,200)</b>	<b>\$653,421</b>	<b>-56.66%</b>
Investment Gains (Losses)	554,846	3,816,462	573,000	3,243,462	566.05%
Foundation Endowment Donation	0	(1,000,000)	(1,000,000)	0	0.00%
<b>NET SURPLUS (DEFICIT)</b>	<b>(\$4,185,141)</b>	<b>\$2,316,683</b>	<b>(\$1,580,200)</b>	<b>\$3,896,883</b>	<b>-246.61%</b>

**USA Swimming**  
**Income Statement - By Category**  
**For the Periods Ended December 31, 2017**

	<u>Quarter Actual</u>	<u>2017 Actual</u>	<u>2017 Budget</u>	<u>Favorable (Unfavorable)</u>	<u>Percentage</u>
<b>REVENUE:</b>					
Membership	\$3,874	\$22,483,699	\$23,255,000	(\$771,301)	-3.32%
USOC Partnership	1,129,727	5,134,700	4,969,700	165,000	3.32%
Marketing Partner Revenue	1,424,689	4,803,306	6,084,500	(1,281,194)	-21.06%
Events and Registration	(7,747)	1,069,436	1,098,500	(29,064)	-2.65%
Publications and Fulfillment	38,506	117,052	169,000	(51,948)	-30.74%
Foundation and Swim-A-Thon	257,500	792,500	775,500	17,000	2.19%
Investment Income	750,567	1,001,643	1,005,500	(3,857)	-0.38%
Imputed Prepaid Rent Interest Income	43,595	174,382	174,300	82	0.05%
Other Income	3,441	113,053	261,000	(147,947)	-56.68%
Total Revenue	<u>3,644,152</u>	<u>35,689,771</u>	<u>37,793,000</u>	<u>(2,103,229)</u>	<u>-5.57%</u>
<b>EXPENSES:</b>					
Salaries and Wages	2,740,752	9,122,363	9,062,074	(60,289)	-0.67%
Employee Benefits	454,864	1,995,839	2,159,938	164,099	7.60%
Employment Taxes	116,810	517,695	543,788	26,093	4.80%
Total Payroll and Benefits	<u>3,312,426</u>	<u>11,635,897</u>	<u>11,765,800</u>	<u>129,903</u>	<u>1.10%</u>
Travel and Hospitality	817,352	5,656,782	5,871,529	214,747	3.66%
Professional Fees & Honoraria	943,434	3,123,986	3,576,133	452,147	12.64%
Direct Athlete Support	586,187	2,967,707	3,488,900	521,193	14.94%
Insurance	170,700	2,956,281	3,442,500	486,219	14.12%
Television and Video Production	351,252	1,580,082	1,743,000	162,918	9.35%
Grants	349,215	1,203,916	1,290,500	86,584	6.71%
Dues, Fees & Tickets	354,343	1,169,639	1,038,121	(131,519)	-12.67%
Depreciation and Amortization	283,406	927,080	1,051,113	124,033	11.80%
Supplies and Expense	250,511	819,466	921,664	102,198	11.09%
Gear, Equipment, & Signage	104,006	784,005	640,883	(143,122)	-22.33%
Rent and Lease Expense	253,137	693,091	829,892	136,801	16.48%
Printing and Duplication	218,867	648,550	833,845	185,295	22.22%
Awards	40,663	547,997	482,706	(65,291)	-13.53%
Information Technology Expenses	129,485	534,801	447,400	(87,401)	-19.54%
Apparel	149,588	481,676	642,991	161,315	25.09%
Protocol & Gifts	10,552	188,994	186,328	(2,666)	-1.43%
Telephone and Internet Service	38,836	118,143	154,805	36,662	23.68%
Advertising	11,322	84,650	265,250	180,600	68.09%
Miscellaneous Expenses	8,857	66,807	49,290	(17,517)	-35.54%
Contingency	0	0	223,550	223,550	100.00%
Total Expenses	<u>8,384,139</u>	<u>36,189,550</u>	<u>38,946,200</u>	<u>2,756,649</u>	<u>7.08%</u>
<b>OPERATING INCOME (LOSS)</b>	<b><u>(\$4,739,987)</u></b>	<b><u>(\$499,779)</u></b>	<b><u>(\$1,153,200)</u></b>	<b><u>\$653,421</u></b>	<b><u>-56.66%</u></b>
<b>Investment Gains (Losses)</b>	<b>554,846</b>	<b>3,816,462</b>	<b>573,000</b>	<b>3,243,462</b>	<b>566.05%</b>
Foundation Endowment Donation	0	(1,000,000)	(1,000,000)	0	0.00%
<b>NET SURPLUS (DEFICIT)</b>	<b><u>(\$4,185,141)</u></b>	<b><u>\$2,316,683</u></b>	<b><u>(\$1,580,200)</u></b>	<b><u>\$3,896,883</u></b>	<b><u>-246.61%</u></b>

**USA Swimming, Inc.**  
**Statement of Revenue**  
For the Periods Ended December 31, 2017

	<b>Quarter Actual</b>	<b>2017 Actual</b>	<b>2017 Budget</b>	<b>Favorable (Unfavorable)</b>	<b>Percentage</b>
<b>MEMBERSHIP:</b>					
Athlete Membership	(\$56)	\$19,255,488	\$19,996,424	(\$740,936)	-3.71%
Outreach Athlete Membership	10	53,885	45,925	7,960	17.33%
Seasonal Athlete Membership	3,390	755,430	709,680	45,750	6.45%
Non-Athlete Membership	0	2,165,184	2,165,016	168	0.01%
Family Membership	0	0	85,680	(85,680)	-100.00%
Life Membership	0	29,332	31,000	(1,668)	-5.38%
Allied Membership	0	1,000	1,000	0	0.00%
Club Membership	0	212,100	210,700	1,400	0.66%
Seasonal Club Membership	0	5,120	5,080	40	0.79%
Affiliate Membership	0	800	800	0	0.00%
Single Meet Open Water	530	4,710	3,550	1,160	32.68%
Delegate Fees	0	350	100	250	250.00%
Other Membership Income	0	300	45	255	566.67%
<b>TOTAL MEMBERSHIP</b>	<b>3,874</b>	<b>22,483,699</b>	<b>23,255,000</b>	<b>(771,301)</b>	<b>-3.32%</b>
<b>USOC PARTNERSHIP:</b>					
USOC Performance Funding	771,384	3,022,200	2,897,200	125,000	4.31%
USOC Performance VIK	0	60,000	60,000	0	0.00%
USOC Direct Athlete Support	358,343	1,997,500	1,997,500	0	0.00%
USOC International Relations Grant	0	5,000	15,000	(10,000)	-66.67%
USOC Other Support	0	50,000	0	50,000	0.00%
<b>TOTAL USOC PARTNERSHIP</b>	<b>1,129,727</b>	<b>5,134,700</b>	<b>4,969,700</b>	<b>165,000</b>	<b>3.32%</b>
<b>MARKETING PARTNER REVENUE:</b>					
Corporate Sponsor Income	1,276,189	4,172,147	5,129,000	(956,853)	-18.66%
Supplier Income	(625)	155,000	400,000	(245,000)	-61.25%
Licensee Income	0	25,000	10,000	15,000	150.00%
Royalties	44,814	111,356	97,500	13,856	14.21%
SwimBiz	(75)	8,325	10,000	(1,675)	-16.75%
Swimjitsu	100,000	320,000	333,000	(13,000)	-3.90%
USA Swimming Productions	0	0	65,000	(65,000)	-100.00%
Deck Pass Apps	4,387	11,478	40,000	(28,522)	-71.30%
<b>TOTAL MARKETING PARTNER REV.</b>	<b>1,424,689</b>	<b>4,803,306</b>	<b>6,084,500</b>	<b>(1,281,194)</b>	<b>-21.06%</b>
<b>EVENTS AND REGISTRATIONS:</b>					
Golden Goggle Awards	(238,001)	(87,240)	0	(87,240)	0.00%
Coach Education Clinics	49,165	191,073	180,000	11,073	6.15%
LSC Altitude Camps	75,410	513,099	500,000	13,099	2.62%
Facilities Conference	2,067	16,258	8,000	8,258	103.23%
FINA Junior Worlds	72,899	336,074	318,000	18,074	5.68%
Custom Visits (BAP)	0	3,500	0	3,500	0.00%
Safe Sport Materials	4,988	14,522	0	14,522	0.00%
International TV Rights	0	0	70,000	(70,000)	-100.00%
Hotel Rebates	2,232	30,438	20,000	10,438	52.19%
Other Registration	23,493	51,713	2,500	49,213	1968.51%
<b>TOTAL EVENTS AND REGISTRATIONS</b>	<b>(7,747)</b>	<b>1,069,436</b>	<b>1,098,500</b>	<b>(29,064)</b>	<b>-2.65%</b>



**USA Swimming, Inc.**  
**Statement of Revenue**  
For the Periods Ended December 31, 2017

	Quarter Actual	2017 Actual	2017 Budget	Favorable (Unfavorable)	Percentage
<b>PUBLICATIONS AND FULFILLMENT:</b>					
Publication/Video Sales	100	5,740	0	5,740	0.00%
SwimOutlet	36,201	72,655	120,000	(47,345)	-39.45%
Splash Magazine Subscriptions	280	955	4,000	(3,045)	-76.13%
Advertising Income	1,550	31,110	40,000	(8,890)	-22.23%
List Rental Income/Mailing Service	375	6,498	5,000	1,498	29.95%
Shipping/Handling	0	94	0	94	0.00%
<b>TOTAL PUB. AND FULFILLMENT</b>	<b>38,506</b>	<b>117,052</b>	<b>169,000</b>	<b>(51,948)</b>	<b>-30.74%</b>
<b>FOUNDATION AND SWIM-A-THON</b>					
USA Swimming Foundation	242,500	732,500	715,500	17,000	2.38%
Foundation Rent	15,000	60,000	60,000	0	0.00%
<b>TOTAL FOUND. AND SWIM-A-THON</b>	<b>257,500</b>	<b>792,500</b>	<b>775,500</b>	<b>17,000</b>	<b>2.19%</b>
<b>INVESTMENT INCOME:</b>					
Operating Investment Income	765,500	990,500	990,500	0	0.00%
Interest Income - Savings	(770)	(766)	0	(766)	0.00%
Interest Income - Short Term Securities	(14,163)	11,909	15,000	(3,091)	-20.60%
<b>TOTAL INVESTMENT INCOME</b>	<b>750,567</b>	<b>1,001,643</b>	<b>1,005,500</b>	<b>(3,857)</b>	<b>-0.38%</b>
<b>IMPUTED PREPAID RENT INTEREST INCOME</b>					
	<b>43,595</b>	<b>174,382</b>	<b>174,300</b>	<b>82</b>	<b>0.05%</b>
<b>OTHER INCOME:</b>					
USSIC Funding - SwimAssist	0	0	158,000	(158,000)	-100.00%
NCAA Top Times List	0	93,000	93,000	0	0.00%
Combined Federal Campaign	2,032	7,935	10,000	(2,065)	-20.65%
Other Revenue	1,409	12,118	0	12,118	0.00%
<b>TOTAL OTHER INCOME</b>	<b>3,441</b>	<b>113,053</b>	<b>261,000</b>	<b>(147,947)</b>	<b>-56.68%</b>
<b>TOTAL OPERATING REVENUE</b>	<b>\$3,644,152</b>	<b>\$35,689,771</b>	<b>\$37,793,000</b>	<b>(\$2,103,229)</b>	<b>-5.57%</b>
<b>INVESTMENT GAINS (LOSSES):</b>					
Gains (Losses)	577,608	3,905,552	672,800	3,232,752	480.49%
Money Manager Fees	(22,762)	(89,090)	(99,800)	10,710	-10.73%
<b>TOTAL INVESTMENT GAINS (LOSSES)</b>	<b>554,846</b>	<b>3,816,462</b>	<b>573,000</b>	<b>3,243,462</b>	<b>566.05%</b>
<b>TOTAL REVENUE</b>	<b>\$4,198,998</b>	<b>\$39,506,233</b>	<b>\$38,366,000</b>	<b>\$1,140,233</b>	<b>2.97%</b>

**USA Swimming, Inc.**  
**Quarterly Statement of Expenses - By Program**  
**For the Periods Ended December 31, 2017**

	<u>Quarter Actual</u>	<u>2017 Actual</u>	<u>2017 Budget</u>	<u>Favorable (Unfavorable)</u>	<u>Percentage</u>
<b>CLUB DEVELOPMENT DIVISION</b>					
<b><i>Athlete Development Programs</i></b>					
1117 LSC Camps	\$615	\$7,029	\$7,400	\$371	5.01%
1118 Zone Select Camps	38	102,340	97,200	(5,140)	-5.29%
1119 National Select Camps	68,078	154,059	163,100	9,041	5.54%
1120 Camp (VIK)	0	29,706	25,000	(4,706)	-18.82%
1135 Tech Services Support	3,166	6,018	2,400	(3,618)	-150.77%
1163 Open Water Select Camp	0	54,028	51,800	(2,228)	-4.30%
<b><i>Program Group Total</i></b>	<b><u>71,897</u></b>	<b><u>353,180</u></b>	<b><u>346,900</u></b>	<b><u>(6,280)</u></b>	<b><u>-1.81%</u></b>
<b><i>Coach Education and Development</i></b>					
1213 Coach Education Development	12,336	43,025	30,600	(12,425)	-40.61%
1231 USA-S Hosted Coaches Clinics	11,182	85,712	84,900	(812)	-0.96%
1237 Non-USAS Clinic Participation	2,281	31,144	36,200	5,056	13.97%
1240 Online Coach Clinics/Podcasts	88	14,272	18,200	3,928	21.58%
1242 Coach Mentoring	23,009	73,585	111,700	38,115	34.12%
1245 Master Coach Program	23,235	100,365	160,700	60,335	37.55%
1290 Travel & Program Support	48,402	138,479	117,300	(21,179)	-18.06%
<b><i>Program Group Total</i></b>	<b><u>120,534</u></b>	<b><u>486,583</u></b>	<b><u>559,600</u></b>	<b><u>73,017</u></b>	<b><u>13.05%</u></b>
<b><i>Club Education and Development</i></b>					
1302 Club Excellence Program	2,573	471,753	463,600	(8,153)	-1.76%
1305 Club Recognition Program	0	0	2,000	2,000	100.00%
1311 Club Governance Programs	7,275	37,410	48,500	11,090	22.87%
1314 Club Resources	1,432	14,949	27,600	12,651	45.84%
1332 Club Research Technology	43,146	145,833	138,800	(7,033)	-5.07%
1390 Travel & Program Support	39,103	148,358	149,900	1,542	1.03%
<b><i>Program Group Total</i></b>	<b><u>93,529</u></b>	<b><u>818,304</u></b>	<b><u>830,400</u></b>	<b><u>12,096</u></b>	<b><u>1.46%</u></b>
<b><i>LSC Development &amp; Education</i></b>					
1470 LSC Consulting	14,073	45,431	50,400	4,969	9.86%
1475 LEAP Program	13,500	64,256	27,800	(36,456)	-131.14%
1465 LSC & Zone Governance Study	0	0	15,000	15,000	100.00%
1481 Leadership Workshops	14,409	16,236	42,500	26,264	61.80%
<b><i>Program Group Total</i></b>	<b><u>41,983</u></b>	<b><u>125,923</u></b>	<b><u>135,700</u></b>	<b><u>9,777</u></b>	<b><u>7.20%</u></b>
<b><i>Facilities Advocacy &amp; Development</i></b>					
1505 Build a Pool Conference	9,939	68,781	62,700	(6,081)	-9.70%
1507 Aquatic Industry Relations	1,293	23,355	21,500	(1,855)	-8.63%
1590 Travel & Program Support	595	2,531	11,200	8,669	77.40%
<b><i>Program Group Total</i></b>	<b><u>11,827</u></b>	<b><u>94,667</u></b>	<b><u>95,400</u></b>	<b><u>733</u></b>	<b><u>0.77%</u></b>

**USA Swimming, Inc.**  
**Quarterly Statement of Expenses - By Program**  
**For the Periods Ended December 31, 2017**

	<b>Quarter Actual</b>	<b>2017 Actual</b>	<b>2017 Budget</b>	<b>Favorable (Unfavorable)</b>	<b>Percentage</b>
<b>Membership Growth and Diversity</b>					
1638 Diversity Management Support	7,871	58,164	84,100	25,936	30.84%
1640 Community Swim Team Development	14,438	43,164	48,300	5,136	10.63%
1645 Zone Diversity Camps & Meetings	0	24,748	22,700	(2,048)	-9.02%
1651 Diversity VIK	0	14,893	15,000	107	0.71%
1665 Diversity Select Camp	0	57,600	68,000	10,400	15.29%
<b>Program Group Total</b>	<b>22,310</b>	<b>198,568</b>	<b>238,100</b>	<b>39,532</b>	<b>16.60%</b>
<b>Committees</b>					
1823 Convention Education Committee	1,283	9,680	14,000	4,320	30.86%
1830 LSC Development Committee	4,341	23,054	25,100	2,046	8.15%
1841 Disability Swimming Committee	369	4,421	8,900	4,479	50.33%
1842 Diversity Committee	4,005	18,055	12,000	(6,055)	-50.46%
1851 Age Group Development Committee	329	1,014	900	(114)	-12.65%
1856 Club Development Committee	636	670	400	(270)	-67.43%
1860 Governance Committee	559	9,432	10,700	1,268	11.85%
1885 Senior Development Committee	9,526	9,609	7,700	(1,909)	-24.80%
<b>Program Group Total</b>	<b>21,047</b>	<b>75,934</b>	<b>79,700</b>	<b>3,766</b>	<b>4.72%</b>
<b>Administration &amp; Operational Support</b>					
1990 Administration & Operational Support	75,269	286,291	267,800	(18,491)	-6.90%
1999 Salary and Benefits	519,493	2,011,708	2,165,200	153,492	7.09%
<b>Program Group Total</b>	<b>594,761</b>	<b>2,298,000</b>	<b>2,433,000</b>	<b>135,000</b>	<b>5.55%</b>
<b>TOTAL CLUB DEVELOPMENT</b>	<b>977,888</b>	<b>4,451,159</b>	<b>4,718,800</b>	<b>267,641</b>	<b>5.67%</b>

**BUSINESS OPERATIONS & EVENTS  
DIVISION**

<b>Events</b>					
2005 Olympic Trials	0	250	10,000	9,750	97.50%
2010 Duel in the Pool	0	0	147,800	147,800	100.00%
2018 Winter National Championships	92,340	96,191	123,900	27,709	22.36%
2019 National Championships/Trials	40,000	332,069	241,500	(90,569)	-37.50%
2023 US Open	0	83,313	94,100	10,787	11.46%
2024 College Invitational	1,882	1,882	0	(1,882)	0.00%
2025 Arena Pro Swim Series	45,037	204,616	214,900	10,284	4.79%
2026 National Team vs NCAA	156,506	163,806	100,000	(63,806)	-63.81%
2027 Speedo Sectionals	25,000	210,000	215,000	5,000	2.33%
2028 IM Xtreme Games	2,000	8,000	24,000	16,000	66.67%
2029 Zone Championships	40,000	100,395	100,000	(395)	-0.40%
2035 Futures Championships	20,000	124,200	134,200	10,000	7.45%
2040 Jr. Pan Pacific Championships	8,337	8,337	0	(8,337)	0.00%

**USA Swimming, Inc.**  
**Quarterly Statement of Expenses - By Program**  
**For the Periods Ended December 31, 2017**

	<b>Quarter Actual</b>	<b>2017 Actual</b>	<b>2017 Budget</b>	<b>Favorable (Unfavorable)</b>	<b>Percentage</b>
2045 Jr. National Championships (Summer LC)	5,388	74,147	101,800	27,653	27.16%
2050 Jr. NTL. Champ. (Winter SC) & Long Course Inv.	126,637	146,178	126,300	(19,878)	-15.74%
2055 FINA Jr. World Championships	43,485	1,260,358	1,008,500	(251,858)	-24.97%
2069 Open Water Championships	(790)	92,042	93,600	1,558	1.66%
2077 National Events Uniforming VIK	15,300	31,500	40,000	8,500	21.25%
2076 Bag Tags VIK	2,019	17,175	10,000	(7,175)	-71.75%
2716 Omega Timing Systems VIK	412,272	436,850	331,500	(105,350)	-31.78%
<b>Program Group Total</b>	<b>1,035,412</b>	<b>3,391,308</b>	<b>3,117,100</b>	<b>(274,208)</b>	<b>-8.80%</b>
<b>Member Programs</b>					
2411 Member Dues and Services	205	7,841	28,900	21,059	72.87%
2412 Technology Projects	0	563	40,000	39,437	98.59%
2418 SWIMS 2.0	17,487	62,357	150,000	87,643	58.43%
2421 Membership Directory	0	5,593	9,000	3,407	37.86%
2423 Rulebook	0	100,463	122,000	21,537	17.65%
2431 Swimposium	41,205	101,113	138,000	36,887	26.73%
2432 Zone Workshops	0	209,601	148,300	(61,301)	-41.34%
2434 On-Line Registration	6,415	6,415	100,000	93,585	93.59%
2498 Awards	1,771	9,939	14,300	4,361	30.50%
<b>Program Group Total</b>	<b>67,081</b>	<b>503,885</b>	<b>750,500</b>	<b>246,615</b>	<b>32.86%</b>
<b>Member Programs - Officials</b>					
2433 Officials Training Sessions	1,303	127,311	96,500	(30,811)	-31.93%
2437 Officials On-Line Testing	0	0	5,100	5,100	100.00%
2438 Officials Certification Program	0	2,564	37,400	34,836	93.15%
2440 Officials Clinic	0	1,045	3,200	2,155	67.35%
2441 Officials International Travel	0	10,803	19,800	8,997	45.44%
2450 Officials Mentoring & Training	200	502	5,200	4,698	90.35%
<b>Program Group Total</b>	<b>1,503</b>	<b>142,225</b>	<b>167,200</b>	<b>24,975</b>	<b>14.94%</b>
<b>Other Programs and Services</b>					
2501 Publications and Video Sales	11	23,665	40,000	16,335	40.84%
2502 Mailing Service	17	280	600	320	53.41%
2518 Altitude Camps	76,500	537,523	510,000	(27,523)	-5.40%
2519 Times Projects	18,110	54,368	67,100	12,732	18.97%
2715 TV/Web Cast Production	249,789	1,154,685	977,000	(177,685)	-18.19%
<b>Program Group Total</b>	<b>344,427</b>	<b>1,770,521</b>	<b>1,594,700</b>	<b>(175,821)</b>	<b>-11.03%</b>
<b>Committees &amp; Governance</b>					
2801 Convention	17,846	86,771	99,700	12,929	12.97%
2802 Convention - Athletes	3,860	102,175	101,800	(375)	-0.37%
2825 Registration / Membership	125	12,411	18,500	6,089	32.91%
2832 Awards	0	0	400	400	100.00%

**USA Swimming, Inc.**  
**Quarterly Statement of Expenses - By Program**  
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	<b>Quarter Actual</b>	<b>2017 Actual</b>	<b>2017 Budget</b>	<b>Favorable (Unfavorable)</b>	<b>Percentage</b>
2835 Credentials / Elections	353	1,952	1,400	(552)	-39.45%
2836 Rules and Regulations	3,629	37,241	35,400	(1,841)	-5.20%
2850 Open Water Development	1,041	1,063	10,500	9,437	89.88%
2857 Times & Recognition Committee	13,476	15,935	23,200	7,265	31.31%
2862 Championship Evaluation	0	2,045	5,500	3,455	62.81%
2866 Officials	323	17,540	19,000	1,460	7.69%
<i>Program Group Total</i>	<u>40,653</u>	<u>277,133</u>	<u>315,400</u>	<u>38,267</u>	<u>12.13%</u>
<b>Administration &amp; Operational Support</b>					
2990 Administration & Operational Support	74,547	291,236	236,000	(55,236)	-23.41%
2995 Information Technology Support	81,095	435,438	414,000	(21,438)	-5.18%
2999 Salary and Benefits	575,434	2,189,569	2,109,100	(80,469)	-3.82%
<i>Program Group Total</i>	<u>731,076</u>	<u>2,916,243</u>	<u>2,759,100</u>	<u>(157,143)</u>	<u>-5.70%</u>
<b>TOTAL BUS. OPERATIONS &amp; EVENTS</b>	<u><b>2,220,152</b></u>	<u><b>9,001,315</b></u>	<u><b>8,704,000</b></u>	<u><b>(297,315)</b></u>	<u><b>-3.42%</b></u>

**NATIONAL TEAM DIVISION**

**Competitions**

3001 Olympic Games	18	9,251	100	(9,151)	-9151.21%
3015 World University Games	851	254,557	302,400	47,843	15.82%
3020 NT vs. NCAA	85,488	90,076	95,000	4,924	5.18%
3031 Long Course World Championships	416	329,497	341,000	11,503	3.37%
3033 Short Course World Championships	0	1,867	0	(1,867)	0.00%
<i>Program Group Total</i>	<u>86,773</u>	<u>685,249</u>	<u>738,500</u>	<u>53,251</u>	<u>7.21%</u>

**Junior Team Programs**

3009 Jr. Team International Competition	66,382	76,818	145,900	69,082	47.35%
3012 Jr. Pan Pacific Championships	2,900	2,900	0	(2,900)	0.00%
3045 Junior Team Camps	0	34,598	64,800	30,202	46.61%
3050 FINA World Junior Championships	80,874	208,847	245,800	36,953	15.03%
3051 Jr. Team Pro Swim Series	9,094	21,476	40,000	18,524	46.31%
3992 Ntl. Jr. Team Program Support	5,323	22,747	37,800	15,053	39.82%
<i>Program Group Total</i>	<u>164,572</u>	<u>367,386</u>	<u>534,300</u>	<u>166,914</u>	<u>31.24%</u>

**Open Water Programs**

3040 FINA Open Water Jr. Championships	22,222	23,690	46,400	22,710	48.94%
3061 Open Water World Championships	(2,771)	65,004	64,000	(1,004)	-1.57%
3063 Open Water University Games	2	3,427	27,400	23,973	87.49%
3065 Open Water World Cup	44,197	77,774	82,500	4,726	5.73%
3067 Open Water Camps	0	42,887	0	(42,887)	0.00%
3075 Open Water International Camps	187	73,264	55,800	(17,464)	-31.30%
3495 Open Water Program Support	43	15,086	50,400	35,314	70.07%

**USA Swimming, Inc.**  
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	<u>Quarter Actual</u>	<u>2017 Actual</u>	<u>2017 Budget</u>	<u>Favorable (Unfavorable)</u>	<u>Percentage</u>
<i>Program Group Total</i>	<i>63,881</i>	<i>301,131</i>	<i>326,500</i>	<i>25,369</i>	<i>7.77%</i>
<b>Camps</b>					
3071 Altitude Training Camps	5,454	31,984	60,000	28,016	46.69%
3073 National Team Camps	0	43,323	17,500	(25,823)	-147.56%
3076 National Team International Camps	166	366,532	237,100	(129,432)	-54.59%
3479 Advance Team Visits	(85)	29,962	21,800	(8,162)	-37.44%
<i>Program Group Total</i>	<i>5,535</i>	<i>471,802</i>	<i>336,400</i>	<i>(135,402)</i>	<i>-40.25%</i>
<b>Athlete Services</b>					
3101 Athlete Support-Stipends & Grants	356,218	1,294,337	1,576,800	282,463	17.91%
3103 Athlete Support-Medals & Records	3,750	708,750	450,000	(258,750)	-57.50%
3107 Athlete Support-Op Gold Qualification Bonus	21,861	309,111	251,300	(57,811)	-23.00%
3024 Swim Squads	12,000	12,000	0	(12,000)	0.00%
3025 Arena Pro Swim Athlete Support	26,726	347,189	530,900	183,711	34.60%
3021 World Cup Athlete Support	(12,250)	4,889	50,000	45,111	90.22%
3127 National Team Investment Grant	52,427	204,209	300,000	95,791	31.93%
3106 ConocoPhillips Athlete Support	32,131	83,138	108,000	24,862	23.02%
3110 National Team Uniforming (VIK)	109,392	263,754	325,000	61,246	18.85%
3120 Athlete Support-Olympic Prep	444	13,632	20,000	6,368	31.84%
3130 Foundation Travel & Training Endowment Programs	18,797	36,157	50,000	13,843	27.69%
3131 Foundation Athlete Endowment Programs	27,500	27,500	0	(27,500)	0.00%
3200 Athlete Life Skills	50	50	1,000	950	95.00%
3310 USOC Service Provider Travel	0	38,617	0	(38,617)	0.00%
3155 Elite Athlete Accident Coverage	24,300	34,222	50,000	15,778	31.56%
<i>Program Group Total</i>	<i>673,346</i>	<i>3,377,553</i>	<i>3,713,000</i>	<i>335,447</i>	<i>9.03%</i>
<b>Coach Services</b>					
3203 Coach Incentive & Reward Program	1	330,001	330,000	(1)	0.00%
3210 Olympic Team Prep - Coaches	1,830	7,370	10,000	2,630	26.30%
3460 Olympic Staff Recognition	0	31,110	20,000	(11,110)	-55.55%
3010 Coach Education	9,112	27,986	38,000	10,014	26.35%
3077 National Team Coaches Meeting	0	97,612	128,500	30,888	24.04%
<i>Program Group Total</i>	<i>10,943</i>	<i>494,080</i>	<i>526,500</i>	<i>32,420</i>	<i>6.16%</i>
<b>Performance Support</b>					
3301 National Team Performance Support	44,555	145,818	183,000	37,182	20.32%
3351 Athlete Testing & Lab Expenses	7,268	22,140	19,100	(3,040)	-15.92%
<i>Program Group Total</i>	<i>51,823</i>	<i>167,958</i>	<i>202,100</i>	<i>34,142</i>	<i>16.89%</i>
<b>High Performance Network</b>					
3353 Sport Medicine & Science Network	9,731	35,896	81,700	45,804	56.06%

**USA Swimming, Inc.**  
**Quarterly Statement of Expenses - By Program**  
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	<u>Quarter Actual</u>	<u>2017 Actual</u>	<u>2017 Budget</u>	<u>Favorable (Unfavorable)</u>	<u>Percentage</u>
3453 Drug Control Program	7,640	28,515	35,000	6,485	18.53%
<i>Program Group Total</i>	<i>17,371</i>	<i>64,411</i>	<i>116,700</i>	<i>52,289</i>	<i>44.81%</i>
<b>Other Programs and Services</b>					
3481 National Team Equipment	0	12,402	28,500	16,098	56.48%
3496 National Team Selection	162	164	5,700	5,536	97.12%
<i>Program Group Total</i>	<i>162</i>	<i>12,566</i>	<i>34,200</i>	<i>21,634</i>	<i>63.26%</i>
<b>Committees</b>					
3846 Sports Medicine	0	517	5,300	4,783	90.25%
3868 Open Water Committee	4,910	11,471	19,700	8,229	41.77%
3882 National Steering Committee	3,553	4,310	14,100	9,790	69.43%
3887 Athletes Executive Committee	0	14,964	12,000	(2,964)	-24.70%
3888 National Team Ath Committee	575	3,739	11,000	7,261	66.01%
<i>Program Group Total</i>	<i>9,038</i>	<i>35,001</i>	<i>62,100</i>	<i>27,099</i>	<i>43.64%</i>
<b>Administration &amp; Operational Support</b>					
3990 Administration & Operational Support	62,588	237,607	216,600	(21,007)	-9.70%
3991 NT Division Travel	(36)	36,147	82,900	46,753	56.40%
3999 Salary and Benefits	353,667	1,714,827	2,049,500	334,673	16.33%
<i>Program Group Total</i>	<i>416,218</i>	<i>1,988,581</i>	<i>2,349,000</i>	<i>360,419</i>	<i>15.34%</i>
<b>TOTAL NATIONAL TEAM</b>	<b><u>1,499,663</u></b>	<b><u>7,965,719</u></b>	<b><u>8,939,300</u></b>	<b><u>973,581</u></b>	<b><u>10.89%</u></b>
 <b>BUSINESS DEVELOPMENT &amp; PROMOTIONS DIVISION</b>					
<b>Corporate Partnerships</b>					
5901 Marketing & Contract Fulfillment	18,505	185,550	158,000	(27,550)	-17.44%
5905 Sales Development Support	11,537	51,690	60,000	8,310	13.85%
<i>Program Group Total</i>	<i>30,042</i>	<i>237,240</i>	<i>218,000</i>	<i>(19,240)</i>	<i>-8.83%</i>
<b>Communications</b>					
5711 Splash Magazine	390,050	899,812	1,149,400	249,588	21.71%
5714 PR-USA Swimming Programs	0	39,476	75,000	35,524	47.37%
5718 usaswimming.org - Web site	114,475	360,683	527,700	167,017	31.65%
5724 Communication Operations	27,171	134,675	230,000	95,325	41.45%
5730 USA Swimming Productions	193,815	566,346	828,200	261,854	31.62%
<i>Program Group Total</i>	<i>725,511</i>	<i>2,000,992</i>	<i>2,810,300</i>	<i>809,308</i>	<i>28.80%</i>
<b>Marketing</b>					
5109 Athlete Partnership Fulfillment	6,234	23,083	50,000	26,917	53.83%

**USA Swimming, Inc.**  
**Quarterly Statement of Expenses - By Program**  
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	<b>Quarter Actual</b>	<b>2017 Actual</b>	<b>2017 Budget</b>	<b>Favorable (Unfavorable)</b>	<b>Percentage</b>
5620 Family Program	(6,881)	24,183	30,000	5,817	19.39%
5710 Membership/Recruiting Promotion (SwimToday)	18,732	364,895	500,000	135,105	27.02%
5713 Deck Pass	8,166	71,305	200,000	128,695	64.35%
5715 SwimBiz	1,349	71,214	100,300	29,086	29.00%
5716 Swimjitsu	50,244	266,018	316,000	49,982	15.82%
5740 America's Swim Team/ Membership Card	0	0	25,000	25,000	100.00%
5720 Video Production Services	915	9,418	25,000	15,582	62.33%
5913 Multicultural Promotions	12,060	147,192	130,100	(17,092)	-13.14%
5902 Merchandise Program	13,209	20,628	25,000	4,372	17.49%
5904 Marketing Contract Labor	0	19,212	25,000	5,788	23.15%
5911 Aqua Zone - Olympic Trials 2016	0	5,408	0	(5,408)	0.00%
<b>Program Group Total</b>	<b>104,028</b>	<b>1,022,556</b>	<b>1,426,400</b>	<b>403,844</b>	<b>28.31%</b>
<b>Committees</b>					
<b>Administration &amp; Operational Support</b>					
5990 Administration & Operational Support	85,173	234,613	209,300	(25,313)	-12.09%
5999 Salary and Benefits	320,568	1,656,299	1,823,700	167,401	9.18%
<b>Program Group Total</b>	<b>405,742</b>	<b>1,890,912</b>	<b>2,033,000</b>	<b>142,088</b>	<b>6.99%</b>
<b>TOTAL BUS. DEVELOPMENT &amp; PROMOTIONS</b>	<b>1,265,323</b>	<b>5,151,700</b>	<b>6,487,700</b>	<b>1,336,000</b>	<b>20.59%</b>
<b>FOUND. &amp; MAKE A SPLASH SUPPORT</b>					
6000 Foundation Support and Travel and Training Endowment	289,754	481,061	550,000	68,939	12.53%
<b>TOTAL FOUNDATION &amp; MAS SUPPORT</b>	<b>289,754</b>	<b>481,061</b>	<b>550,000</b>	<b>68,939</b>	<b>12.53%</b>
<b>EXECUTIVE DIVISION</b>					
<b>Other Executive Division</b>					
7920 CEO Contingency	1,030	186,358	75,000	(111,358)	-148.48%
7930 President's Travel/Contingency	4,200	27,412	40,000	12,588	31.47%
7945 CSCAA Grant	30,000	100,005	125,000	24,995	20.00%
7971 Organizational Relations - Domestic	7,058	59,302	125,000	65,698	52.56%
7984 Organizational Relations - Internat'l	3,900	27,582	75,000	47,418	63.22%
7981 International Relations Expense	5,946	45,743	100,000	54,257	54.26%
7937 Splash Makers II	0	1,321	0	(1,321)	0.00%
<b>Program Group Total</b>	<b>52,133</b>	<b>447,723</b>	<b>540,000</b>	<b>92,277</b>	<b>17.09%</b>
<b>Safe Sport</b>					



**USA Swimming, Inc.**  
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	<b>Quarter Actual</b>	<b>2017 Actual</b>	<b>2017 Budget</b>	<b>Favorable (Unfavorable)</b>	<b>Percentage</b>
7385 Safe Sport Programs	60,047	228,824	275,000	46,177	16.79%
7387 Safe Sport - USOC Center for Safe Sport	0	42,900	55,000	12,100	22.00%
7388 Safe Sport - Leadership Conference	0	62,373	66,000	3,627	5.50%
7389 Safe Sport - SwimAssist	4,749	23,047	158,000	134,953	85.41%
7335 Safe Sport - Background Check	18,791	54,612	41,200	(13,412)	-32.55%
<b>Program Group Total</b>	<b>83,586</b>	<b>411,754</b>	<b>595,200</b>	<b>183,446</b>	<b>30.82%</b>
<b>Legal and NBR</b>					
7495 Legal	35,130	204,469	250,000	45,531	18.21%
7492 National Board of Review	29,239	131,617	235,000	103,383	43.99%
7480 Human Resources	10,038	42,626	41,300	(1,326)	-3.21%
7490 Legal - Admin. & Oper. Support	5,400	13,829	25,000	11,171	44.68%
<b>Program Group Total</b>	<b>79,807</b>	<b>392,542</b>	<b>551,300</b>	<b>158,758</b>	<b>28.80%</b>
<b>Committees &amp; Governance</b>					
7803 Board of Directors	71,152	168,291	131,000	(37,291)	-28.47%
7805 Executive Committee	0	10,436	15,000	4,564	30.42%
7806 Committee Chairs	0	31,149	35,000	3,851	11.00%
7807 Zone Administration	2,512	2,532	0	(2,532)	0.00%
7808 Task Force & Other Committees	44,514	173,306	145,000	(28,306)	-19.52%
7810 Safe Sport Committee	1,189	21,093	28,200	7,107	25.20%
7811 International Relations Committee	1,004	29,734	35,000	5,266	15.05%
<b>Program Group Total</b>	<b>120,370</b>	<b>436,541</b>	<b>389,200</b>	<b>(47,341)</b>	<b>-12.16%</b>
<b>Administration &amp; Operational Support</b>					
7990 Administration & Operational Support	43,417	149,872	128,000	(21,872)	-17.09%
7999 Salary and Benefits	1,309,061	2,930,617	2,518,500	(412,117)	-16.36%
<b>Program Group Total</b>	<b>1,352,478</b>	<b>3,080,489</b>	<b>2,646,500</b>	<b>(433,989)</b>	<b>-16.40%</b>
<b>TOTAL EXECUTIVE</b>	<b>1,688,375</b>	<b>4,769,049</b>	<b>4,722,200</b>	<b>(46,849)</b>	<b>-0.99%</b>

**FINANCIAL AFFAIRS DIVISION**

**Other Programs**

8500 LSC/Club Financial Resources	430	36,344	35,800	(544)	-1.52%
<b>Program Group Total</b>	<b>430</b>	<b>36,344</b>	<b>35,800</b>	<b>(544)</b>	<b>-1.52%</b>

**Committees**

8895 Investment Committee	137	280	500	220	44.05%
8880 Audit Committee	11	23	500	477	95.43%
<b>Program Group Total</b>	<b>147</b>	<b>303</b>	<b>1,000</b>	<b>697</b>	<b>69.74%</b>

**USA Swimming, Inc.**  
**Quarterly Statement of Expenses - By Program**  
**For the Periods Ended December 31, 2017**

	<b>Quarter Actual</b>	<b>2017 Actual</b>	<b>2017 Budget</b>	<b>Favorable (Unfavorable)</b>	<b>Percentage</b>
<b>Administration &amp; Operational Support</b>					
8990 Administration & Operational Support	53,666	204,595	194,400	(10,195)	-5.24%
8999 Salary and Benefits	235,812	1,122,772	1,096,800	(25,972)	-2.37%
<i>Program Group Total</i>	<u>289,479</u>	<u>1,327,366</u>	<u>1,291,200</u>	<u>(36,166)</u>	<u>-2.80%</u>
<b>TOTAL FINANCIAL AFFAIRS</b>	<b><u>290,056</u></b>	<b><u>1,364,013</u></b>	<b><u>1,328,000</u></b>	<b><u>(36,013)</u></b>	<b><u>-2.71%</u></b>
<b>RISK MANAGEMENT</b>					
<b>Insurance Programs</b>					
9413 Insurance Premiums	146,400	2,910,969	3,387,500	476,531	14.07%
9415 Other Risk Management	2,645	24,270	31,200	6,930	22.21%
<i>Program Group Total</i>	<u>149,045</u>	<u>2,935,239</u>	<u>3,418,700</u>	<u>483,461</u>	<u>14.14%</u>
<b>Committees</b>					
9827 Operation Risk Committee	203	48,050	46,600	(1,450)	-3.11%
<i>Program Group Total</i>	<u>203</u>	<u>48,050</u>	<u>46,600</u>	<u>(1,450)</u>	<u>-3.11%</u>
<b>Administration &amp; Operational Support</b>					
9990 Administration & Operational Support	3,679	22,246	30,900	8,654	28.01%
<i>Program Group Total</i>	<u>3,679</u>	<u>22,246</u>	<u>30,900</u>	<u>8,654</u>	<u>28.01%</u>
<b>TOTAL RISK MANAGEMENT</b>	<b><u>152,927</u></b>	<b><u>3,005,535</u></b>	<b><u>3,496,200</u></b>	<b><u>490,665</u></b>	<b><u>14.03%</u></b>
<b>GRAND TOTALS</b>	<b><u>\$8,384,139</u></b>	<b><u>\$36,189,550</u></b>	<b><u>\$38,946,200</u></b>	<b><u>\$2,756,649</u></b>	<b><u>7.08%</u></b>



**FIRST**western  
TRUST

**QUARTERLY INVESTMENT REVIEW**

**USA SWIMMING, INC.**

**&**

**USA SWIMMING FOUNDATION, Inc.**

**4th QUARTER 2017**

## Activity Summary

	USA Swimming, Inc.	USA Swimming, Inc. (Sterling)	Consolidated Accounts		
	Quarter to Date	Quarter to Date	Quarter to Date	Year to Date	Since Inception 6/26/2008
<b>Beginning Value</b> <sup>(1),(2)</sup>	<b>\$21,701,010</b>	<b>\$13,817,492</b>	<b>\$35,518,502</b>	<b>\$33,256,742</b>	<b>\$0</b>
Net Contributions/Withdrawals <sup>(3)</sup>	\$234,500	\$300	\$234,800	-\$990,200	\$27,356,679
Gain/Loss	\$1,232,187	\$88,209	\$1,320,396	\$4,807,155	\$9,717,018
<b>Ending Value</b> <sup>(1),(2)</sup>	<b>\$23,167,696</b>	<b>\$13,906,001</b>	<b>\$37,073,697</b>	<b>\$37,073,697</b>	<b>\$37,073,697</b>

## Performance

Time Weighted/Net of Fees	3.72%	14.78%	5.57%
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## Asset Allocation

	Market Value	Portfolio %	Target %
US Large Cap Equities	\$9,287,906	25.05%	25.00%
US Small Cap Equities	\$1,486,500	4.01%	5.00%
International Equities	\$9,870,529	26.62%	23.00%
REITs	\$1,533,081	4.14%	4.00%
Commodities	\$743,710	2.01%	3.00%
High Yield Bonds	\$121,006	0.33%	0.00%
Fixed Income	\$13,660,294	36.85%	39.00%
International Fixed Income	\$26,885	0.07%	0.00%
Cash & Equivalents	\$343,785	0.93%	1.00%
	<b>\$37,073,697</b>	<b>100.00%</b>	<b>100.00%</b>

(1) Values include Accrued Income.

(2) Values do not include Non-Discretionary or Non-Reportable Assets.



	Market Value <sup>(1),(2),(4)</sup> As Of 12/31/2017	Portfolio <sup>(5)</sup> Weight	QTD	YTD	1Yr	3Yr	5Yr	10Yr	Since <sup>(3),(4)</sup> Inception	Inception Date
<b>Broad Equity Market Index</b>										
MSCI ACW Index NR			5.73	23.97	23.97	9.30	10.80	4.65		
<b>US Large Cap Equities</b>	\$9,287,906	25%	6.80	21.75	21.75	11.39	15.37		9.27	6/26/2008
S&P 500 Index			6.64	21.83	21.83	11.41	15.79	8.50		
Russell 1000 Index			6.59	21.69	21.69	11.23	15.71	8.59		
<b>US Small Cap Equities</b>	\$1,486,500	4%	4.03	14.22	14.22	9.35	14.53		8.90	6/26/2008
Russell 2000 Index			3.34	14.65	14.65	9.96	14.12	8.71		
<b>International Equities</b>	\$9,870,529	27%	5.20	28.94	28.94	7.97	6.65		2.65	6/26/2008
MSCI ACW Index Ex-US			5.00	27.19	27.19	7.83	6.80	1.84		
MSCI EAFE Index			4.23	25.03	25.03	7.80	7.90	1.94		
MSCI Emerging Markets Index			7.44	37.28	37.28	9.10	4.35	1.68		
<b>REITs</b>	\$1,533,081	4%	5.28	13.07	13.07	5.27	6.73		5.56	6/26/2008
FTSE EPRA/NAREIT Developed Index			3.60	10.36	10.36	4.44	6.32	3.28		
<b>Commodities</b>	\$743,710	2%	5.35	2.84	2.84	-4.42			-7.65	7/11/2013
Bloomberg Commodity Index			4.71	1.70	1.70	-5.03	-8.45	-6.83		
<b>High Yield Bonds</b>	\$121,006	0%	3.32	8.81	8.81	4.87	4.90		6.05	7/12/2011
BofAML HY Master II Index			0.41	7.47	7.47	6.38	5.80	7.89		
<b>Fixed Income</b>	\$13,660,294	37%	0.72	4.34	4.34	2.84	2.58		4.40	6/26/2008
Barclays Cap Aggregate Bond Index			0.39	3.54	3.54	2.24	2.10	4.01		
<b>International Fixed Income</b>	\$26,885	0%	3.21	7.72	7.72	4.17			5.89	7/23/2013
<b>Cash &amp; Equivalents</b>	\$343,785	1%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
BofAML US 3 Month T-Bill Index			0.28	0.85	0.85	0.41	0.27	0.39		
<b>Total Portfolio</b>	<b>\$37,073,697</b>	<b>100%</b>	<b>3.72</b>	<b>14.78</b>	<b>14.78</b>	<b>6.29</b>	<b>6.89</b>		<b>5.59</b>	<b>6/26/2008</b>
Blended Benchmark <sup>(6)</sup>			3.46	14.20	14.20	5.96	6.61			
Inflation + 3%			4.05	5.16	5.16	4.46	4.38	4.59		

(1) Values include Accrued Income.

(2) Values do not include Non-Discretionary, Non-Reportable or Managed Alternative Assets.

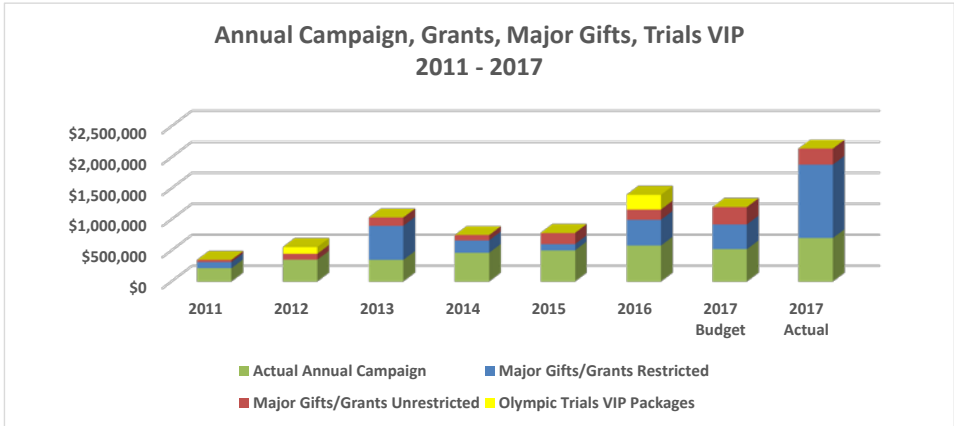
(3) Returns are Annualized for periods over 1 year.

(4) Certain Sectors may not have been held for the entire reporting period of the Portfolio.

(5) Portfolio Weights reflect current holdings as of period end. Portfolio may have had varying sectors weightings over historical periods.

(6) Blended Benchmark Index is based on 53% MSCI ACW1 + 4% NAREIT Dev Index + 3% Bloomberg Commodity Index + 40% Barclay AggBond

**USA Swimming Foundation  
Annual Campaign, Grants, Major Gifts Report  
December 31, 2017**

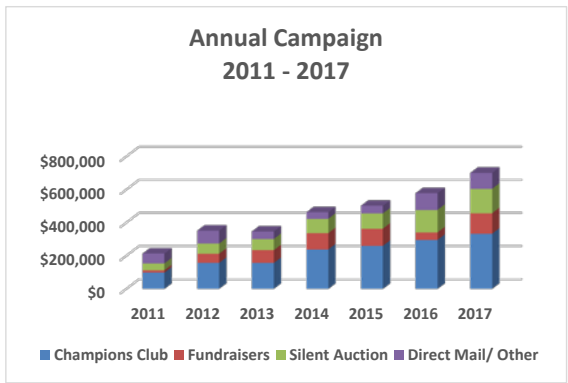


**2017:**

	Unrestricted	Restricted	Total 2017	Budget 2017	(Remaining)
<b>MAJOR GIFTS:</b>					
Donor #1	\$ -	\$ 583,750	\$ 583,750	\$ -	\$ -
Donor #2		200,000	200,000		
Donor #3		150,000	150,000		
Donor #4		100,000	100,000		
Donor #5		100,000	100,000		
Donor #6	100,000		100,000		
Donor #7	15,000	50,000	65,000		
Donor #8	25,000		25,000		
Donor #9	25,000		25,000		
Donor #10	15,000		15,000		
Donor #11	19,012		19,012		
Donor #12	10,000		10,000		
			-		
	209,012	1,183,750	1,392,762	580,000	812,762
<b>GRANTS:</b>					
Donor #13	25,000		25,000		
Donor #14	10,000		10,000		
Donor #15	7,914		7,914		
Donor #16	5,000		5,000		
Donor #17	1,200		1,200		
			-		
	49,114	-	49,114	100,000	(50,886)
<b>TOTAL MAJOR GIFTS/ GRANTS</b>	<b>\$ 258,126</b>	<b>\$ 1,183,750</b>	<b>\$ 1,441,876</b>	<b>\$ 680,000</b>	<b>\$ 761,876</b>

**2017:**

	Annual Campaign
<b>ANNUAL CAMPAIGN:</b>	
Champions Club	\$ 333,518
Fundraisers	123,910
Silent Auction	147,252
Direct Mail/ Other	96,484
<b>TOTAL ANNUAL CAMPAIGN</b>	<b>\$ 701,164</b>



**USA Swimming Foundation, Inc.**  
**Balance Sheet**  
**As of December 31, 2017 and 2016**

	<u>12/31/2017</u>	<u>12/31/2016</u>	<u>\$ Change</u>
<b>ASSETS</b>			
<b>CURRENT ASSETS:</b>			
Cash and cash equivalents	\$1,869,287	\$2,007,674	(\$138,387)
Accounts receivable	112,483	101,626	10,858
Pledges receivable - current	1,036,715	825,000	211,715
Prepaid expenses and deferred charges	21,840	8,763	13,077
Total Current Assets	3,040,325	2,943,062	97,263
<b>FIXED ASSETS:</b>			
Equipment and Software	224,786	213,773	11,013
Accumulated depreciation & amortization	(166,509)	(114,624)	(51,886)
Total Fixed Assets	58,277	99,150	(40,873)
<b>LONG-TERM INVESTMENTS:</b>			
Long-term Investments	15,550,838	12,482,559	3,068,279
<b>OTHER ASSETS:</b>			
Pledges receivable - long-term	2,705,625	2,864,395	(158,770)
Swim-A-Thon	120,000	120,000	0
Total Other Assets	2,825,625	2,984,395	(158,770)
<b>TOTAL ASSETS</b>	<b>\$21,475,064</b>	<b>\$18,509,166</b>	<b>\$2,965,898</b>
<b>LIABILITIES AND NET ASSETS</b>			
<b>CURRENT LIABILITIES:</b>			
Accounts payable	\$20,582	\$88,196	(\$67,614)
Due to USA Swimming	12,663	42,912	(30,249)
Accrued expenses and other liabilities	59,581	53,384	6,197
Deferred revenue	12,417	2,500	9,917
Total Current Liabilities	105,243	186,992	(81,749)
<b>NONCURRENT LIABILITIES:</b>			
Total Liabilities	105,243	186,992	(81,749)
<b>NET ASSETS:</b>			
Unrestricted:			
Undesignated Operating Funds	877,556	798,752	78,804
Board Designated Operating Reserves	1,080,250	1,201,550	(121,300)
Board Designated Endowments	12,338,670	9,988,958	2,349,711
Total Unrestricted	14,296,476	11,989,261	2,307,215
Temporarily Restricted	1,423,346	1,282,913	140,432
Permanently Restricted	5,650,000	5,050,000	600,000
Total Net Assets	21,369,821	18,322,174	3,047,648
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$21,475,064</b>	<b>\$18,509,166</b>	<b>\$2,965,898</b>

**USA Swimming Foundation, Inc.**  
**Income Statement**  
**For the Year Ended December 31, 2017**

	2017 Unrestricted	2017 Board Desig.	2017 Temp Restr	2017 Perm Restr	2017 TOTAL
<b>Revenue:</b>					
Annual Campaign	\$701,164	\$0	\$0	\$0	\$701,164
Major Gifts	258,126	0	583,750	600,000	1,441,876
Major Gifts - Trustee Satisfied Restrictions	200,000	0	(200,000)	0	0
Major Gifts - Other Satisfied Restrictions	122,490	0	(122,490)	0	0
Endowment Distributions	576,250	(430,000)	(146,250)	0	0
Sponsorship	871,089	0	(350,000)	0	521,089
Swim-a-thon	351,053	0	0	0	351,053
Golden Goggle Awards	150,000	0	(50,000)	0	100,000
USA Swimming Support	250,000	1,000,000	0	0	1,250,000
USA Swimming Support - Staff Allocation	231,061	0	0	0	231,061
Other Income	82,117	0	0	0	82,117
Present Value Earned (Discount)	0	0	10,605	0	10,605
Investment Income (Loss)	10,670	1,559,711	414,817	0	1,985,198
<b>Total Revenue</b>	<b>3,804,020</b>	<b>2,129,711</b>	<b>140,432</b>	<b>600,000</b>	<b>6,674,163</b>
<b>Expenses:</b>					
Supporting Expenses:					
Annual Campaign	393,535	0	0	0	393,535
Major Gifts	352,911	0	0	0	352,911
Swim-a-thon	225,788	0	0	0	225,788
Marketing	456	0	0	0	456
Operational and Administrative	370,237	0	0	0	370,237
<b>Total Supporting Expenses</b>	<b>1,342,927</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,342,927</b>
Program Expenses:					
Make A Splash - Grants	494,737	0	0	0	494,737
Make A Splash - Programs	871,540	0	0	0	871,540
<b>Total Make A Splash Expenses</b>	<b>1,366,277</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,366,277</b>
Building Champions - National Team Grants	612,500	0	0	0	612,500
Building Champions - Club Development Grants	120,000	0	0	0	120,000
Building Champions - National Team Programs	8,476	0	0	0	8,476
Building Champions - Other Programs	84,682	0	0	0	84,682
Building Champions - Alumni Programs	91,654	0	0	0	91,654
<b>Total Building Champions Expenses</b>	<b>917,312</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>917,312</b>
<b>Total Program Expenses</b>	<b>2,283,589</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,283,589</b>
<b>Total Expenses</b>	<b>3,626,516</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,626,516</b>
<b>Operating Surplus (Deficit)</b>	<b>177,504</b>	<b>2,129,711</b>	<b>140,432</b>	<b>600,000</b>	<b>3,047,648</b>
Transfers to/from USA Swimming Endowment	(220,000)	220,000	0	0	0
Transfers to/from - Operating Reserve	121,300	(121,300)	0	0	0
<b>NET CHANGE IN TOTAL NET ASSETS</b>	<b>\$78,804</b>	<b>\$2,228,411</b>	<b>\$140,432</b>	<b>\$600,000</b>	<b>\$3,047,648</b>



**USA Swimming Foundation, Inc.**  
**Income Statement**  
For the Years Ended December 31, 2017 and 2016

	<u>Quarter Actual</u>	<u>Year-To-Date 2017</u>	<u>Budget 2017</u>	<u>Budget Remaining</u>	<u>Year-To-Date 2016</u>	<u>Favorable (Unfavorable)</u>
<b>UNRESTRICTED:</b>						
<b>Revenue:</b>						
Annual Campaign	\$381,022	\$701,164	\$520,500	\$180,664	\$578,873	\$122,291
Major Gifts - Unrestricted	25,886	258,126	280,000	(21,874)	165,000	93,126
Major Gifts - Trustee Satisfied Restrictions	25,000	200,000	200,000	0	200,000	0
Major Gifts - Other Satisfied Restrictions	27,172	122,490	75,000	47,490	86,314	36,176
Endowment Distributions	276,250	576,250	567,500	8,750	2,522,050	(1,945,800)
Sponsorship	32,500	871,089	910,000	(38,911)	846,411	24,678
Swim-a-thon	118,639	351,053	370,000	(18,947)	372,323	(21,270)
Olympic Trials VIP Packages	0	0	0	0	237,706	(237,706)
Golden Goggle Awards	100,000	150,000	150,000	0	300,000	(150,000)
USA Swimming Support	62,500	250,000	250,000	0	440,000	(190,000)
USA Swimming Support - Staff Allocation	231,061	231,061	300,000	(68,939)	327,344	(96,283)
Alumni Income	0	0	0	0	44,397	(44,397)
Other Income	9,006	82,117	25,000	57,117	39,848	42,269
Investment Income (Loss)	1,986	10,669	5,000	5,669	1,935	8,734
<b>Total Unrestricted Revenue</b>	<b>1,291,021</b>	<b>3,804,020</b>	<b>3,653,000</b>	<b>151,020</b>	<b>6,162,201</b>	<b>(2,358,182)</b>
<b>Expenses:</b>						
<b>Supporting Expenses:</b>						
Annual Campaign	269,358	393,535	407,100	13,565	341,325	(52,210)
Major Gifts	310,006	352,911	412,300	59,389	309,442	(43,469)
Swim-a-thon	126,011	225,788	237,800	12,012	219,459	(6,329)
Olympic Trials VIP Packages	0	0	0	0	105,953	105,953
Marketing	49	456	15,300	14,844	49,856	49,400
Operational and Administrative	(469,419)	370,237	423,100	52,863	359,733	(10,503)
<b>Total Supporting Expenses</b>	<b>236,005</b>	<b>1,342,927</b>	<b>1,495,600</b>	<b>152,673</b>	<b>1,385,768</b>	<b>42,841</b>
<b>Program Expenses:</b>						
Make A Splash - Grants	11,597	494,737	480,000	(14,737)	403,383	(91,354)
Make A Splash - Programs	438,359	871,540	981,900	110,360	915,739	44,200
<b>Total Make A Splash Expenses</b>	<b>449,956</b>	<b>1,366,277</b>	<b>1,461,900</b>	<b>95,623</b>	<b>1,319,122</b>	<b>(47,154)</b>
Building Champions - National Team Grants	212,500	612,500	585,000	(27,500)	2,584,550	1,972,050
Building Champions - Club Development Grants	30,000	120,000	120,000	0	120,000	0
Building Champions - National Team Programs	8,476	8,476	11,000	2,524	13,145	4,669
Building Champions - Other Programs	79,682	84,682	118,600	33,918	134,245	49,563
Building Champions - Alumni Programs	61,499	91,654	96,900	5,246	139,043	47,389
<b>Total Building Champions Expenses</b>	<b>392,157</b>	<b>917,312</b>	<b>931,500</b>	<b>14,188</b>	<b>2,990,984</b>	<b>2,073,672</b>
<b>Total Program Expenses</b>	<b>842,113</b>	<b>2,283,589</b>	<b>2,393,400</b>	<b>109,811</b>	<b>4,310,106</b>	<b>2,026,518</b>
<b>Total Unrestricted Expenses</b>	<b>1,078,118</b>	<b>3,626,516</b>	<b>3,889,000</b>	<b>262,484</b>	<b>5,695,874</b>	<b>2,069,358</b>
<b>Operating Surplus (Deficit)</b>	<b>212,903</b>	<b>177,504</b>	<b>(236,000)</b>	<b>413,504</b>	<b>466,327</b>	<b>(288,823)</b>
Transfers to/from USA Swimming Endowment	0	(220,000)	(220,000)	0	(1,000,000)	780,000
Transfers to/from - Operating Reserve	0	121,300	0	121,300	(1,201,550)	1,322,850
<b>CHANGE IN UNDESIGNATED FUNDS</b>	<b>\$212,903</b>	<b>\$78,804</b>	<b>(\$456,000)</b>	<b>\$534,804</b>	<b>(\$1,735,223)</b>	<b>\$1,814,027</b>

**USA Swimming Foundation, Inc.**  
**Income Statement**  
For the Years Ended December 31, 2017 and 2016

	<u>Quarter Actual</u>	<u>Year-To-Date 2017</u>	<u>Budget 2017</u>	<u>Budget Remaining</u>	<u>Year-To-Date 2016</u>	<u>Favorable (Unfavorable)</u>
<b>BOARD DESIGNATED:</b>						
Endowment Distributions	(\$130,000)	(\$430,000)	(\$430,000)	\$0	(\$300,000)	(\$130,000)
Donation from USA Swimming	0	1,000,000	1,000,000	0	3,047,050	(2,047,050)
Transfer to/from USA Swimming Endowment	0	220,000	220,000	0	1,000,000	(780,000)
Transfer to/from Operating Reserves	0	(121,300)	0	(121,300)	1,201,550	(1,322,850)
USA Swimming - Forfeited Prize Money	0	0	0	0	65,041	(65,041)
Investment Income	450,277	1,559,711	430,000	1,129,711	469,113	1,090,598
<b>Change in Board Designated Net Assets</b>	<b>\$320,277</b>	<b>\$2,228,411</b>	<b>\$1,220,000</b>	<b>\$1,008,411</b>	<b>\$5,482,754</b>	<b>(\$3,254,342)</b>
<b>CHANGE IN UNRESTRICTED NET ASSETS</b>	<b>\$533,180</b>	<b>\$2,307,215</b>	<b>\$764,000</b>	<b>\$1,543,215</b>	<b>\$3,747,531</b>	<b>(\$1,440,316)</b>
<b>TEMPORARILY RESTRICTED:</b>						
Major Gifts - Temporarily Restricted	\$150,000	\$583,750	\$400,000	\$183,750	\$366,919	\$216,831
Satisfied Restrictions	(198,422)	(868,740)	(812,500)	(56,240)	(2,908,364)	2,039,624
Present Value Discount Earned	0	10,605	10,600	5	20,929	(10,324)
Investment Income	117,658	414,817	137,500	277,317	236,979	177,839
<b>Change in Temp. Restricted Net Assets</b>	<b>\$69,236</b>	<b>\$140,432</b>	<b>(\$264,400)</b>	<b>\$404,832</b>	<b>(\$2,283,538)</b>	<b>\$2,423,970</b>
<b>PERMANENTLY RESTRICTED:</b>						
Major Gifts - Permanently Restricted	\$0	\$600,000	\$0	\$600,000	\$50,000	\$550,000
Present Value Discount Earned	0	0	0	0	3,778	(3,778)
<b>Change in Perm. Restricted Net Assets</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$53,778</b>	<b>\$546,222</b>
<b>NET CHANGE IN TOTAL NET ASSETS</b>	<b>\$602,416</b>	<b>\$3,047,648</b>	<b>\$499,600</b>	<b>\$2,548,048</b>	<b>\$1,517,772</b>	<b>\$1,529,876</b>

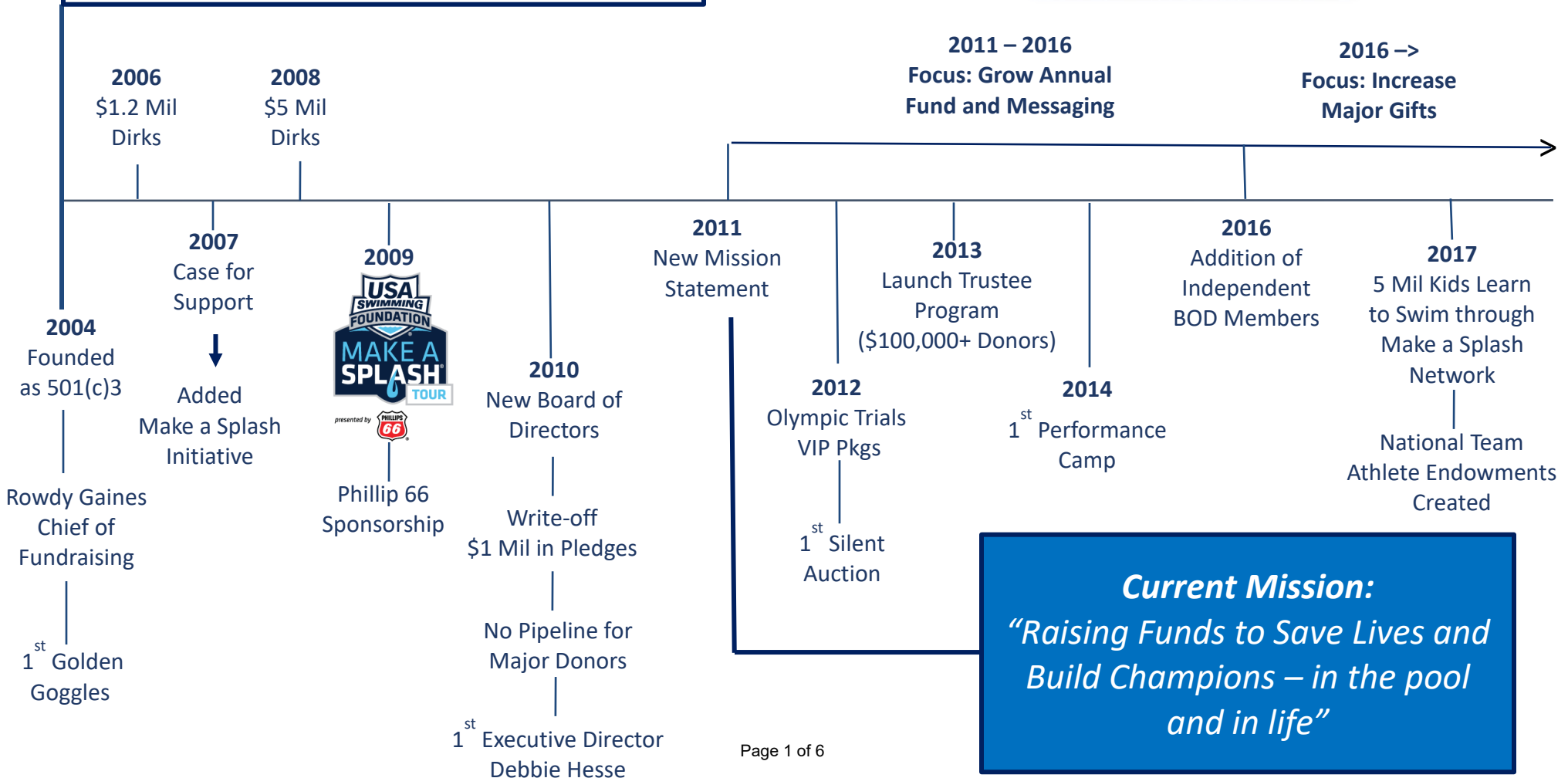


# History of USA Swimming Foundation

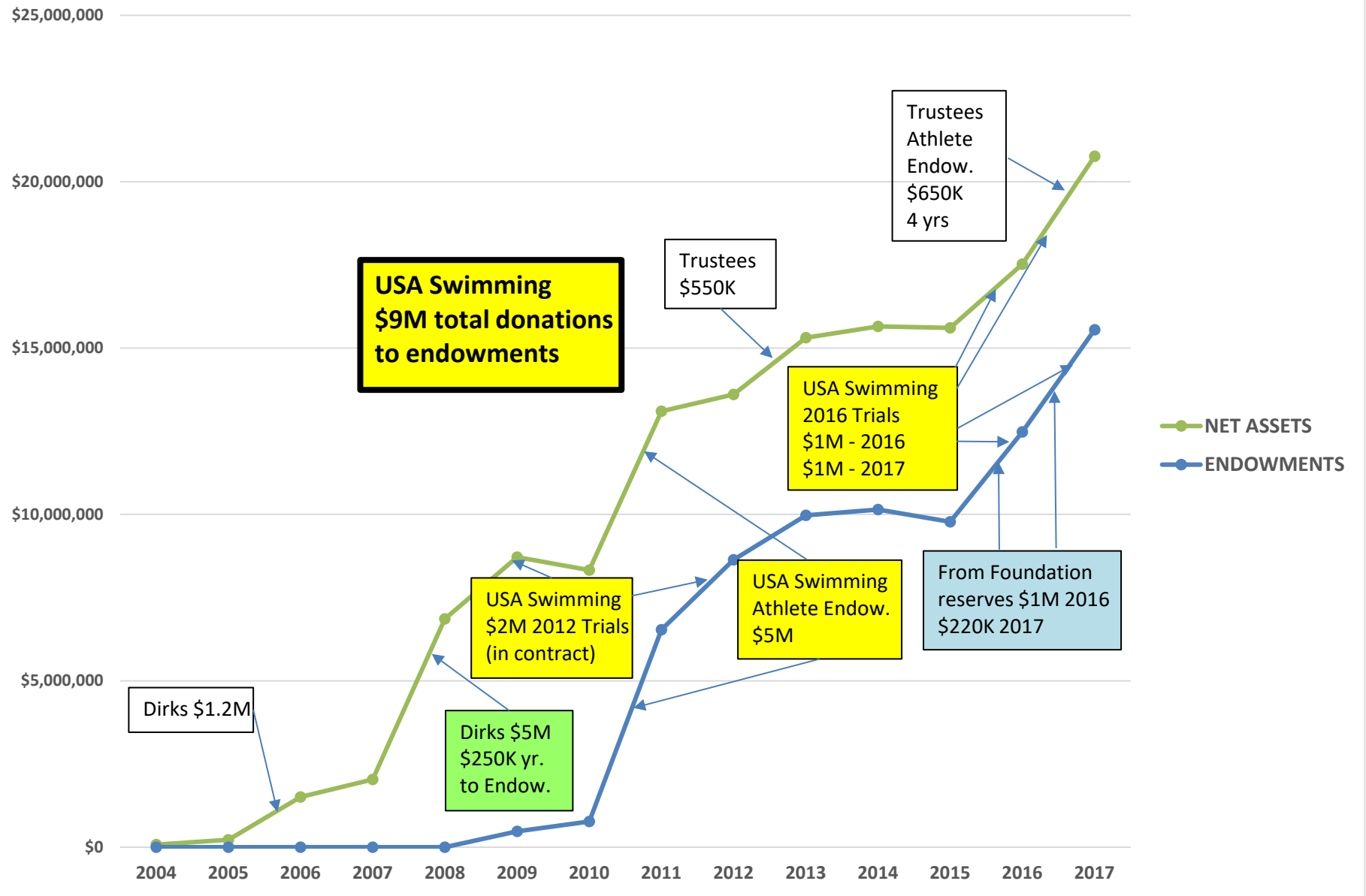
SAVING LIVES | BUILDING CHAMPIONS



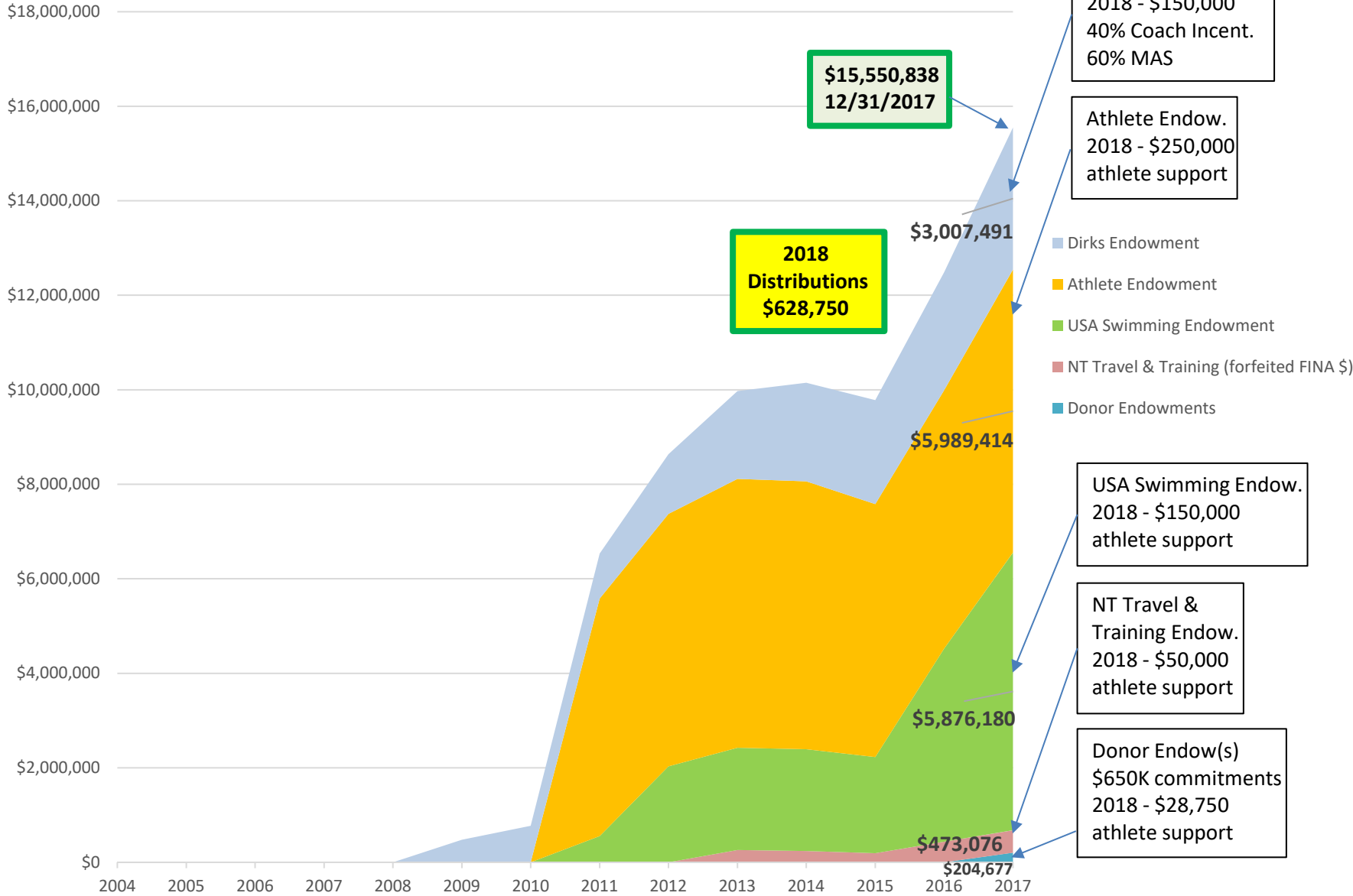
**Original Mission:** To create and enhance ongoing sources of revenue, and support and add value to the activities, programs, services and brand of USA Swimming in a manner consistent with its operating principles and strategic drivers.



### FOUNDATION NET ASSETS AND ENDOWMENTS 2004 - 2017



# FOUNDATION ENDOWMENTS



Dirks Endow.  
\$5M commitment  
2018 - \$150,000  
40% Coach Incent.  
60% MAS

Athlete Endow.  
2018 - \$250,000  
athlete support

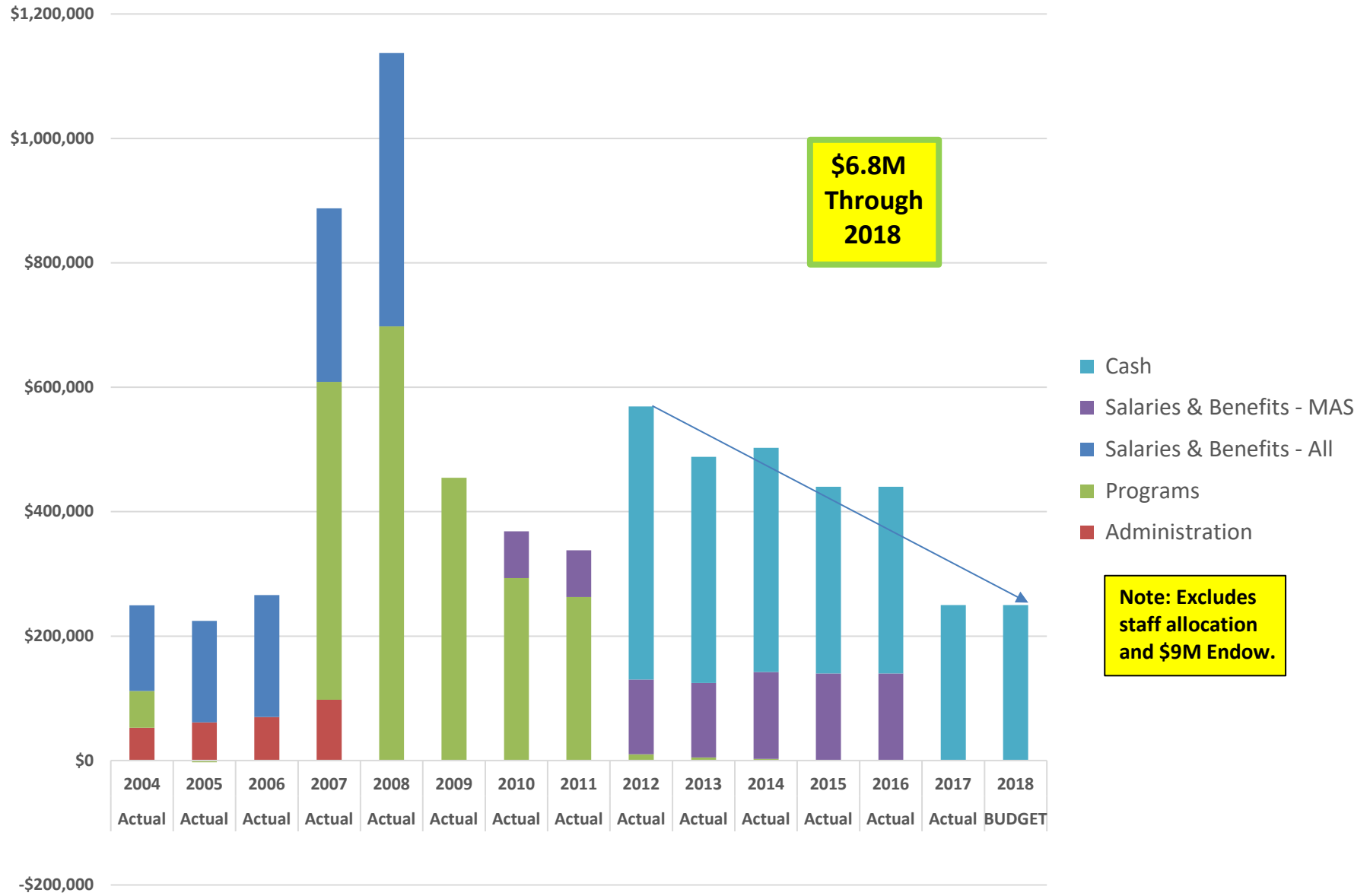
- Dirks Endowment
- Athlete Endowment
- USA Swimming Endowment
- NT Travel & Training (forfeited FINA \$)
- Donor Endowments

USA Swimming Endow.  
2018 - \$150,000  
athlete support

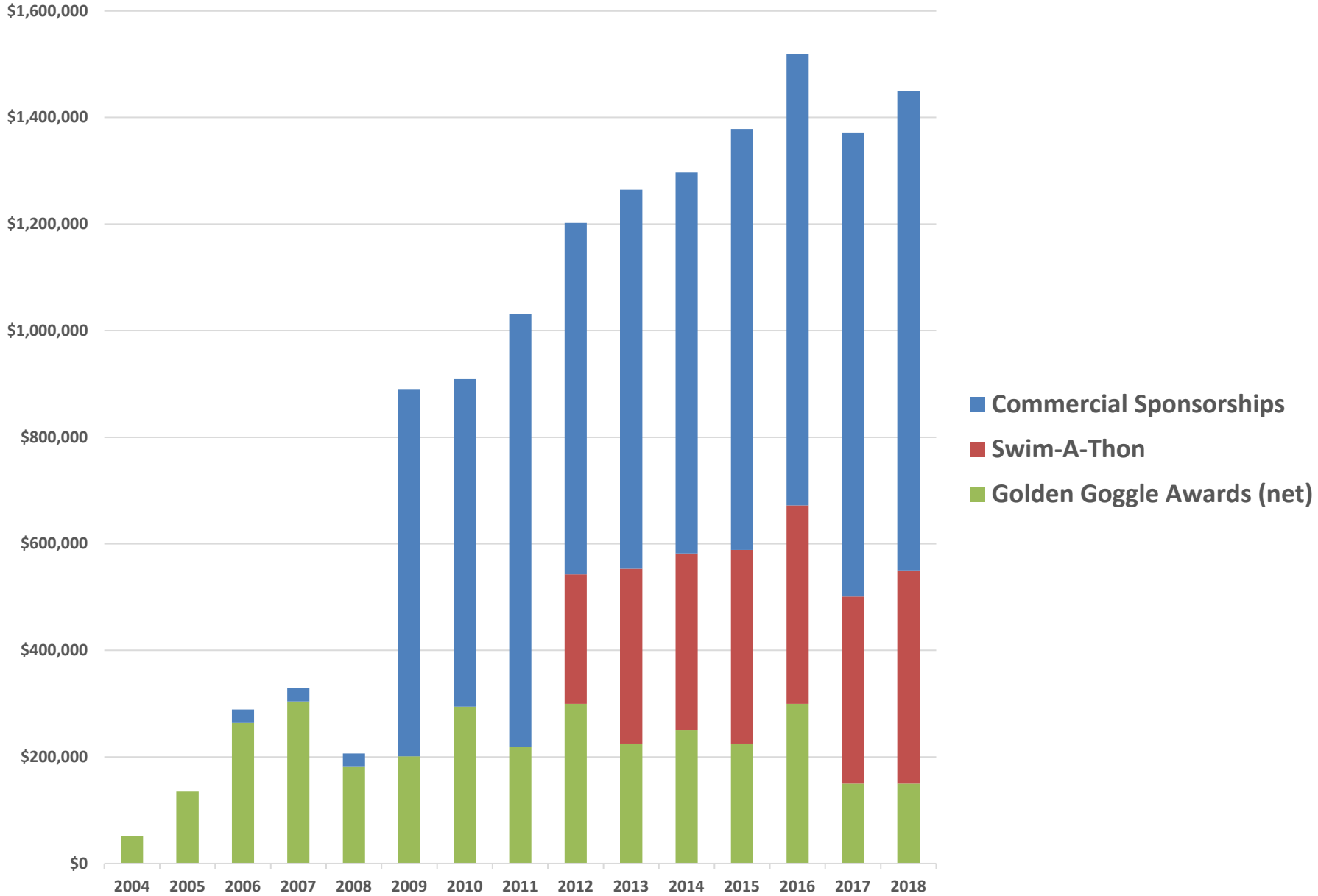
NT Travel &  
Training Endow.  
2018 - \$50,000  
athlete support

Donor Endow(s)  
\$650K commitments  
2018 - \$28,750  
athlete support

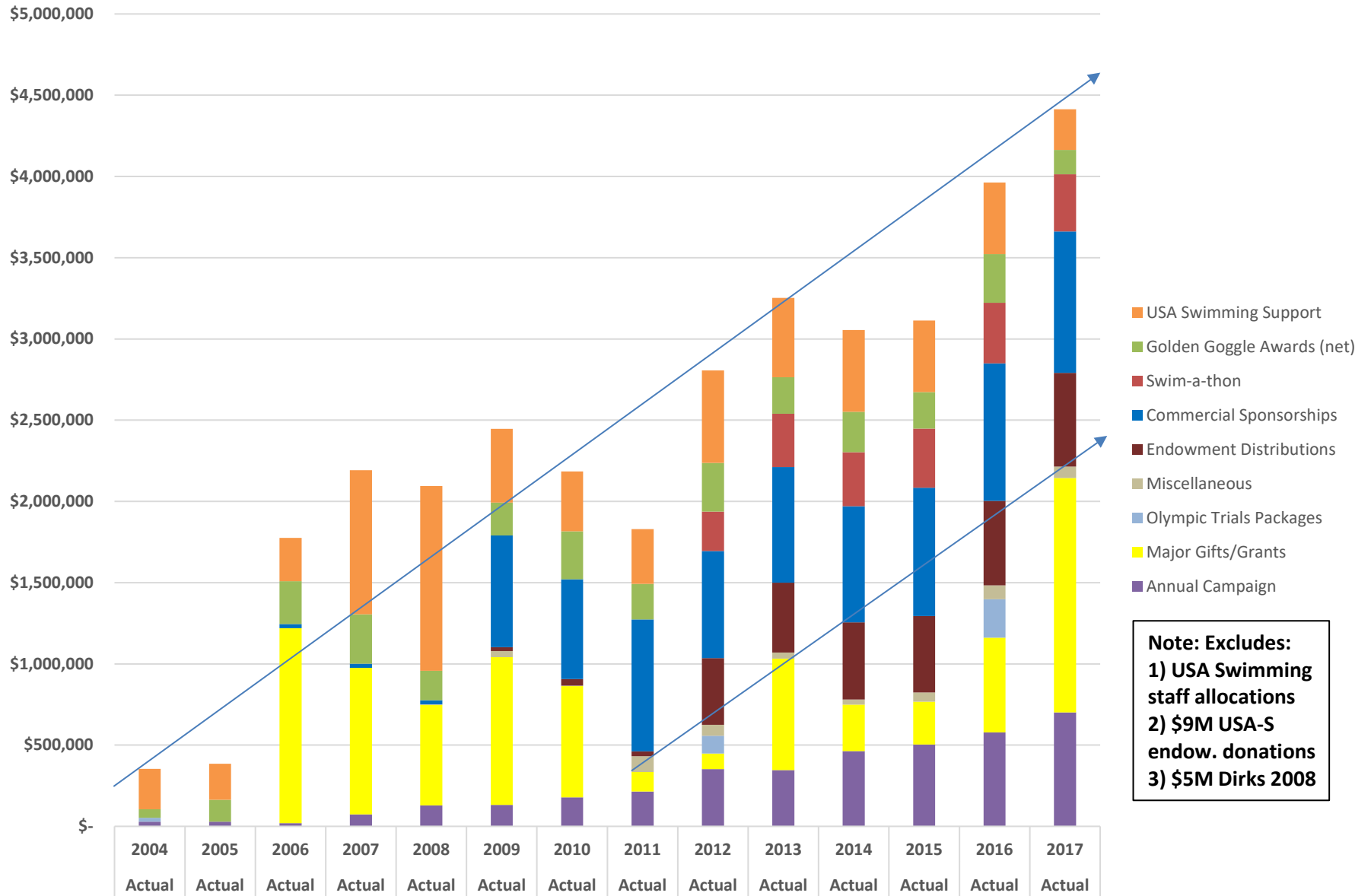
## USA SWIMMING SUPPORT 2004 - 2018



### COLLABORATION FOUNDATION REVENUE



## FOUNDATION REVENUE 2004 - 2017







## **Board Chair's Report - January 22, 2018**

### **Governance Committee - Frank Swigon, Chair**

Please find below the report on the activities of the Governance Committee for the Board of Directors Meeting:

- The committee has established a subcommittee to work with the staff on any modifications that will be required in the Bylaws or Policy Manual resulting from the change in the National Team Director structure. The committee will be prepared to draft legislation, if any is required, to support the duties of the new position.
- The work of the task force assembled for revising the required LSC Bylaws continues. As a reminder, the primary goal of the task force is to clarify and simplify the required bylaws. The issue of the needs and benefits of having a combined Governance/Nominating committee or separate committees continues to be discussed. In addition, any items which might be integrated into an operating agreement between the LSC's and USA Swimming are being flagged and sent to Lucinda McRoberts for potential action at a later date.
- Jim Sheehan provided the committee a study done by Arnout Geeraert from the University of Colorado. The study looked at all governing bodies (FINA, NGB's etc.) and rated various categories / areas. USA Swimming was rated a 1 or 2 in 18 items categories. A subcommittee has been formed to examine the relevance of the findings and suggest if any follow up would be of value on those items that might present an opportunity for improvement.
- North Carolina Swimming requested input from the chair with regard to potential changes in the governance of the LSC. The chair reviewed the potential changes and provided feedback as requested.
- The committee discussed if it would be appropriate to resubmit legislation with regard to the role of the Rules and Regulations Committee on vetting legislative proposals from other committees or the board of directors. It was decided that without support from groups outside the Governance Committee, this would not be an exercise of value.



## **Board Chair's Report - January 22, 2018**

### **Safe Sport Committee - George Geanon, Chair**

**Safe Sport Mission:** *To inspire a culture of athlete and member protection at all levels of USA Swimming.*

#### **I. Upcoming Meetings:**

Meeting/Date: Safe Sport Business Meeting 2018 Denver, CO

Meeting/Date: 2018 Zone Workshops:

- Eastern and Southern Zone Workshop: Alexandria, VA April 13-15, 2018
- Central and Western Zone Workshop: Denver, CO April 27-29, 2018

#### **II. Primary Focus of Meetings:**

1. Subcommittees for 2018:
  - a. LSC Safe Sport Chairs Support
  - b. Safe Sport Certified Club Program
  - c. Safe Sport Impact Award
  - d. Model Policy/Travel Legislation Review and Revision
  - e. Athlete to Coach Transition Working Group
  - f. LSC Safe Sport Chairs Quarterly Report Revision
  - g. Train the Trainer Planning Team
  - h. Safe Sport Mondays Planning Team
2. Subcommittee chairs, members and staff liaisons have been assigned.
3. Revise/clarify the *SwimAssist* Program Overview.
4. Develop program for the Safe Sport sessions at the Zone Workshops.
5. Strategic Planning for 2018-2019.

#### **III. Items that Require Board Action or Input:**

1. *SwimAssist* Program Overview: revision/clarification (for presentation as a future Board Action item)

#### **IV. Future Focus of Committee(s):**

1. *SwimAssist* Program Overview: revision/clarification (for presentation as a future Board Action item)
2. Implementation of the Safe Sport Certified Club Program, upon approval by the BOD (future action item)
3. Explore opportunities for collaboration with other committees, such as Diversity and Inclusion and Operational Risk, to increase efficiencies and develop joint projects/programs.
4. Establish priorities for training/education at the 2018 Zone Workshops.



## **Board Chair's Report - January 22, 2018**

### **V. Rational to support the recommended decisions:**

1. To bring Safe Sport education and engagement to the local, club level.
2. To develop tools for LSC Safe Sport Chairs to accomplish local engagement.
3. To support ongoing education/training for athlete and member protection at the local and national level.
4. Review and update Safe Sport policies and procedures.

### **VI. Challenges that were considered as well:**

1. Time commitment required of volunteers to accomplish goals at the national and local level.
2. Evaluate the success of current programming and areas of improvement.
3. Provide fresh and relevant content to maintain engagement with Safe Sport and prevent complacency that could adversely affect the Safe Sport mission.

## **National Board of Review - Buddy Pylitt, Chair**

Only one active case at this time.

Respectfully submitted,

James J. Sheehan  
Board Chair



**January / February 2018  
Administration Committee Reports  
Robert Broyles  
National Administration Vice Chair**

**Awards Committee, Ellaine Cox, chair**

No committee activity to report

**Convention Education Committee: Jayne Spittler, chair**

- Committee held In-person meeting January 6-7, 2018 in Nashville at the Inn at Opryland.

- o Gina Mensay, staff Convention Coordinator, in attendance to improve synergies and efficiencies in Convention planning. This was a GREAT idea – we have adopted Gina as a member of our group!

- o Energy-filled meeting embracing opportunity to continue to redefine role and responsibilities not only of Committee, but of Convention

- Reviewed 2017 Convention efforts using a Keep Doing/Maybe/Stop/New classification
  - o We hope to expand the features and capabilities of Sched, the online scheduling tool launched last year to consolidate (and in some cases eliminate) efforts across platforms and postings. (E.g., Since Sched provides descriptions of workshops, no need for a separate Convention Workshop Guide; Psych Sheet to be distributed through Sched, rather than Constant Contact)
  - o Turn most social/digital media efforts and video coverage over to Staff Media Team.

- o Generated a lot of ideas for 2018, some of which will be passed to more appropriate Committees.

- Discussed timing for room and A/V requests this year, and a different way to interact with Committees regarding scheduling.

- o Will ask Committees (Chairs and/or staff liaisons) and other staff Convention Content Providers (Foundation, #SwimBiz) to submit (electronically) a form requesting a Convention meeting slot. In addition to duration, number attending, room set-up and A/V requests, this process will capture a well-defined audience description, a rationale for including the meeting, and a description of the content.

- Requests will be reviewed, prioritized and scheduled looking to minimize conflicts among major topics and audiences – and also to best utilize room setups.

- Goal: few conflicts, more meetings in appropriately sized rooms with requested set-ups. o Aware that Nominating Committee may make requests for opportunities for attendees to meet candidates up

for Board elections. o Very excited that this will be the start of building a more meaningful schedule, rather than continuing to work from “this is what we did last year.”

• Continued to review opportunities to help Content Providers develop meetings that will engage and inform their audiences. o Help Committees tend to pre-Convention preparation and detail with rehearsals, timing, necessary handouts and equipment

o Please encourage your Committees and their staff liaisons to make Convention planning a priority now to allow thoughtful consideration of meeting needs and content and to meet USAS deadlines for scheduling and room set-ups.

o Put on rose-colored glasses to play “what if” with Convention going forward. o Convention attendees mostly play governance roles in their LSCs; Convention should have governance related content

- LSCs need more guidance on what it means to be a delegate and why they need to be at Convention
- LSCs need to interact with each another to get ideas, brainstorm, solve problems, etc.

o Convention should be inspirational and uplifting for the year ahead; theme and keynote speaker(s) related to the theme would help accomplish this

- Offer unique experiences that makes people want to come

o Networking is the number one reason people come to Convention

- Important across stakeholder groups and staff

o Can Zone Workshops accomplish much of the education info that is provided at Convention?

## **Credentials/Elections Committee: Laurie Benton, chair**

No committee activity to report

## **Operational Risk Committee: Mary Jo Swalley, chair**

The Operational Risk Committee will be meeting January 26-27 in Phoenix. Agenda items include:

• Safety Training for Swim Coaches – working with American Red Cross on revised course due to be completed 2018

• Hypoxic blackout/efficient breath training – updating Bowman PSA, creating video content for STSC, developing modules for Club Development to use in coaches’ clinics

• Evaluation/review of ongoing safety issues not limited to warm up safety, concussion, meet marshals, etc

• Planning for 2018 USA-S convention

Chair met with Bob Bowman, Glenn Mills, George Ward and Pat Hogan in Phoenix to define direction and scope of video content to address dangers of hypoxic blackout, the “nevers” and the myths for extended breath holding and guidelines for training efficient breathing.

## **Registration/Membership Committee: Mark Brown, chair**

### **Pam Lowenthal -On Line Membership Task Force Chair**

On Line Membership Services (OMS) is getting ready to test and launch a new look to the holding tank environment for LSC Registrars. At this time, we are awaiting the testing script to begin a testing period of approximately 10 – 14 days. At the end of this testing period webinars will be launched to educate the LSC registrars in using the new environment prior to launch. The environment itself will be a side by side comparison of any errors/ changes from the incoming record when compared to the same record in SWIMS. New athletes and athletes without errors/ changes will proceed through without any problems notated. This will be part of the completion process on the SWIMS side of the project.

In addition, Paul Bloom (Statera), John Burbidge, Robb Hinds and others (the USAS development team) are having on going communication with all third-party vendors to keep them abreast of the SWIMS progress. They are also answering questions in regard to the third-party vendors programming. The USAS development team intends to complete work on the API test system and provide API documentation to all vendors before the end of January. With this, the vendors will be able to start work on the components that they need to develop. We have no concrete commitment from the third-party vendors of when their side will be completed, but hope is that we are fully up to debuting everything prior to the start of the 2019 membership year.

## **Rules Committee – Jay Thomas, chair**

1. 2018 Rule Book – Review complete. In production – target date for first round of rule books targeted for 1/26/18 initial distribution.
2. Rules and Regulations Committee Meeting – Scheduled for June 1-2 in Dallas, Texas.
3. Interpretations – No new interpretations issued.
4. Swim Suit Review re: Age Group Swimming – Underway – Isaac Sports Group.
5. Trans Gender Task Force - Continue participation in this task force. Report to the BOD this spring from TF Chair.

## **Operational Risk Committee Update Board Report January 2018**

The Operational Risk Committee met Saturday, January 27, in Scottsdale. The committee collaborated with American Red Cross representative, Connie Harvey, on the 2018 update for Safety Training for Swim Coaches. (The course is scheduled for review every 5 years) Time frame for ARC is current work on written content/scenarios, production of updated video portions in April/May and to have revised course ready in August to “roll out” in September (available for Convention). Included in the 2018 version will be information on hypoxic blackout/training (breath efficiency) being developed by USA Swimming Risk Management and Club Development working with Glenn Mills for video content usable in three areas: STSC, across USA-S on line platforms and Club Development clinics.

Committee reviewed current accident statistics that continue to reflect practice and meet warm up as areas for improvement. Committee will use conference call meetings leading to Convention and will request a workshop this year to introduce updated STSC, new hypoxic video material, continuing concussion education and review of insurance provided by USA-S.

Meeting attendees included: VP Robert Broyles, Staff George Ward, Chair Mary Jo Swalley, Starre Haney, John Kline, Jennifer Ridge, George Sampson, Mike Seip, Lynne Shine, Adam Zeichner, Connie Harvey (ARC), Mike Espino (Y), Sandi Blumit and Dave Cooper (RMS). Athlete members, Jade Mueller-Galbraith and Matt Keane, were unable to attend due to college swim meets.

**Board Report – February 2018**  
**Program Development**  
**John Bitter, Vice Chair**

**General Comments:** The new year has begun and with it comes time for the committees to set their goals, continue to work on previous projects, and create timelines for accomplishing their tasks. With that being said, three of the committees under Program Development are having the in-person meetings at either the end of January or the first of February in Colorado to get the year off on the right foot.

Below is a summary of what each committee has been up to since we last met.

**Club Development Committee:**

Committee Chair: Matthew Sprang, Staff Liaison: Tom Avischious

The committee has not meet since the beginning of the year. Matthew Sprang, the Committee Chair, has asked to step down and I am working with Tom Avishious to recommend a new chair and to recommend a new appointment to the committee to pass along to Board Chair Jim Sheehan.

**No Action Items for the Board.**

**Disability Swimming Committee:**

Committee Chair: Mark Rienets, Staff Liaison: Randy Julian

The committee is meeting in-person the first weekend of February in Colorado Springs. The committee is continuing its work on creating groups with disabilities for the new qualification times for swim meets. To date they have identified 1) non-ambulatory (wheelchair bound), 2) dwarfism, multiple limb deficiencies, ambulatory, but only with assistance, 3) single limb deficiencies, visual impairments, intellectual impairments, ambulatory without significant assistance (cane, crutch, prosthetic). These three groups have come out of discussions with Nathan Manley from the US Paralympics Resident Team. Attached with this report are the draft time qualifying standards for these three groups for short course yards. The committee is not at a point of recommendation and approval and will continue to move this task forward in the coming year with further discussion occurring during the in-person meeting.

**No Action Items for the Board.**

**Diversity and Inclusion Committee:**

Committee Chair: Kathy Mendez, Staff Liaison: Manny Banks

The committee is meeting for the in-person meeting the weekend of January 26-28, 2018 in Denver. Many projects continued to move forward from last year into this year. Among the



tasks the committee has been working on, has been the criteria for Outreach Membership. Attached to this report is a copy of the materials that will be sent to the LSC concerning Outreach Membership.

**No Action Items for the Board**

**LSC Development Committee:**

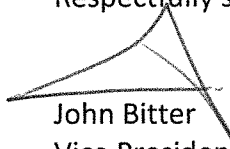
Committee Chair Laura Matuszak, Staff Liaison: MJ Truex

The LSC Development Committee continues to stay busy with a multitude of internal committees working on various tasks. Among the tasks the committee has highlighted for the year are, 1) Bright Idea Contest, 2) LEAP Library, 3) Volunteer Handbook, 4) Policies and Procedures Updates, 5) 2018 April Zone Meeting Workshops, and 6) USA Leadership Summit. Each of these tasks have been assigned to a committee member with a sub-committee to work on throughout the year or until the time the workshop, etc. occurs.

The next phone meeting for the committee will be February 27<sup>th</sup>.

**No Action Items for the Board.**

Respectfully submitted,



John Bitter  
Vice President Program Development



		15& Over Zones	15& Over LSC	13-14 Zones	13-14 LSC	11-12 Zones	11-12 LSC	10& Under Zones	10& Under LSC
P3	50 Free	33.59	36.69	34.19	37.29	35.79	38.79	38.79	42.79
	100 Free	1:11.69	1:18.19	1:12.99	1:19.59	1:16.29	1:22.79	1:22.79	1:31.29
	200 Free	2:56.89	3:12.89	3:00.09	3:16.19	3:08.09	3:24.19	3:24.19	3:45.09
	500 Free	5:50.29	6:22.19	5:56.69	6:28.59	6:12.57	6:44.49	6:44.59	7:25.89
	1000 Free	12:36.19	13:44.99	12:49.99	13:58.69	13:24.29	14:33.09		
	1650 Free	23:11.19	25:17.69	23:36.49	25:42.89	24:39.69	26:46.19		
	50 Back	33.79	36.89	34.39	37.49	35.89	38.99	38.99	42.99
	100 Back	1:25.99	1:33.79	1:27.49	1:35.39	1:31.49	1:39.29	1:39.29	1:49.39
	200 Back	2:50.69	3:06.19	2:53.79	3:09.29	3:01.59	3:17.09		
	50 Breast	36.89	40.29	37.59	40.89	39.29	42.59	42.59	46.99
	100 Breast	1:31.39	1:39.69	1:33.09	1:41.39	1:37.19	1:45.59	1:45.59	1:56.39
	200 Breast	2:59.29	3:15.59	3:02.59	3:18.89	3:10.69	3:26.99		
	50 Fly	32.09	34.99	32.59	35.49	34.09	36.99	36.99	40.79
	100 Fly	1:17.59	1:24.69	1:18.99	1:26.09	1:22.59	1:29.59	1:29.59	1:38.79
	200 Fly	2:50.59	3:05.89	2:53.59	3:08.99	3:01.29	3:16.79		
	200 IM	3:01.79	3:18.29	3:05.09	3:21.59	3:13.39	3:29.89	3:29.89	3:51.39
	400 IM	6:06.79	6:40.09	6:13.39	6:46.79	6:30.09	7:03.39		



P3	158 Over Zones	158 Over LSC	13-14 Zones	13-14 LSC	11-12 Zones	11-12 LSC	10& Under Zones	10& Under LSC
50 Free	29.49	32.19	30.79	33.49	34.79	37.49	38.79	41.49
100 Free	1:04.09	1:09.89	1:06.99	1:12.79	1:15.69	1:21.49	1:24.39	1:30.19
200 Free	2:26.39	2:39.79	2:33.09	2:46.39	2:53.09	3:06.39	3:12.99	3:26.29
500 Free	5:30.09	6:00.09	5:45.09	6:15.09	6:30.09	7:00.09	7:15.09	7:45.09
1000 Free	12:36.19	13:44.99	13:10.59	14:19.29	14:53.69	16:02.39		
1650 Free	23:10.89	25:17.29	24:15.09	26:20.49	27:23.69	29:30.19		
50 Back	33.79	36.89	35.29	38.39	39.89	42.99	44.49	47.59
100 Back	1:11.19	1:17.69	1:14.39	1:20.89	1:24.09	1:30.59	1:33.79	1:40.29
200 Back	2:50.69	3:06.19	2:58.49	3:13.99	3:21.79	3:37.29		
50 Breast	36.89	40.29	38.59	41.89	43.59	46.99	48.59	51.99
100 Breast	1:21.89	1:29.39	1:25.69	1:33.09	1:36.79	1:44.29	1:47.99	1:55.39
200 Breast	2:59.29	3:15.59	3:07.49	3:23.79	3:31.89	3:48.19		
50 Fly	32.09	34.99	33.49	36.39	37.89	40.79	42.19	45.09
100 Fly	1:07.39	1:13.49	1:10.39	1:16.49	1:19.59	1:25.69	1:28.79	1:34.89
200 Fly	2:50.49	3:05.89	2:58.19	3:13.69	3:21.39	3:36.89		
200 IM	2:35.39	2:49.49	2:42.39	2:56.49	3:03.59	3:17.69	3:24.79	3:38.89
400 IM	6:06.79	6:40.09	6:23.39	6:56.79	7:13.39	7:46.79		



## NATIONAL DIVERSITY & INCLUSION COMMITTEE

**MISSION STATEMENT:** Educate, encourage and support the membership of USA Swimming to achieve  
Diversity & Inclusion growth at all levels.

**DEAR LSC MEMBERSHIP**

**SUBJECT: OUTREACH MEMBERSHIP CRITERIA**

Currently, a staggering 70.5% of children in the United States are eligible for free or low-cost lunch through the National School Lunch program (NSLP). Commonly referred to as the Federal Free and Reduced-Price Lunch Program, the NSLP is used by approximately ninety percent of USA Swimming's LSCs as one criteria for outreach membership. However, *according* to a recent Washington Post article, more and more school districts are now placing all children in the NSLP regardless of family income via the Community Eligibility Provision (CEP). Enacted in 2015 the CEP allows schools or school districts to provide free lunches to all students if at least 40% of their children are eligible for free lunch. Therefore, the free lunch program is no longer a true indicator of a family's income level if the school district participates in the CEP. Organizations such as USA Swimming's LSCs must consider different criteria to determine a family's eligibility.

### **Suggested alternate methods for determining eligibility**

LSCs can use other eligible programs to determine outreach membership eligibility. Participation in each program is based on individual family economics

- Federal food stamp program ([SNAP](#))
- Federal housing documentation ([HUD.GOV](#))
- WIC Program (Women, Infant and Children Federal Nutrition Program)
- Temporary Assistance for Needy Families (previously AFDC)
- Emergency Food Assistance Program ([TEFAP](#))
- [Medicaid](#) Medical Card
- Children's Health Insurance Program ([CHIP](#))
- State programs
- Social Security Disability Insurance ([SSDI](#))
- Supplemental Security Income ([SSI](#))
- Home Energy Assistance Program (LIHEAP) l. Emergency Assistance
- Federal Poverty Schedule
- Federal Tax Return

To view a complete list of possible ways to determine outreach membership eligibility click [here](#) or go to [usawimming.org/diversity](http://usawimming.org/diversity).

With the introduction of CEP, many non-profit organizations are reviewing what standards will be used to continue programming before an economic problem occurs within the organizations. LSCs are encouraged to re-evaluate their outreach criteria and be fiscally responsible with their funds.

For more information about outreach membership Criteria please email USA Swimming at [inclusion@usaswimming.org](mailto:inclusion@usaswimming.org) or call (719) 866-4578.



## OUTREACH MEMBERSHIP

### FAQ

#### **For Members:**

**1. Does USA Swimming provide any assistance related to the annual membership fee?**

USA Swimming is committed to providing outreach membership for families in need. The national fee for outreach membership is \$5.00 and the Local Swimming Committee (LSC) has the option to set a local fee that may not exceed \$2.00.

**2. Which LSCs offer an outreach membership?**

Each LSC is required by USA Swimming to offer outreach memberships to qualified athletes.

**3. What are the outreach membership qualifications?**

Each Local Swimming Committee (LSC) determines how they will qualify athletes for outreach membership. They may use, but are not limited to, national guidelines based on Federal Food Stamps, Free School Lunch and/or Federal Poverty Guidelines. Your LSC determines what guidelines qualify an athlete for the outreach membership.

LSCs can use any of the following programs to determine outreach membership eligibility:

- Federal food stamp program ([SNAP](#))
- Federal housing documentation ([HUD.GOV](#))
- WIC Program (Women, Infant and Children Federal Nutrition Program)
- Temporary Assistance for Needy Families (previously AFDC)
- Emergency Food Assistance Program ([TEFAP](#))
- [Medicaid](#) Medical Card
- Children's Health Insurance Program ([CHIP](#))
- State programs
- Social Security Disability Insurance ([SSDI](#))
- Supplemental Security Income ([SSI](#))
- Home Energy Assistance Program (LIHEAP) 1. Emergency Assistance
- Federal Poverty Schedule
- Federal Tax Return

Participation in each program is based on individual family economics. Contact your LSC for their eligibility criteria. LSC info can be found [here](#).

**4. What paperwork do I need to fill out to register as outreach?**

You will need to fill out a USA Swimming Outreach registration application. It can be found on your LSC website with the other USA Swimming registration applications.

**5. What else do I need to submit for the outreach membership?**

Your LSC may require you to submit verification of the criteria they specify.

**6. To whom do I submit the necessary paperwork?**

The paperwork is submitted to your club and then to your LSC Registrar.

**7. How often do I need to register for the outreach membership?**

Outreach memberships are renewed annually.

**8. I can't find information on outreach membership on the LSC website.**

Contact your LSC Diversity and Inclusion Chair or your LSC Registrar for outreach information. Contact information for members of your local leadership can be found on your LSC website.

**9. How does outreach membership fit into seasonal and year-round swimming?**

The outreach membership is a year-round membership, but at a reduced cost. It is not a seasonal membership.

**10. Who is responsible for handling registration of outreach memberships - USA Swimming or the LSC?**

All membership registrations are handled by the LSC, not the USA Swimming National office.

**11. I have a disabled son/daughter do they qualify for the outreach membership?**

It depends on your LSC. Some LSC's do allow athletes with disabilities to apply for outreach, while others do not.

**12. I homeschool my children. What steps do I need to take for them to qualify for the outreach membership?**

Complete an Outreach Athlete registration form and send it with the supporting paperwork to your club registrar. Athletes who do not belong to a club may send the application and paperwork to the LSC Registrar.

**16. Where is information about the outreach membership on USA Swimming's website?**

[usaswimming.org/diversity](http://usaswimming.org/diversity)



**17. If I am concerned about privacy, is there a way to send the information confidentially?**  
Most LSC's will allow you to hand deliver documents. For more information please contact your LSC to discuss what alternate delivery options are available for you and for a list of outreach programs (scholarships, reduced fees, etc.).

### **For LSC Leadership:**

**1. What is the purpose of the outreach membership?**

The outreach membership can assist families in need, alleviating some of the financial burden associated with participation in our sport. USA Swimming outreach membership offers qualified individuals the opportunity to become a USA Swimming year-round athlete member at a reduced fee.

**2. What are the benefits of expanding/offering alternative qualifying criteria?**

There are many national and state programs that determine financial need. In some areas, the free and reduced lunch program is no longer an indicator of a family's income level due to the Community Eligibility Provision (CEP). Regardless of the effect of CEP, expanding eligibility criteria allows LSCs to use other local and national programs, tailoring the criteria to best fit the specific needs of the LSC.

**3. Is USA Swimming mandating that LSC's expand the qualifying criteria that LSC's use to determine outreach membership eligibility?**

Each LSC is required by USA Swimming to offer the outreach membership to those who qualify, however each LSC determines the qualifying criteria.

**4. Will our LSC Registrar receive guidelines for each category?**

Yes. The National Diversity and Inclusion Committee will provide a list of suggested programs.

**5. What are the most commonly used criteria for Outreach eligibility?**

Several LSC's use the Federal food stamp program and Medicaid as their primary methods of qualification because families have those documents on hand.

For more information please email USA Swimming at [inclusion@usaswimming.org](mailto:inclusion@usaswimming.org) or call (719) 866-4578.

**USA Swimming  
Outreach Membership Criteria List**

Program Name/Description <i>Description</i>	Form of Proof <i>Card/Letter/Certificate</i>	Website	Notes
<b>SNAP</b> (food stamps)	Current date Notice of Action letter	<a href="https://www.fns.usda.gov/snap/appl">https://www.fns.usda.gov/snap/appl</a>	Each state has its own application form.
Children who meet the definition of homeless, runaway, or migrant.	The Homeless Coalition use their letterhead letter to confirm families' homeless status after screening the parents	<a href="https://www.acf.hhs.gov/">https://www.acf.hhs.gov/</a> <a href="https://nche.ed.gov/">https://nche.ed.gov/</a>	
<b>Federal Poverty Guidelines</b> - Household's income is within the limits on the Federal Income Eligibility Guidelines.	A letter from school district detailing students living situation Previous or current IRS Tax Return.	<a href="https://aspe.hhs.gov/poverty-guidelines">https://aspe.hhs.gov/poverty-guidelines</a>	
<b>Section 8</b> low income housing	Section 8 Voucher / Lease agreement / Rent Receipt	<a href="https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/abou/fact_sheet">https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/abou/fact_sheet</a>	See state housing authority for more information.
<b>Medicaid</b> and other low income needs based health insurance programs including CHIP (children's health insurance program).	Annual Letter (including Medi-Cal)	<a href="https://www.cms.gov/">https://www.cms.gov/</a> <a href="https://www.medicaid.gov/">https://www.medicaid.gov/</a>	
<b>Medicare</b> – especially for grandparents raising grandchildren.	Notice of Action letter	<a href="https://www.medicare.gov/">https://www.medicare.gov/</a>	
<b>Emergency Food Assistance Program (TEFAP)</b>	Approval Letter	<a href="https://www.fns.usda.gov/efap/emergency-food-assistance-program-efap">https://www.fns.usda.gov/efap/emergency-food-assistance-program-efap</a>	Based on income levels and participation in programs like SNAP, CSFP, LEAP, etc.
<b>Social Security Disability Insurance</b>	Social Security Disability Notice Letter	<a href="https://www.ssa.gov/disability/">https://www.ssa.gov/disability/</a>	The Social Security Office will send them a notice with the amount participants will receive and when payments will start. <b>IMPORTANT:</b> Disability benefits will not necessarily continue indefinitely. The Social Security Disability Office reviews cases periodically.
<b>LEAP</b> – Low Income Energy Assistance Program	Approval Letter	<a href="https://www.acf.hhs.gov/ocs/programs/leap">https://www.acf.hhs.gov/ocs/programs/leap</a>	The Office of Community Services will provide participants with the approval letter.
<b>SSI</b> – Supplemental Security Income	Annual Statement	<a href="https://www.ssa.gov/disabilityssi/html">https://www.ssa.gov/disabilityssi/html</a>	
Consider <b>YMCA/YWCA</b> or <b>Parks &amp; Rec</b> low income memberships. If athletes qualify for these memberships, have the applicant submit the income standards for the membership for consideration.	Letter from YMCA/YWCA or Parks and Rec Program		Contact local YMCA/YWCA or Park & Rec administrator for more information.
<b>WIC</b> – Special Supplemental Nutrition Program for Women, Infants and Children	Copies of WIC document that show participation in program.	<a href="https://www.fns.usda.gov/wic/women-infants-and-children-wic">https://www.fns.usda.gov/wic/women-infants-and-children-wic</a>	WIC participants have to go through an approval process. WIC doesn't send an approval letter. They will provide copies of documents to show that families are participating. Contact local WIC office.
<b>TANF</b> – Temporary Assistance to Needy Families Program	Verification letter from Department of Health and Human Services	<a href="https://www.acf.hhs.gov/ota/programs/tanf">https://www.acf.hhs.gov/ota/programs/tanf</a>	Contact family caseworker for documentation. <b>IMPORTANT:</b> Plan and work requirements are part of TANF. If they are not followed TANF benefits may be cut. Also the employment situation may change (new job) that will push participants out of program. Work with TANF Caseworker to monitor status.
<b>School Financial need based program - Private/Parochial</b>	Verification letter from School administrator		See schools administrator for criteria for need based programs.

**USA Swimming  
Outreach Membership Criteria List**

<p><b>Disability</b> – allow all athletes who are disabled under USA Swimming definitions to qualify for an outreach membership.</p> <p><b>Children's Health Insurance Program (CHIP)</b></p>	<p>Copy of welcome letter from the Health Insurance Marketplace.</p>	<p><a href="https://www.usaswimming.org/utility/landing-pages/club/disability/">https://www.usaswimming.org/utility/landing-pages/club/disability/</a></p> <p><a href="https://www.healthcare.gov/medicaid-chip/childrens-health-insurance-program/">https://www.healthcare.gov/medicaid-chip/childrens-health-insurance-program/</a></p>	<p>Contact LSC Disability Swimming Chairperson.</p> <p><b>IMPORTANT:</b> CHIP benefits are different in each state. But all states provide comprehensive coverage. Must contact local state office. CHIP participants must show marketplace documents to prove income level. Participants will first receive a welcome letter in the mail. A couple of weeks later a more detailed packet will follow. CHIP provides low-cost health coverage to children in families that earn too much money to qualify for Medicaid. Designed for families that have a low income.</p>
<p><b>Participation in Head Start</b></p>	<p>Letter from the Family Advocate/Family Support Specialist that states the family has been approved to participate in the Head Start program</p>	<p><a href="https://www.acf.hhs.gov/ohs">https://www.acf.hhs.gov/ohs</a></p>	<p><b>The Health &amp; Human Services (HHS) Poverty</b> Guidelines are used to determine income eligibility for participation in Head Start and Early Head Start programs. Children from birth to age five who are from families with incomes below the poverty guidelines are eligible for Head Start and Early Head Start services. The family works directly with the Family Advocate/Family Support Specialist to find a Head Start program that has space for the family.</p>
<p><b>Housing Choice Voucher Program</b></p>	<p>Copy of the Housing Voucher that the PHA issues to qualified families to either rent or purchase an apartment or home.</p>	<p><a href="https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/abouthehousingchoicevoucher">https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/abouthehousingchoicevoucher</a></p>	<p>Housing choice vouchers allow very low-income families to choose and lease or purchase safe, decent, and affordable private-owned rental housing. Housing choice vouchers are administered locally by public housing agencies (PHAs). A housing subsidy is paid to the landlord directly by the PHA on behalf of the participating family. The family then pays the difference between the actual rent charged by the landlord and the amount subsidized by the program. <b>IMPORTANT:</b> Under certain circumstances, if authorized by the PHA, a family may use its voucher to purchase a modest home. It is possible for a family with a low income to purchase a home.</p>
<p><b>Child and Adult Care Food Program (CACFP)</b></p>		<p><a href="https://www.fns.usda.gov/cacfp/child-and-adult-care-food-program">https://www.fns.usda.gov/cacfp/child-and-adult-care-food-program</a></p>	<p>CACFP provides aid to child and adult care institutions and family or group day care homes for the provision of nutritious foods that contribute to the wellness, healthy growth, and development of young children, and the health and wellness of older adults and chronically impaired disabled persons.</p>
<p><b>FDPIR – Food Distribution Program on Indian Reservations</b></p>		<p><a href="https://www.fns.usda.gov/fdpir/food-distribution-program-indian-reservations-fdpir">https://www.fns.usda.gov/fdpir/food-distribution-program-indian-reservations-fdpir</a></p>	<p>USDA Foods to <b>income eligible</b> households living on Indian reservations, and to American Indian households residing in approved areas near reservations or in Oklahoma. Households are certified based on income standards set by the Federal government and must be recertified at least every 12 months. Income level guidelines - <a href="https://fns-prod.azureedge.net/sites/default/files/fdpir/exhibit-m-net-monthly-income-standard.pdf">https://fns-prod.azureedge.net/sites/default/files/fdpir/exhibit-m-net-monthly-income-standard.pdf</a>. <b>IMPORTANT:</b> Households may not participate in FDPIR and SNAP in the same month.</p>

**USA Swimming  
Outreach Membership Criteria List**

<p><b>Summer Food Service Program</b></p>	<p>Verification letter from site administrator</p>	<p><a href="https://www.fns.usda.gov/fsfsp/summer-food-service-program">https://www.fns.usda.gov/fsfsp/summer-food-service-program</a></p>	<p>The Summer Food Service Program (SFSFP) ensures that low-income children continue to receive nutritious meals when school is not in session. Program operates during school vacations, primarily in the summer months from May through September. Certain categories of children are automatically eligible for free meals (categorically eligibility). Participation in comparable Federal assistance program (SNAP, FDIPIR, TANF, etc.), documentation that the child is homeless, runaway, or migrant, a foster child; or enrollment in Head Start Program.</p>
<p><b>Seamless Summer Option</b></p>	<p>Current date, Individual Letter from the school district</p>	<p><a href="https://www.fns.usda.gov/school-meals/opportunity-schools">https://www.fns.usda.gov/school-meals/opportunity-schools</a></p>	<p>Meals are provided free of charge to children, 18 years and under, from low-income areas. <b>IMPORTANT: THE LEVELS - Open</b> - On a first-come, first served basis, serves all children age 18 and under at a site that is located within an area where at least 50 percent of the children are certified eligible for free or reduced price school meals. <b>Restricted Open</b> - On a first-come, first-served basis, serves children age 18 and under at a site that is located within the geographical boundaries of the attendance area of a school where at least 50 percent of the children are certified eligible for free or reduced price school meals or based on other data as discussed in Q17. <b>Closed Enrolled</b> - Serves only an identified group of children through age 18 who are participating in a specific program or activity. Meals are reimbursed for all children in attendance at the appropriate NSLP or SBP free rates</p>
<p><b>Federal free and reduced Hot Lunch Program</b></p>	<p>Current date, Individual Letter from the school district</p>	<p><a href="https://www.fns.usda.gov/nsfp/national-school-lunch-program-nsfp">https://www.fns.usda.gov/nsfp/national-school-lunch-program-nsfp</a></p>	<p>Community Eligibility Provision</p>
<p><b>Special Request</b> - For cases not falling under these guidelines, the LSC should have an appeals process in place such as appealing to the Outreach Chair, Registration Chair, or the General Chair.</p>	<p>Determination made by LSC Registration Chair</p>		





To: USA Swimming Board of Directors

From: Mark Weber, Athletes Vice Chair

Re: February Board Meeting Report and Summary of AEC Activities

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**Staff Liaison –**

In November, we began discussions with Lindsay about getting a new staff liaison for the AEC. As the National Team Athletes' committee has moved from infancy to maturity, the purview of that committee is more suited to Lindsay's daily responsibilities than the AEC, which focuses on high performance domestic and international issues, but also largely on Zone, LSC, and base level issues. Cathy Durance has been serving as our temporary staff liaison until the details of the AEC restructure are finalized and the staff reorganization has been completed. In the fall, the new AEC will reassess with staff to determine which staff member the committee best aligns with.

**Budget Variance –**

The AEC is expecting a budget variance. We have typically held our in-person meeting in conjunction with the Board meeting. As a result, a majority of our committee members also serve on the BOD or IRC, and their travel and accommodations are absorbed by those budgets respectively. Because we are hosting our in-person meeting on a stand-alone weekend, we are expecting a variance of \$30,000. We believe this investment is pivotal to further domestic and international relations.

**AEC In-Person Meeting –**

We are very excited to announce that we are hosting the annual AEC meeting in conjunction with the annual United States Aquatic Sports meeting and the ISHOF induction ceremony. We have been intentional about networking with both our colleagues in other NGBs, but also those from other National Federations within UANA. CONSANAT will also be meeting that weekend and we are hoping to meet athlete leaders from South America to identify areas of mutual concern. Aaron Piersol plans to be a part of that conversation with our committee and we are really looking forward to the opportunity.

**Committees –**

The committees are beginning to meet at this time and we plan to have a more comprehensive committee report for the Board in May. It is important that athlete members of the committee are invited by non-athlete members to participate in the meeting. This extra step of mentorship on the part of non-athlete members has been reported to us as one of the major reasons that athletes have a fruitful experience on their national committee.



### **International Relations –**

Aaron Piersol attended the FINA Gala in Sanya, CHN, which also hosted a FINA Athletes' Commission meeting. I was able to catch up with Aaron after the meeting to get a recap and to see what we can do to further support his involvement at the FINA level.

Aaron is planning to attend our May AEC meeting, which will be conducted in conjunction with the USAS and CONSANAT meeting, which will be yet another step in working with our aquatic partners worldwide to further the needs of athletes at the governance level.

The first edition of the UANA Cup was held a couple of weeks ago in Coral Springs, FL. This inaugural event was a dual meet format between CCCAN and CONSANAT. I was able to attend to network with our athlete partners from those UANA Zones. In addition, USA Swimming athlete support from Van Donkersgoed and Joe Gazzarato was instrumental in making the event a success. Furthermore, Patrick Hunter, a USA Swimming Athlete and Official, participated as an official and logistics manager.

### **USA Swimming Leadership Summit –**

Please see the [attached report](https://goo.gl/oekmxF) (https://goo.gl/oekmxF).

### **Convention –**

The AEC's convention committee, chaired by Janelle Nguyen, will be meeting in May to plan a new curriculum for this year's athlete program. Maggie Vail has agreed to help the group plan new dynamic and innovative ways to serve our athlete members at convention. In addition the Janelle, the group includes Joe Gazzarato, Brad Jacobs, and Madison Lash.

### **Restructuring Task Force –**

An AEC task force has evaluating the structure and composition of the AEC in light of the new national governance changes. The chair and vice-chair of the AEC, elected by the athletes' committee, have been the athletes vice-chair on the board, and the second athlete on the executive committee (athletes deputy vice-chair). The removal of the officer titles at the board level has required that the AEC reevaluate the role of the AEC chair and vice chair. This group will be recommending changes to the AEC structure at the May AEC meeting and will work through the summer to implement these changes in preparation for convention.

Respectfully Submitted,

Mark Weber



**2018 USA Swimming Leadership Summit**  
**April 20 - 22, 2018**  
*February Board of Directors Update*

Athlete Leadership Task Force Members: Van Donkersgoed, Ceallach Gibbons, Joe Gazzarato, Jack Swanson, Janelle Nguyen, Alexis Keto (Coach), and Cathy Durance (Staff Liaison)

We have selected Houston, TX, as the site for the 2018 Leadership Summit. Each LSC has been invited to nominate two athletes and one coach to attend. USA Swimming is paying all expenses for one athlete and one coach, plus the room & board expense for the second athlete.

We have engaged [Forward Progress Athletic Consulting](#) of Denver as our curriculum partner. We have conducted one in-person meeting, with a second scheduled for February 4th. They are working with the task force to develop the curriculum and we are pleased with the work they have done to-date. If you are interested in more about the process of selecting this partner, please see the [RFP](#) we issued, and/or please speak with [Van Donkersgoed](#).

Our tagline is #LeadershipLanes. The task force has been deeply moved by the opportunity to reach the Base of the sport and create a unique, dynamic, and innovative program those athletes. We want each participant to walk away with the skills and tools to be a person of influence in the club, LSC and in life.

We are extremely pleased to introduce an all-female coaching staff for this summit. Sue Chen from Nation's Capital Swim Club, Alison Beebe from Santa Clara Swim Club, Crystal Coleman from Penn Charter Aquatic Club, Olga Espinosa from St. Croix Swim Club, Alexis Keto from New Trier Aquatics, and Kate Lundsten from Aquajets Swim Team

The task force wishes to extend a very warm thank you to Cathy Durance and the Member Services Department for their dedication to this project. We would not be this far in this project without their mentorship, support, and dedication.



## USA Swimming Leadership Summit 2018 Programming

### FRIDAY, April 20, 2018

10:00am-2:00pm	Registration and Lunch	Hotel
2:45pm	Travel to pool	
3:30pm-6:00pm	Swim practice	University of Houston
6:00pm	Return to hotel	
7:00pm	Opening Ceremonies Welcome dinner for athletes and coaches	Hotel
8:00pm	Combined athlete and coach leadership session	Hotel
10:00pm	End of Day One	

### SATURDAY, April 21, 2018

5:15am	To-go breakfast	Hotel
5:30am	Travel to pool	
6:00am -8:30am	Swim practice	University of Houston
8:30am	Second breakfast	University of Houston
9:30am	Leadership workshop with athletes	University of Houston
9:30am	Coaching clinic	University of Houston
12:30pm	Lunch	University of Houston
1:00pm	Leadership workshop with athletes	University of Houston
1:00pm	Coaching clinic	University of Houston
4:00pm	Transition/snack	University of Houston
4:30pm-6:30pm	Swim Practice	University of Houston
6:30pm	Return to hotel	
7:30pm	Dinner	Hotel
8:00pm	Combined athlete and coach leadership session	Hotel
9:00pm	Optional social activity	TBD
9:00pm or 11:00pm*	End of Day Two (*Depending on optional social activity)	

### SUNDAY, April 22, 2018

7:00am	Breakfast	Hotel
7:30am	Combined athlete and coach leadership session	Hotel
8:00am	Community Service event	
9:15am	Break/Snack	Hotel
9:30am	Combined athlete and coach leadership session	Hotel
11:00am	Closing Ceremonies	Hotel
11:45am	"To-Go" Lunch	Hotel
12:00pm	End of Day Three	





## **Eastern Zone Swimming Report**

**USA Swimming Board of Directors Meeting – February 3<sup>rd</sup> 2018**

**Respectfully submitted by Tristan Formon and Mary Turner**

**[tristan@berkeleyaquaticclub.com](mailto:tristan@berkeleyaquaticclub.com) [myturner525@gmail.com](mailto:myturner525@gmail.com)**

**[www.easternzoneswimming.org](http://www.easternzoneswimming.org)**

### **EZ Diversity and Inclusion Committee**

The EZ Diversity and Inclusion Committee continues to meet via teleconference monthly. NI Swimming are investigating a pilot program to offer Outreach Membership for non-athletes. The world of volunteerism is an ever-evolving challenge, initially getting adults to consider becoming volunteers and then encouraging volunteers to remain involved after their athletes move on. The potential inclusion of non-athletes into the LSC Outreach program would serve as a new, previously untapped source of potential volunteerism. The committee continues to explore options of either creating a meet similar in nature to the CZ Multi Cultural Meet OR looking to create a support structure to the existing meets held within the EZ that celebrate diversity within our sport.

### **EZ Board of Review**

Bud Rimbault and Ward Foley are awaiting a response on one case.

### **EZ 2018 Winter AG Zone Championships**

In March, the EZ will host its first Team entered Winter AG Zone Championships. A taskforce was established to explore interest in the transition from a LSC entered All Star Meet to a team entered Championship meet mirroring the Summer Zone Championships. A survey was distributed throughout the EZ to gauge interest in attendance following which standards have been finalized.

### **2018 EZ Championship Meets**

#### **2018 IM Extreme Games - NE**

**January 26-28, 2018, University of Maryland, College Park, MD (hosted by Potomac Marlins)**

1192 Athletes / 6438 IE

Potomac Marlins extends its gratitude to USA Swimming for its support of the meet. Athletes from 10 LSCs in the EZ attended the 2018 IMX Games. Athletes and coaches commented on what a fantastic competitive experience this meet provides within the EZ.

#### **2018 Speedo Sectionals Spring Long Course**

**March 22-25, 2018, Buffalo, NY (hosted by Star Swimming)**

Meet Announcement under review

#### **2018 Speedo Sectionals Region 2 (South)**

**March 22-25, 2018, Christiansburg, VA (hosted by Virginia Swimming)**

Meet sanctioned

#### **2018 Speedo Sectionals Region 1 (North)**

**March 22-25, 2018, Ithaca, NY (hosted by Syracuse Chargers)**

Meet sanctioned



**2018 Short Course Age Group Championship**  
**March 29-31, 2018, Webster, NY (hosted by Fairport Swimming)**  
Meet Announcement under review

**2018 Speedo Sectionals Long Course "Super Sectional"**  
**No Bids Received**

**2018 Long Course Senior Zone Championship**  
**August 2-5, 2018, Buffalo, NY (hosted by Star Swimming)**

**2018 Long Course Age Group Championship**  
**August 8-11, 2018, Richmond, VA (hosted by Virginia Swimming)**

**2018 Zone Open Water Championship**  
**TBD**



Western Zone Report to USA Swimming Board of Directors  
Jan. 17, 2018

## Championship Meets

The meet dates and locations are:

**CA/NV** – March 1-4, 2018, Carlsbad, CA – Meet Referee: Ted Curley  
July 19-22, 2018, Canton Aquatics – Meet Referee: TBD

### Western Region

Federal Way, WA – March 15-18, 2018 - Meet Referee: Dave Coleman  
Phoenix, AZ – March 23.25, 2017 - Meet Referee: Mike Urbanowicz  
MT Hood, OR – July 11-15, 2018 – Meet Referee: Mike Murphy

**Sr. Zone Championships** – July 31 -August 4, 2017 - Clovis, CA Meet Referee: Mary Jo Swalley and Mike Davis

**Age Group Zone Championships** – August 8-11, 2018, Roseville, CA. Meet Referee: Vicky Marsh

### Western Zone Officials Chair

New Western Zone Officials Chair - Mike Dilli (CO) After three terrific years serving as the Western Zone Officials Chair, Teri White (PN) has announced she will be stepping down to take on additional opportunities in other areas with swimming. We want to thank Teri for her great work in advancing the needs and programs for Officials in the Western Zone! We also wish Teri continued success in her new roles in swimming in the future! Effective immediately, we welcome Mike Dilli from Colorado Swimming to the role of Western Zone Officials Chair. Mike is currently Officials Chair for CO Swimming and has been part of the Western Zone Officials committee for the past several years. Mike has worked to implement key advancements in officiating in the Western Zone (mentor/mentee programs) and in the Colorado LSC (officiating continuity and athlete centered swimming leadership). We welcome Mike to the Western Zone leadership team and look forward to his innovative contributions in the future of the Western Zone!

### Western Zone Diversity and Inclusion

The Western Zone will be sending an All-star team to Washington DC in February for the 32<sup>nd</sup> Black History Month Swim Meet. The meet will be February 15-19, 2018

### Welcome 2018 All-Star Head Coaches Jenn Beech and James Reynolds!

Coach **Jenn Beech** is the Head Coach of Temecula Swim Club in California. Jenn was an Assistant Coach at the 2017 USA Swimming National Diversity Select Camp. Coach **James Reynolds** is the Senior/Age

Group Coach for MESA Aquatics in Perris, CA. They are already working with **Team Manager Virgil Chancy** on that last trip details for our Western Zone Athletes.  
There are 18 Athletes from 9 LSC's

**2018 Western Zone All Star Team  
Black History Meet  
Feb 15-18 ~ Washington D.C.**

**Athlete**

Sebastian Bodero  
Francesca Criscione  
Skylar Debnam  
Tyryn Empremsilapa  
Jensen Ervin  
Jalen Evans  
Brian Honng  
Rachel Johnson  
Saniah Lewis-Travis  
Malcolm Mackey  
Adrell Mulgrew-Truitt  
Owen Ngan  
Caleb Robinson  
Gabrielle Smit  
Mackenzie Surrey  
Kian Walls  
Jin-Young Yi

**LSC**

Utah  
Oregon  
Arizona  
Southern California  
Oregon  
Pacific  
Southern California  
Arizona  
Pacific Northwest  
Pacific  
Alaska  
Oregon  
Colorado  
Oregon  
San Diego - Imperial  
Arizona  
Southern California

**Staff Member**

Jenn Beech  
James Reynolds  
Virgil Chancy

**Position**

Co-Head Coach  
Co-Head Coach  
Team Manager

San Diego Imperial Swimming will be hosting the 2018 Western Zone D&I camp at SDSU June 14-17. Krissy Payton will be our camp Director.



## IOC ACTIVITIES PRESIDENT



Meeting in Lausanne, the IOC Executive Board (EB) took several important decisions on institutional matters and in the interest of protecting the integrity of sport and the athletes.

In this context, the former President of Switzerland Samuel Schmid presented the report of his Commission addressing the systemic manipulation of the anti-doping system in Russia. A delegation from Russia, which included IOC Honorary Member in Russia Vitaly Smirnov, President of the Russian Olympic Committee and IOC Member Alexander Zhukov, and figure-skater Evgenia Medvedeva, was heard by the IOC EB. Following the final report (full report [here](#)) and recommendation of the Schmid Commission, the IOC EB took a decision regarding the participation of Russian athletes at the Olympic Winter Games PyeongChang 2018. The full decision is available [here](#).

For IOC President Thomas Bach, “This was an unprecedented attack on the integrity of the Olympic Games and sport. The IOC EB, after following due process, has issued proportional sanctions for this systemic manipulation while protecting the clean athletes. This should draw a line under this damaging episode and serve as a catalyst for a more effective anti-doping system led by WADA.” He continued: “As an athlete myself, I feel very sorry for all the clean athletes from all NOCs who are suffering from this manipulation. Working with the IOC Athletes’ Commission, we will now look for opportunities to

make up for the moments they have missed on the finish line or on the podium.” Full press release [here](#).

The IOC EB also heard an update on the actions taken by the International Weightlifting Federation (IWF) in consultation with WADA to address the concerns raised by the IOC Session and Executive Board regarding doping. While the IWF has taken some positive steps to address the situation, it was stressed that the IOC in cooperation with WADA will continue to closely monitor the IWF implementation of all necessary actions. As a result, the IOC EB maintained the conditional inclusion of weightlifting in the Olympic Games Paris 2024 sports programme, while issuing additional criteria that the IWF has to implement and asked it to report back to the IOC by 15 June 2018.

Regarding the current situation within the International Boxing Association (AIBA), the IOC EB expressed major concerns and identified a number of specific requirements in the areas of governance, management, finance matters, judging and anti-doping. Until the required actions have been fully addressed by the Federation, the IOC has decided to withhold any future financial contributions to AIBA with immediate effect. In the meantime, the IOC will continue to liaise with AIBA on the necessary technical details for the preparation of next year’s Youth Olympic Games in Buenos Aires.

Concerning the upcoming Olympic Winter Games PyeongChang 2018, Lee Hee-beom, the President of the Organising Committee (POCOG), and Gunilla Lindberg, Chair of the IOC Coordination Commission, presented their respective updates on the current status of Games preparations. Efforts to promote ticket sales have resulted in good progress in the last few weeks. All venues are complete, and overlay construction is underway at all venues. Infrastructure projects have also been finalised.



Yoshiro Mori, President of the Tokyo 2020 Organising Committee, Toshiro Muto, CEO of the Tokyo 2020 Organising Committee, and John Coates, Chair of the IOC Coordination Commission, reported that the Tokyo 2020 organisers are continuing to meet all of the key milestones in the lead-up to the Games. The EB approved the venue locations for 3x3 basketball, BMX freestyle and skateboarding.

Christophe Dubi, the IOC Olympic Games Executive Director, delivered the report on behalf of the IOC Coordination Commission for the Olympic Winter Games Beijing 2022, and reported that preparations at this stage are well on track. The official emblem for the Beijing Games was approved by the EB and will be unveiled later in December 2017. It was announced that Juan Antonio Samaranch will be the interim Chair of the IOC Coordination Commission, while IOC EB Member Ser Miang Ng will be added to the Commission.

Dubi also briefly touched on the recent visit to Paris for the IOC Orientation Seminar, which saw the IOC, Paris 2024 and LA 2028 reinforce their commitment to organising the Olympic Games in a spirit of co-construction.

Updates were also presented on the Youth Olympic Games Buenos Aires 2018 and the Winter Youth Olympic Games Lausanne 2020. The IOC EB approved the qualification systems proposed by the respective IFs for the Winter Youth Olympic Games Lausanne 2020. The EB also approved holding the fourth editions of the Summer and Winter Youth Olympic Games in 2022 and 2024 respectively. The 2022 candidature is to be added to the agenda for the next meeting of the Executive Board in PyeongChang.

The EB received an update on the activities of the Association of International Olympic Summer Sports Federations (ASOIF) and in particular a report on the full findings of the first phase of the

ASOIF IF Governance assessment. There was also an update from the Association of International Olympic Winter Sports Federations (AIOWF), which covered the preparations for the Olympic Winter Games PyeongChang 2018, including the Pre-Games Testing Task Force. The update on the activities of Association of National Olympic Committees (ANOC) included a report on the recent ANOC General Assembly in Prague.

The EB Members heard updates on the current activities of the Athletes, Athletes' Entourage, Finance and Legal Affairs Commissions. Following a presentation from Prince Albert II, Chair of the IOC Sustainability and Legacy Commission, the EB approved the IOC legacy strategy approach whose objectives are to: embed legacy through the Olympic Games lifecycle; document, analyse and communicate the legacy of the Olympic Games; encourage Olympic legacy celebration; and build strategic partnerships.

The EB also approved changes to be proposed to the IOC Session in the status of two IOC Members. The status of Uğur Erdener changed from Member representing an International Federation to Individual Member, and that of Pierre-Olivier Beckers-Vieujant from Member representing a National Olympic Committee to Individual Member. In addition, the EB confirmed that the election of Jiri Kejval as a new Individual Member, originally planned at the IOC Session in Lima in September, will take place in PyeongChang.

Concerning NOC matters, it was highlighted that the situation with the NOCs in Greece and Kenya have been resolved.

An overview of the ongoing implementation of Olympic Agenda 2020 was also presented. The EB also received updates on the Olympic Channel activities in its first year of operations, including the content strategy and promotion of





content and local partnerships in key media markets around the world. It was also reported that the construction of Olympic House is well underway. More details about EB decisions on [olympic.org](http://olympic.org).

In Lausanne, the IOC President also held a meeting with POCOG President Lee Hee-beom and Executive Vice-President Kim Jae-youl. Coordination Commission Chair Gunilla Lindberg was also present. Their discussions covered the final preparations for the Olympic Winter Games PyeongChang 2018 and the situation in the Korean peninsula.

The Indonesian NOC President, Erik Thohir, visited the IOC President. The two men discussed the current situation of the NOC and preparations for Asian Games 2018 in Indonesia.



The IOC President received the President of the NOC of the Democratic People's Republic of Korea, Kim Il Guk. His visit was the traditional protocol visit of a newly elected NOC President. He was accompanied by NOC Executive Secretary O Chol Min and NOC member Ko Chol Ho.



President Bach chaired the first meeting of the Executive Committee of the Olympic Refugee Foundation, alongside Filippo Grandi, the United Nations High Commissioner for Refugees (UNHCR). Born from the longstanding partnership between the IOC and UNHCR, the goal of this Foundation is to pursue the efforts made by the whole Olympic Movement in recent years to support the world's refugees.

The President also discussed various topics with EB Members Gian-Franco Kasper, Angela Ruggiero and Willi Kaltschmitt Luján, IOC Member Habu Gumel and IOC Honorary Member Kipchoge Keino.

The President and the EB Members visited the Olympic House construction site in Vidy to see for themselves the progress of the building works.



The President also attended the opening of the "Do you Speak PyeongChang?" exhibition at The Olympic Museum, together with the Ambassador of the Republic of Korea to Switzerland, Lee Sang-kyu and POCOG President Lee Hee-beom. This exhibition will give visitors the chance



to experience the Olympic Winter Games PyeongChang 2018 between 7 December 2017 and 11 March 2018.

A meeting of the Olympic Foundation for Culture and Heritage also took place this week.

## MEMBERS



IOC Vice-President and Olympic Channel Services, S.L. Chair **Juan Antonio Samaranch** attended a networking event for key players in the over-the-top (OTT) media industry

hosted by the Olympic Channel at its global headquarters in Madrid (Spain) on 30 November. The audience comprised more than 250 senior executives from 30 countries representing broadcasters, rights-holders, content distributors, social platforms and technology providers. Samaranch touched upon how the advancement of technology and new media can help promote the values of the Olympic Movement, of which the Olympic Channel is a direct result.

## OTHER OLYMPIC NEWS

On 7 December, the IOC has published second full decision as part of the Oswald Commission findings. The full decision is now available [here](#).

Over 20 years on from the Olympic Winter Games and almost two years on from the Winter Youth Olympic Games (YOG), Lillehammer continues to harness the positive impact of these two epic events, with the opening of the Lillehammer Olympic Legacy Sports Centre (LOLSC). The facility, which aims to become an international centre for winter sport, is funded by the Norwegian Ministry of Culture, with an additional NOK 1 million funding from the IOC. The LOLSC will open its doors to Norwegian and international young athletes, coaches, leaders and event organisers of Olympic winter sports. A strong focus will be on nations that do not have

the same conditions, resources and expertise as Norway in winter sports, to allow talented athletes to thrive at the centre. Full details [here](#).



Olympic Broadcasting Services (OBS) and Olympic Channel Services (OCS) have achieved two environmental ISO certificates for their contributions to a more sustainable workplace. Manuel Romero, Director of Development and Business at AENOR (the Spanish Association for Standardisation and Certification), recently presented the certificates to Yiannis Exarchos, CEO of OBS and Executive Director of the Olympic Channel, at the OBS and OCS headquarters in Madrid. The strategic and systematic approach to energy efficiency within the organisations resulted in their obtaining the ISO 50001 certification for Energy Management Systems. OBS and OCS are dedicated to developing and implementing their energy policy as well as managing those aspects of their activities and services that involve energy use. Additionally, by achieving the ISO 14001 for Environmental Management, OBS and OCS showcase their compliance with most environmental requirements and the integration of environmental management practices into their operations.





## INTERNATIONAL SPORTS FEDERATIONS SUMMER IFS



The world's best aquatics athletes of the year were honoured on 2 December in the fourth edition of the **International Swimming Federation (FINA) World Aquatics Gala "Soirée des Etoiles"** 2017 held in Sanya (People's Republic of China). Swimming legends Caeleb Dressel (USA) and Sarah Sjöström (Sweden) received the FINA Best Male/Female Swimmer 2017 award respectively, a first for both athletes. The best athletes in diving, high diving, artistic swimming and open water swimming, as well as the best male and female water polo teams, were also honoured. The complete list of awards can be found [here](#).



The **International Modern Pentathlon Union (UIPM)** held its first Organisers Workshop at the governing body's headquarters in Monaco from 1 to 3 December. Apart from the formal presentations, the workshop facilitated wide-ranging discussions between the delegates who will organise UIPM competitions in 2018 and UIPM staff. More info on [www.pentathlon.org](http://www.pentathlon.org).



The world's top players and **World Rugby** furthered collaboration on some of the game's biggest topics at the 2017 Rugby Athletes'

Commission (RAC) meeting in Monaco. The RAC is a collaboration between World Rugby and the International Rugby Players' Association (IRPA), and is a priority under the renewed agreement between the two bodies which outlines a joint commitment to ensure that players remain at the heart of rugby decisions. Full details [here](#). On 4 December, World Rugby also announced that France will host the World Rugby U20 Championship in 2018, with matches being played in Béziers, Perpignan and Narbonne. The five match days will be 30 May, 3 June, 7 June, 12 June and 17 June. Full details [here](#).



Marseille, the Olympic venue for the Paris 2024 Olympic Sailing Competition, has been selected for the **World Sailing's World Cup Series Final** in 2018. The World Sailing Board of Directors made the announcement on 2 December. The 2017/2018 World Cup Series commenced in Japan in October. Miami will host the American round in January 2018, followed by Hyères (France) in April. Marseille will host the final from 3 to 10 June 2018. Full details [here](#).



The **World Baseball Softball Confederation (WBSC)** has officially launched a new global initiative, WBSC Mini, targeting the long-term expansion of baseball and softball's worldwide population. WBSC Mini Baseball Softball is a small, safe and fun version of the game, intended to introduce boys and girls (6-10 years old) to the sport and develop basic skills that can be applied to all baseball and softball disciplines. WBSC plans to distribute Mini Baseball Softball starter kits and instruction manuals to schools, sports ministries and other relevant bodies worldwide. Full details [here](#).



## WINTER IFS



Under the umbrella of the **International Ski Federation** FIS Development Programme, 7 girls and 16 boys from 13 developing National Ski Associations are currently participating in a 30-day training camp in Austria and Italy, which started on 19 November. Apart from training sessions, the group are also taking part in FIS National Junior Races before returning home on 16 December with new skills and techniques. Full details [here](#).

## NATIONAL OLYMPIC COMMITTEES



The International Congress on the Theory and Methodology of Sports Training concluded in Cali on 2 December. Those taking part included the President of the **Colombian NOC**, Baltazar Medina; the Rector of the National Sports School, Fernando Arroyo; and the Technical Director of Coldeportes, Ana Milena Orozco. More than 350 students and representatives of sports federations, sports organisations and universities, and members of the NOC administration and Coldeportes took part. The aim of the Congress was to study the theory of methodology work, and share knowledge and

experience through group sessions and presentations. Also attending were representatives from other countries, including Canada, Mexico, Spain, Cuba and Argentina. More details [here](#).



The **Cyprus NOC** welcomed the presidents, secretaries general and officials of 18 NOCs of the International Committee of the Mediterranean Games (ICMG) for a two-day seminar on “The Future of the Mediterranean Games”. The seminar, which was organised by the ICMG Cooperation and Development Commission together with the Cyprus NOC, took place at Olympic House in Nicosia on 29 and 30 November, and produced various interesting proposals for the future of the Games. The seminar opened with welcome speeches by the Cyprus NOC President, Dinos Michaelides, the Chair of the ICMG Cooperation and Development Commission, Tullio Paratore, and the Vice-President of the Cyprus Sports Organisation, Demetris Leontis. Also present were ICMG President Amar Addadi and Treasurer Kikis Lazarides, as well as Spyros Capralos, the Hellenic Olympic Committee President and a member of the European Olympic Committees Executive Committee. More details on [www.olympic.org.cy](http://www.olympic.org.cy).



In conjunction with the worldwide launch of the new Olympic Channel original series *Legends Live On*, a premiere screening took place on 1 December in Rome with Manuela Di Centa, Italy's seven-time Olympic cross-country skiing medallist and IOC Honorary Member. Di Centa is featured in the new series, which highlights how Olympic heroes are translating their athletic success into careers and inspiring future generations. The event was hosted by the **Italian NOC** (CONI) at its headquarters, where CONI President Giovanni Malagò welcomed an audience of journalists, dignitaries and sports personalities. More details [here](#).



The **Japanese Olympic Committee** (JOC) has completed the seventh year of the JOC International Sports Leader Academy (JISLA), with the graduation ceremony held on 28 November at the JOC National Training Centre during the JOC-NFs International Relations Forum. A total of 43 people from 27 NFs and other sports organisations participated in the course this year, held from 14 July to 11 November. The Academy allows participants to learn international communication skills and knowledge in order to be successful in international sports organisations. Since 2011, many of the 171 alumni have been actively

involved in international sports organisations such as IFs, Asian federations and OCOGs. More info on [www.joc.or.jp](http://www.joc.or.jp).



On 30 November in Astana, the **NOC of the Republic of Kazakhstan** hosted the National Sports Awards 2017, an initiative created by NOC President Timur Kulibayev. For the first time, this year's award winners were chosen by the public by online voting on the NOC website from 2 to 28 November, with a total of more than 300,000 votes. The guests of the evening – nominees and winners, athletes and former Olympians, top managers of National Federations and NOC partners – enjoyed the ceremony which was broadcast on national television. In addition to the nine nominations, the NOC created a special award entitled "Kazakhstan Sports Legacy", which was given to Gennady Golovkin, Athens 2004 Olympic silver medallist and world champion in professional boxing. The award was presented by Timur Kulibayev to the world champion's mother, Elizaveta Golovkina (see photo above). Complete list of the awardees [here](#).





Mongolian NOC Vice-President Ts. Damdin and Secretary General E. Badar-Uugan welcomed a sports delegation from the “Sydney” Olympic Centre in Huvsgul province headed by its Vice-Director, Ch. Erdenechimeg. Located 850km from the capital city Ulaanbaatar, the Huvsgul province is a very popular area for winter sports such as speed skating and cross-country skiing, and home to several Olympians since Innsbruck 1964. The Mongolian NOC has local Olympic Councils in all 21 provinces and three cities.



Weightlifter Pensiri Laosirikul (pictured second from left) has received her bronze medal (48kg event) from the Olympic Games Beijing 2008, which she was awarded following the disqualifications of Chen Xiexia of China and Sibel Ozkan of Turkey for anti-doping rule violations. Pensiri was presented with the medal by IOC Members Nat Indrapana and Khuning Patama Leeswadtrakul (see photo) at a ceremony in Bangkok. The event was also attended by some of the country's top sporting officials, including Charouck Arirachakaran, Secretary General of the **NOC of Thailand**, and

Sakol Wannapong, Governor of the Sports Authority of Thailand.



The **Turkish Olympic Committee (TOC)** and the Gaziantep Metropolitan Municipality have launched a sports school for local children and Syrian refugees in the Turkish city of Gaziantep. Activity at the school kicked-off recently at the Talat Özkarslı Sports Hall, where children took part in sports activities led by Olympic gymnasts Göksoy Üçtaş Şanlı and Ferhat Arıcan, as well as U23 World Wrestling Champion Fatih Cengiz. The three athletes conducted training sessions for the children and told inspiring stories of how they became professional athletes. In total, 300 children, half of whom are Syrian refugees, will take part in six Olympic sports: taekwondo, wrestling, badminton, volleyball, basketball and karate. The school will operate through the TOC's “Support Through Sport” project, which was launched in March 2017, with the support of the IOC Emergency Fund for Refugees. The TOC is also fully funding the project, which is aimed at contributing to Syrian children's physical and social development through greater accessibility to sport, whilst strengthening friendships and solidarity with Turkish children. More details [here](#).



From 27 November to 1 December, a level 1 course for sailing coaches was held in Montevideo, organised by the **Uruguayan NOC** in collaboration with the National Sailing Authority (Yacht Club Uruguayo), under the auspices of Olympic Solidarity. A total of 32 national coaches took part in the course, which was led by Brazil's Eduardo Sylvestre, World Sailing's Regional Development Coordinator for Latin America, and Argentina's Hernán Vilá, coach to the Argentinean sailing team at six editions of the Olympic Games and a World Sailing expert. More details [here](#).



In the framework of the "Train the Trainers" programme, an international congress on sport, health and leisure was held at the headquarters of the **Venezuelan NOC** in Caracas. Around 170 people took part in the congress, organised on 5 and 6 December with the support of Olympic Solidarity and the Lara Andrés Eloy Blanco State Polytechnic (UPTAEB). The topics addressed included the assessment of social sports organisations; the metabolic system and exercise; leisure as a key factor in development and social transformation in the 21<sup>st</sup> century; and biomechanics in sports training.

## ORGANISING COMMITTEES FOR THE OLYMPIC GAMES

### TOKYO 2020



On 7 December, the **Tokyo Organising Committee of the Olympic and Paralympic Games** (Tokyo 2020)

announced that its Mascot Selection Panel had shortlisted three

mascot design sets – each containing one mascot for the Olympic Games and one for the Paralympic Games (photo) – following a review of 2,042 entries submitted by the public during a recent competition. The shortlisted designs were unveiled by pupils at a ceremony at their public elementary school in the Japanese capital. From 11 December to 22 February, 6.5 million schoolchildren at every elementary school across the country will be given the opportunity to review the shortlisted designs, with their classes casting a single vote in favour of one of the sets. International schools in Japan, as well as Japanese schools overseas, will be included in the voting process. The mascot design set that receives the highest number of classroom votes will be announced as the winner on 28 February, shortly after the Closing Ceremony of the Olympic Winter Games PyeongChang 2018. Full details [here](#).



## ORGANISING COMMITTEES FOR THE YOUTH OLYMPIC GAMES

### BUENOS AIRES 2018



On 5 December, the **Buenos Aires 2018 Youth Olympic Games Organising Committee** celebrated International Volunteer Day by launching its volunteer programme ahead of next year's Youth Olympic Games. Up to 8,000 volunteers for Buenos Aires 2018 will be chosen from a list of local and international candidates. Online registration is open until 31 March 2018 via the official website, [www.buenosaires2018.com](http://www.buenosaires2018.com).

President of FC Barcelona and FC Barcelona Foundation Vice-President Jordi Cardoner, IPC President Andrew Parsons and IPC CEO Xavier Gonzalez, on 2 December in the Camp Nou stadium in Barcelona. Full details [here](#).

## RECOGNISED ORGANISATIONS



The **International Paralympic Committee** (IPC), the Agitos Foundation and the FC Barcelona Foundation have signed a partnership agreement to develop sports projects with the common goal of achieving social inclusion for people with an impairment through sport. The collaboration for the first year includes the development of sports material for people with an impairment based on the experience and materials of the I'mPOSSIBLE programme of the Agitos Foundation, which was launched globally on 3 December. The new content introducing five Para sports will be implemented within the FC Barcelona Foundation's FutbolNet methodology and gives recommendations on the inclusion of people with an impairment to eradicate and minimise the barriers to their active participation. The agreement was signed by First Vice-

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INTERNATIONAL  
OLYMPIC  
COMMITTEE

Château de Vidy,  
1007 Lausanne,  
Switzerland

Sylvie Espagnac  
Spokesman's Services  
Tel. 41.21 621 64 17  
Fax 41.21 621 63 56  
[actualites@olympic.org](mailto:actualites@olympic.org)

**North Korea is to send a high-level delegation to the 2018 Winter Olympics,** with South Korea proposing that athletes from both Koreas march together at the opening ceremony in PyeongChang as they did at the 2006 Winter Olympics in Turin. "Representatives from the North expressed their intention to send delegates to PyeongChang and also agreed about the joint entrance of South and North Korean athletes in the opening and closing ceremonies," Vice Unification Minister **Chun Hae-sung** said after a seven-hours meeting of high-level delegations at the border village of

## QUOTED

*"A little over a week ago North Korea was threatening nuclear war - this morning a delegation from Pyongyang strode across the demarcation line that divides North and South Korea and agreed a North Korean delegation would attend the Pyeongchang Games. It is a sudden and dramatic change after months of tension. But few in the South believe any of this demonstrates a fundamental shift in Pyongyang's position. Experts say North Korea's leader Kim Jong-un has become increasingly fearful that the US is planning a military strike against him, and has decided he must do something to de-escalate tensions."*

**BBC Analyst Rupert Wingfield-Hayes in Seoul**

**Panmunjeom** in the demilitarized zone. Citing the draft of a joint press statement, Chun added: "The delegates of the two Koreas agreed to make the PyeongChang Olympics an opportunity to restore strained relations between the states."

The breakthrough announcement came as the countries met for their first high-level talks in more than two years. The North Korean delegation will include athletes, officials and supporters as well as art performers, observers, a taekwondo demonstration team and journalists. South Korea also proposed holding family reunions during the Winter Olympics for people separated by the Korean War.

Meanwhile, South Korea is reported considering the temporary **lifting of sanctions** against North Korea if it is necessary to enable North Korean officials to visit the South for next month's PyeongChang Winter Olympics, the foreign ministry said Tuesday. According to the **Yonhap** news agency, the measure could be considered in close coordination with the United States and other countries, foreign ministry spokesman **Noh Kyu-duk** said during a regular press briefing. "Some raise the possibility that it could be hard for some North Korean officials to make a trip to South Korea during the Olympics, as they are on the South's unilateral sanctions list," says Yonhap. ◀◀◀

## **North Korea's offer to send a taekwondo demonstration team**

along with athletes and others to the **2018 Winter Olympics** in PyeongChang is shedding light over a possible reconciliation between two Koreas through sports, according to the **Yonhap** news agency. "If South Korea accepts the proposal and North Korea keeps its word, the taekwondo exchange is set to play a significant role in their reconciliation," says Yonhap. "The martial art is shared by both sides although they are still technically at war as the 1950-53 Korean War ended in a truce, not a peace treaty." ▶▶▶

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North Korea currently leads the **International Taekwondo Federation (ITF)** as the governing body of its style of taekwondo, which compares to **World Taekwondo (WT)**, the Seoul-based organization whose standard is accepted by the **International Olympic Committee**. Despite the differences, taekwondo has been playing a key role in the relationship between the two Koreas. Last June, the ITF also sent a demonstration team to the **World Taekwondo Championships** held in Muju, 240 kilometers south of Seoul, marking the first visit in 10 years and the first sports exchange between the Koreas after South Korean President **Moon Jae-in** took office in May. Responding to North Korea's latest offer, World Taekwondo President **Choue Chung-won** said his organization will make preparations to have the martial art lend its hands to the reconciliation of the Koreas. ◀◀◀

**In partnership with NBC Olympics and in support of the U.S. Olympic Committee**

and winter sport national governing bodies (NGBs), **SportsEngine Inc.** - a division of **NBC Sports Group** - will utilize its massive youth sports directory to connect kids who get inspired while watching the PyeongChang Winter Olympics with thousands of youth winter sports programs across the country, helping them to start their own Olympic journey. During its upcoming coverage of the U.S. Olympic Trials and Winter Games, NBC Olympics will integrate a series of short promotional features into its coverage that promote today's youth to get involved in Olympic winter sports, driving viewers to SportsEngine.com, where parents can search, compare, and sign up for youth sports programs in their areas with information for all 15 Olympic winter sports as well as 55 other youth sporting activities. For NBC's complete press release turn to page 5) ◀◀◀

**More than half of South Koreans want the government to cover the expenses**

for **North Korean athletes** and their supporters if they participate in the **PyeongChang Winter Olympics**, according to a survey released Monday. In a **Realmeter** poll, 54.4 percent of respondents said they support the idea of using taxpayer money to cover the costs for the North Korean Olympic delegation during its stay here. Some 41.4 percent said they were against it, while the remaining 4.2 percent said they "were not sure." Among the 54.4 percent that responded favorably, 24.5 percent were "very supportive of" paying the costs for the North Korean athletes and their supporters and the remaining 29.9 percent were "generally supportive."

Some 78.8 percent of the ruling **Democratic Party of Korea** supporters and 68.1 percent of the far-left **Justice Party** supporters wanted the government to bear the costs. A total of 79.1 percent of the main opposition **Liberty Korea Party** said "no" to using taxpayer money for the North Korean delegation, while 52.5 percent of the Bareun Party supporters and 55.6 percent of the People's Party supporters responded the same. By age groups, those aged between 30 and 50 responded most favorably. ◀◀◀

**Partnering with the Japan Aerospace Exploration Agency (JAXA)**

and **Chuya Koyama**, the author of the comic book **Space Brothers**, the **Tokyo 2020** Organizing Committee will stage a series of experiments in the **International Space Station (ISS)** with the assistance of JAXA astronaut **Norishige Kanai**, who started his stay in the **ISS** on December 19 and will spend about six months in space. Before his departure, Kanai said "Sport and space flight represent completely different fields. But in the ISS, people from different countries and with different language skills team up and work together towards a common goal, just like the athletes at the Olympic and Paralympic Games. I am really thrilled about this interdisciplinary collaboration project. I think that by working together towards one goal, which is to engage people around the Tokyo 2020 Games, we can achieve a powerful outcome, even though we all come from different fields." ▶▶▶



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The initiative is part of the Tokyo 2020 **One Team Project**, launched in August 2017, in which Japan's leading creators, innovators and performers in a wide range of fields are being invited to express their own interpretations of the vision for the Tokyo 2020 Games. Building on the three core concepts of the Games – “Achieving Personal Best”, “Unity in Diversity” and “Connecting to Tomorrow” – these influential figures will be encouraging the public to reach out to one another and unite behind the Games' vision. Previous collaborators include Kabuki actor **Ebizo Ichikawa XI**, karate champion **Kiyou Shimizu**, Nobel Prize laureate **Shinya Yamanaka**, and rock star **Yoshiki**.

Visiting the Tokyo 2020 offices, **Soichi Noguchi**, who took part in previous space missions in 2005, during which he conducted three extravehicular assignments, and in 2009-2010, when he stayed in orbit for 161 days said: “I will return to space in two years, so my mission will overlap with the mounting excitement for the Olympic and Paralympic Games. In the meantime, in the field of aerospace, the asteroid explorer Hayabusa2 will return to Earth in 2020. So, various projects are intersecting in the run-up to 2020. As we all embrace our dreams and begin running alongside each other toward our respective goals, I think it would be wonderful if we all achieve them in 2020.”

Chuya Koyama, whose the best-selling comic book **Space Brothers** - the story of two brothers working towards their dreams to go to space - was adapted into a live action film in 2012, commented, “I am truly glad that I can participate in such an exciting project. I hope the fans of my work ‘Space Brothers’ as well as those interested in space and in the Olympic and Paralympic Games will enjoy seeing how ‘Space Brothers’ can contribute to the project.” ◀◀◀

**The Asian Electronic Sports Federation is planning to have eight events**

organized at the **18th Asian Games** to further promote the growth of e-sports in Asia. Expressing his thanks to the **Olympic Council of Asia** for the inclusion of e-sports as a demonstration sport at the OCA's premier event, AESF President **Kenneth Fok** stated that 2018 will be a “milestone” year for his organisation due to the inclusion of e-sports in the Asian Games in Jakarta and Palembang, Indonesia. “We have many exciting games coming up in 2018, especially the Asian Games in Indonesia. I am personally very confident that the games will be an absolute success,” writes Fok in a New Year greeting to the OCA President, **Sheikh Ahmad Al Fahad Al Sabah**, and the Director General, **Husain Al Musallam**. “It is a pleasure for the Asian Electronic Sports Federation to be invited to participate in this event in Jakarta, and it was definitely a milestone for our Federation to move forward smoothly and to be able to show our exciting sporting discipline to the world during the Asian Games. On behalf of the AESF, I would like to extend my sincere gratitude to the Olympic Council of Asia for its continual trust and giving staunch support to our Federation. The recognition of having e-sports as a demonstration event during the Asian Games 2018 represents the impressive development of e-sports in Asia in a relatively short span of time.” ◀◀◀

**Austria's ski supremo Peter Schröcksnadel was all enthusiastic**

as it was announced that the Swiss **Infront** marking company will continue to market the **Four Hill** ski jumping tournament for another four years until the 2021/22 season. “I am pleased that the long-lasting cooperation with Infront has been extended for another four years. This ensures that one of the most traditional sports events of the International Ski Federation can be carefully planned and further developed until 2021/22,” Schröcksnadel is quoted as saying in an **Infront** press release, with **Walter Vogel**, Managing Director of the German **DSV Marketing GmbH** stating:

“The Four Hills Tournament is undoubtedly one of the most important premium products in international sports. Thanks to the good and close cooperation with Infront, we were able to gradually increase the quality of the tour for all four locations over the past few years. In this respect, the continuation of our mutual partnership is a logical consequence for all the parties involved, both from an economic as well as sporting point of view.” ▶▶▶

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## **INSIDE THE RINGS & WORLD SPORTS NEWS DIGEST**

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The **Austrian Ski Federation** (ÖSV) and the **German Ski Association** (DSV) have extended the contract with Infront, a **Wanda Sports** company, following last week's 66<sup>th</sup> edition of the tournament, which ended with record ratings and the outstanding victory of Poland's **Kamil Stoch**, who succeeded in each of the four events. The so-called Grand Slam had only been achieved once to date, back in 2002 by Germany's **Sven Hannawald**. The cooperation, which began in the 2010/2011 season, covers the next four editions of the Four Hills Tournament. Infront will continue to own all the marketing rights for the event worldwide. Said **Stefan Krauß**, Managing Director of Infront Austria: "I am very pleased that we can continue the cooperation for the marketing of the Four Hills Tournament with DSV and ÖSV for another four years. Both associations are among the most important representatives within the International Ski Federation (FIS) and the Four Hills Tournament is certainly one of the most traditional sporting events worldwide. It is a special honour for Infront to go into the third cycle together with the ÖSV and DSV."

The Four Hills Tournament is the biggest annual event in ski jumping, including the legendary **New Year's Jump** in Garmisch-Partenkirchen. It consists of four competitions held in Germany (Oberstdorf and Garmisch-Partenkirchen) and Austria (Innsbruck and Bischofshofen), always around the turn of the year. ◀◀◀

### **The Weber Shandwick communications and engagement firm**

has been appointed to provide strategic counsel and global public relations to support the bid for squash to be included in the **Paris 2024 Olympic Games Programme**. Commenting on the appointment, **World Squash Federation** President **Jacques Fontaine** said: "Becoming a Summer Olympic medal sport has been a long-time dream and goal for the sport of squash. We are engaging in our fourth bid to be included in the Games' programme, with more passion and a clearer vision than ever before. Given Weber Shandwick's vast Olympic experience and its innovative, forward-looking approach, the agency is the preferred partner to help us make the case for our sport."

The campaign follows the signing, on September 11th, of a **Memorandum of Understanding** between the **World Squash Federation** and the **Professional Squash Association**, which allows for the two bodies to work in unison towards achieving a joint vision for the future of squash on a global scale. Said **PSA** Chief Executive **Alex Gough**: "The Olympic ambition is a cornerstone of the unified structure that we created with WSF in order to expand squash's international profile as a sport and grow it at both professional and grass roots levels. Weber Shandwick's appointment will greatly support us in achieving our joint goal and communicating our cohesive vision." ◀◀◀

### **The world's top defence coaches have joined forces with World Rugby**

to consider how tackle technique can further reduce the risk of injury in rugby. Underscoring the commitment of unions in the priority area of injury-prevention, the ground-breaking meeting was the first where elite coaches have collaborated in such a way. The specialist group reviewed videos that demonstrated the most common head injury scenarios and considered technique characteristics of a tackle that leads to an injury and the characteristics that result in the head being protected. Key insights included: ●Poor tackle technique factors include: late footwork; height of tackle for taller players; being too square into the tackle; indecision of tackler and prioritising line speed over technique ●Good tackle technique factors include: head in line; studs in ground on lead leg; gritted teeth; approaching the tackle slightly off-set

"Injury prevention is a priority for the sport and I would like to thank unions for their full, open and collaborative contribution. The insights into tackle technique, and more importantly factors that have potential to reduce injury, were exceptional," commented World Rugby Chairman Bill Beaumont. "We will use these insights to consider how best to develop an educational and technique programme that builds on the solid foundations from the tackle height adjustment this year to further the protection of players at all levels of the game as part of a wider injury-prevention strategy." ◀◀◀

**INSIDE THE RINGS DIGEST**

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**NBC OLYMPICS PRESS RELEASE**

**NBC Olympics Partners with SportsEngine Program  
Directory to Promote U.S. Winter Olympic Sport  
SportsEngine.com Gives Parents Year-Round Access to more than 100,000 Listings  
across 70 Youth Sports in all 50 States and Canada**

In partnership with NBC Olympics and in support of the United States Olympic Committee and U.S. winter sport national governing bodies (NGBs), SportsEngine Inc. -- a division of NBC Sports Group -- will utilize its massive youth sports directory to connect kids who get inspired while watching the PyeongChang Winter Olympics with thousands of youth winter sports programs across the country, helping them to start their own Olympic journey.

During its upcoming coverage of the U.S. Olympic Trials and Winter Games, NBC Olympics will integrate a series of short promotional features into its coverage that promote today's youth to get involved in Olympic winter sports, driving viewers to SportsEngine.com, where parents can search, compare, and sign up for youth sports programs in their areas with information for all 15 Olympic winter sports as well as 55 other youth sporting activities.

For the Olympic activation, kids that want to play hockey like Hilary Knight, figure skate like Nathan Chen, ski like Mikaela Shiffrin, or snowboard like Shaun White can begin their Olympic journey by having their parents enter a few simple details, including the sport of interest and their location. The site will then provide parents a custom list of programs across the U.S. and Canada -- which can be further refined with age and gender - all at their fingertips. In addition, the dedicated section for each Winter Olympic sport also contains a short-form video from Team USA athletes about how they cultivated their passion for their sport into Olympic greatness. Once a parent has found the right sport, they can immediately sign up to participate from SportsEngine.com.

SportsEngine.com will replace Gold Map®, which was originally launched prior to the 2014 Sochi Olympics, and utilized for the 2016 Rio Olympics. The feedback from youth participants and the NGBs was overwhelmingly favorable.

"The Olympic movement inspires millions of people, and there is no better time for the youth of America to start their Olympic journey than during the Games," said Gary Zenkel, President, NBC Olympics. "Our Gold Map initiative has connected thousands of kids with National Sports Governing Bodies and sports organizations in their local communities for the past two Games, and with the power of SportsEngine.com, we're confident that we will generate greater interest in Winter Olympic sports by providing parents and kids with a more seamless search experience."

In addition, many listings on SportsEngine.com are sanctioned by that sport's NGB, signified on the site with the NGB logo on the listing.

"Every two years, the Olympic Games brings the world together to witness and celebrate the incredible accomplishments of our most talented athletes, and their stories light a spark in countless youth throughout the United States," said USOC Chief of Sport Performance Alan Ashley. "The USOC is thrilled to see how SportsEngine will harness that excitement and inspiration, and provide the next generation of U.S. Olympians with an easy way to get active in winter sports. It's a phenomenal tool that will not only help get kids active and pursuing their own Olympic dreams, but help Team USA continue to field deep pools of talented, passionate athletes."



## January 2018 Technical Committee Report

Activities since the September report:

Finalizing the Tokyo Program with the new events.

Approving events as qualifiers for the Youth Olympics.

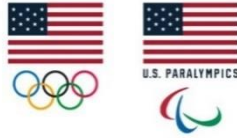
Approving officials for the Youth Olympic Games. This is an interesting situation. The IOC established a maximum age of 45 years. We appealed to FINA to raise that to 50 years. We now have the list and Canada, Oceania and the United States will not have officials because of this age requirement.

Developing the program for the World Cup events for 2018. This is a bit of a challenge as there are four clusters proposed. Three will have two events and one will have three. The important thing is to have every event offered the same number of times. Especially with money involved the program cannot seem to benefit some swimmers more than others.

Coordinating instructors for FINA schools for 2018.

Respectfully submitted,

Carol Zaleski



## **NGB COUNCIL NEWSLETTER**

January 2018

### **CONTENTS**

#### **NGB updates**

##### **NEW NGB/HPMO LEADERSHIP WELCOME**

Join us in welcoming new NGB/HPMO leaders who recently joined the council.

##### **USA TRIATHLON**

Learn more about triathlon's progress toward reaching NCAA championship sport status.

##### **USA SWIMMING RESTRUCTURE**

Learn about the NGB's recent staff restructuring.

#### **USOC updates**

##### **ATHLETE CAREER AND EDUCATION UPDATE**

Read about upcoming athlete opportunities and deadlines.

##### **NATIONAL TEAM COACH LEADERSHIP EDUCATION PROGRAM**

The application process is now open to nominate Team USA coaches.

##### **USOC COLLEGIATE PARTNERSHIPS UPDATE**

Read about the Collegiate Advisory Council and the upcoming NCAA convention.

##### **2018 OLYMPIC AND PARALYMPIC ASSEMBLY**

Save the date for the 2018 Olympic and Paralympic Assembly.

#### **Key dates**

January 23, 10:15 a.m. MT: January NGB Council meeting

February 9-25: 2018 Olympic Winter Games

March 8-18: 2018 Paralympic Winter Games

### **NGB/HPMO LEADERSHIP WELCOME**

Welcome to our new NGB/HPMO leaders, who joined the council in Q4 2017:

- USA Shooting: [Keith Enlow](#)
- USA Gymnastics: [Kerry Perry](#)
- USA Boccia: [Becky Prince](#)

### **WOMEN'S TRIATHLON MORE THAN HALFWAY TO NCAA CHAMPIONSHIP SPORT STATUS**

In November, USA Triathlon announced two NCAA Division I schools – the University of South Dakota and Wagner College – will add women's triathlon as a varsity sport. The commitment of the 20th and 21st varsity programs is a milestone in triathlon's journey to NCAA championship sport status, surpassing the halfway point of a goal to reach 40 schools by 2024. Deemed an NCAA emerging sport for women in January 2014, triathlon has a 10-year window to demonstrate sustainability as an NCAA sport option. The recruiting process is gaining momentum, as six schools announced the addition of varsity women's triathlon programs in a span of five weeks last fall. Learn more at [usatriathlon.org/ncaa](https://usatriathlon.org/ncaa).

CONTACT: Rocky Harris ([rocky.harris@usatriathlon.org](mailto:rocky.harris@usatriathlon.org))

### **USA SWIMMING RESTRUCTURE**

USA Swimming has undergone a major restructuring of its senior staff. Tim Hinchey, CEO, has reduced his direct reports to four: COO Mike Unger, who will now have authority over all swimming functions; CMO Matt Farrell; CFO Jim Harvey and VP/business affairs Lucinda McRoberts. The national team, risk management, safe sport and club development will now report up through members of that strategy group instead of directly to Hinchey. Hinchey is also expanding the executive leadership team to handle operational matters and improve succession planning.

CONTACT: Tim Hinchey ([Tim.Hinchey@usoc.org](mailto:Tim.Hinchey@usoc.org))

### **ATHLETE CAREER AND EDUCATION UPDATE**

ACE has a number of upcoming opportunities for athletes:

1. [Next Step Program](#): Dartmouth College and Tuck School of Business are hosting the *Next Step: Transition to Business Program* for athletes who are retired or nearing retirement. *Scholarship application deadline: January 8; program application deadline: January 15.*
2. [In-State Tuition \(CO, UT\)](#): Through ACE and the USOC, eligible Team USA athletes living and training in Colorado and Utah can receive in-state tuition at select public colleges and universities regardless of an individual's resident status. Read about each state for individual details about eligibility and participating programs.
3. [DeVry University](#): Deadline to apply for full scholarship to enroll in the March session is February 21.

CONTACT: Jessie Nerkowski ([Jessica.Nerkowski@usoc.org](mailto:Jessica.Nerkowski@usoc.org))

### **USOC COLLEGIATE PARTNERSHIP UPDATE**

The USOC Collegiate Advisory Council, which includes nine athletics directors and one conference commissioner, convened December 6 at NBCUniversal to define its mission, priorities and structure. The council engaged in discussions with NBCUniversal and NCAA staff to explore celebrating and promoting collegiate contributions to the Olympic Movement, and streamlining the student-athlete and coach pathway to the podium.

In preparation for the 2018 Olympic Winter Games, the collegiate partnerships department has created pilot toolkits (photos, quotes, schedules, key contact) to help interested institutions celebrate their collegiate athletes participating in PyeongChang.

The 2018 NCAA Convention will be held in Indianapolis, Indiana on January 17-20. Divisions I, II and III will be discussing and/or voting on select proposals.

- 2017-18 NCAA Division I new legislation summary can be viewed [here](#).
- Autonomy conferences summary of legislative concepts can be viewed [here](#).

CONTACT: Sarah Wilhelmi ([sarah.wilhelmi@usoc.org](mailto:sarah.wilhelmi@usoc.org))

### **NATIONAL TEAM COACH LEADERSHIP EDUCATION PROGRAM APPLICATION PROCESS**

The application process for the National Team Coach Leadership Education Program (NTCLEP) is now open for Team USA coaches. The NTCLEP is a unique learning experience only available for NGB-nominated Team USA coaches. This will be the fifth cohort of the program, and we're pleased to continue receiving high marks from participating coaches. Applications have been distributed to the NGBC. The applications and supporting documentation should be sent to Christine Bolger ([Christine.bolger@usoc.org](mailto:Christine.bolger@usoc.org)) by January 22. All applications must be approved and come directly from the NGB, not directly from the coaches. Applicants will be reviewed and selected by a committee comprised of USOC high performance directors and the coaching education department.

CONTACT: Christine Bolger ([Christine.bolger@usoc.org](mailto:Christine.bolger@usoc.org))

### **2018 OLYMPIC AND PARALYMPIC ASSEMBLY**

Please visit [teamusa.org/Assembly](http://teamusa.org/Assembly) for additional information regarding the 2018 U.S. Olympic and Paralympic Assembly.



**SAVE THE DATE**

**2018 U.S. Olympic and Paralympic Assembly**

**Thursday, September 20 – Friday, September 21**

**The Broadmoor – Colorado Springs, Colo.**

## National Governing Bodies Council Minutes – December 1, 2017

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- Meeting called to order by Max Cobb (NGBC chair) at 11:00 a.m. MT.
- Roll Call: **BAD** (J. Dyrek), **BIA** (M. Cobb), **CYC** (D. Bouchard-Hall), **FEN** (K. Ekeren), **FHY** (S. Hoskins), **FSK** (J. Fox), **GYM** (R. Jamison), **ICE** (P. Kelleher, D. O'grean), **KAR** (P. Hampel), **LUG** (J. Leahy), **RSP** (R. Porter), **RUG** (D. Payne), **SAI** (J. Gierhart), **SKI** (T. Shaw, A. Natt), **SOC** (B. Remedi), **SOF** (C. Sebren, S. Walker), **SYN** (M. Glez), **TAB** (G. Kaye, M. Thompson), **TEN** (J. Morrison, J. Ryan), **THB** (M. Cavanaugh), **TRI** (R. Harris), **VOL** (J. Davis, C. Vadala), **WRE** (R. Bender), **WSK** (B. Crowley), **BOC\_P** (J. Thomson), **GBL\_P** (M. Lucas), **RUG\_P** (B. Curry)
- Scott Blackmun (USOC executive office) overviewed recent tax legislation from the Senate Finance Committee. He noted the USOC has been working to mitigate the impact to the USOC and NGBs from a provision that would require tax on sponsorship dollars raised by nonprofits. Blackmun noted it appeared the provision would be removed. He also discussed anti-doping, noting the IOC is moving ahead with the Oswald Commission findings and decisions. Blackmun also overviewed revised Sochi medal tables based on recent disqualifications. He reviewed the November 29 Team USA Awards, highlighting the multiple winners and noting the show will air December 23 on NBC. Blackmun also discussed agenda items for the upcoming December 8 board meeting.
- Jason Thompson (USOC diversity and inclusion) overviewed the USOC's QUAD pilot program, which requires that when hiring for the manager-level or above, there must be four final candidates with two being diverse. The USOC has received positive feedback and has not experienced increased costs. NGBs may reach out to Thompson ([Jason.Thompson@usoc.org](mailto:Jason.Thompson@usoc.org)) with questions on initial research and the program requirements. Blackmun echoed Thompson's statements, noting the USOC's increased hiring of diverse candidates since piloting this program.
- Cobb (NGBC chair) discussed nominations for the U.S. Center for SafeSport board, noting the current NGBC representative, Fran Sepler, will term out this January. Cobb called for nominations, and Rich Bender (USA Wrestling) formally re-nominated Sepler. With no other nominations, the NGBC will move forward with supporting Sepler's nomination.
- Rick Adams (USOC sport operations and Paralympics) overviewed the work to-date from the NGB compliance working group, including an NGB checklist that annually tracks compliance with USOC membership requirements that is anticipated to roll out in 2018. The working group consulted with Cobb and a handful of NGBs to review and provide feedback. Jack Gierhart (US Sailing) asked if the results of the checklist will be public, and Adams noted only after a period of collaboration with the USOC would the results be public. Alex Natt (U.S. Ski and Snowboard) discussed a recent report published by the University of Colorado regarding NGB governance. Hannah Curley will circulate more information from the report.
- Chris McCleary (USOC legal) overviewed the USOC's anti-ambush preparations for PyeongChang and how the USOC will protect sponsors during the Games. McCleary reminded the NGBC about its 2013 resolution to prohibit negative advertising. The resolution notes the NGBC acknowledges that negative or comparative ads by NGB or USOC sponsors can be damaging to the Olympic marketplace, and it is in the best interest of NGBs to prohibit the use of their marks in such ads. NGBs may reach out to McCleary ([Chris.McCleary@usoc.org](mailto:Chris.McCleary@usoc.org)) with any questions regarding this resolution.
- Debbie Hesse (USA Swimming Foundation) discussed feedback from the 2017 Olympic and Paralympic Assembly. Overall, the feedback was positive. Looking forward, she noted a consensus for improvement in the joint meetings with the MSOC and AAC. Hesse noted the 2018 Olympic and Paralympic Assembly will be held at the Broadmoor September 19-21. Additional feedback may be sent to Cobb ([max.cobb@usbiathlon.org](mailto:max.cobb@usbiathlon.org)) and Hesse ([dhesse@usaswimming.org](mailto:dhesse@usaswimming.org)).
- Lisa Baird (USOC marketing) overviewed the Team USA Awards, noting new highs in fan voting. Michael O'Connor (USOC marketing) overviewed a new relationship with Intercontinental Hotels Group through 2020, including a program available for NGBs. More information will be circulated in the coming weeks.
- Following no further new business, the meeting concluded at 11:35 a.m. MT.



# National Governing Bodies Council

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*Tuesday, January 23, 2018  
10:15 a.m. MT; Los Angeles Conference Room (656)  
Dial-in details below*

## *Roll call*

- Welcome – Max Cobb, NGBC Chair
  - Expressed sympathy for Jim Johannson’s family and the USA Hoickey family.
  
- USOC update – Scott Blackmun, USOC Executive Office
  - Tax reform legislation did include exemption for sponsor income to NGBs. NGBs should check with their tax accountants for any other effects from the tax bill.
  - USOC will be taking a more active role with USA Gymnastics going forward.
  - The doping review panel that is determining the eligibility of Russian athletes to compete at the Winter Olympics has been formed with a French person as the chair. They are setting their criteria for determining eligibility. (A side note from Max Cobb of Biathlon – ½ of the Russian Biathlon athletes have been ruled ineligible.)
  
- SafeSport training update – Nicole Deal, USOC Security
  - All NGBs seeking Safe Sport training must now go through the US Center for Safe Sport for their educational materials. The USOC site no longer contains the Safe Sport training materials.
  
- SafeSport audit update – Bridget Toelle, USOC Audit
  - Bridget is working through the Safe Sport audits with each NGB and expects to be complete soon. The February compliance check list will be out soon.
  
- NGB services update – Denise Parker, USOC NGB Services
  - Davis Tutt is joining the NGB Services staff.
  - An NGB services survey is being developed with the objective to determine what services NGBs need and how they obtain these services – shared, etc.
  - TSE Consulting is developing three programs for NGBs – 1) Governance Best Practices; 2) Governance Practices specific to NGBs; 3) NGB Grievance Panels.
  - The NGB Services group is developing two surveys for NGB use 1) Employee satisfaction 2) Membership satisfaction.
  
- Team USA Academy and diversity & inclusion support update – Pam Sawyer, USOC Human Resources
  - The Academy is offering both on-line educational programs and in-person programs (in the Colorado Springs area) for athletes.
  - A person will be joining the USOC staff to help NGBs recruit employees, with an emphasis on diversity.
  
- TEAMS update – Chester Wheeler, USOC NGB Business Development
  
- Collegiate partnerships update – Sarah Wilhelmi, USOC Collegiate Partnerships
  - Collegiate Advisory Council includes a number of AD’s from Power 5 conferences and major universities.

- Key priorities include 1) Pathway project – Make it easier for athletes to be closely associated with their NGBs and the NCAA programs at the same time; 2) Solidarity between NGBs and the NCAA.
- U.S. Center for SafeSport board nomination – Max Cobb, NGBC Chair
  - Victor Vieth’s name was withdrawn.
  - Dr. Patricia Harned was put forward as the NGBC nominee to the US Center for Safe Sport BOD.
- Sport performance update – Alan Ashley, USOC Sport Performance
- New business
- PyeongChang update – Alan Ashley, USOC Sport Performance (*winter NGBs to stay on the call*)

*Dial-in information*

- Dial: 888.431.3598
- Access code: 2846649



FOR YOUTH DEVELOPMENT  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

## YMCA Report to USA Swimming February 3, 2018

### Y Nationals

#### **Short Course**

Short Course Nationals in Greensboro 2018, 2019, and 2020  
2018: April 3-7

#### **Long Course**

Long Course Nationals at University of Maryland 2018  
2018: July 30- August 3

### Y Competitive Swimming Registration Statistics

<u>Total Year</u>	<u>Teams</u>	<u>Swimmers</u>	<u>Coaches</u>	<u>Y/USA Swim teams</u>
2016/17	639	62,075	2270	377
Partial Year				
2017/18	597	58,799	1851	330
			*3,382	

\* Unregistered but working with teams

A copy of *2017-18 YMCA SWIMMING CONTACTS* is attached.

### YUSA

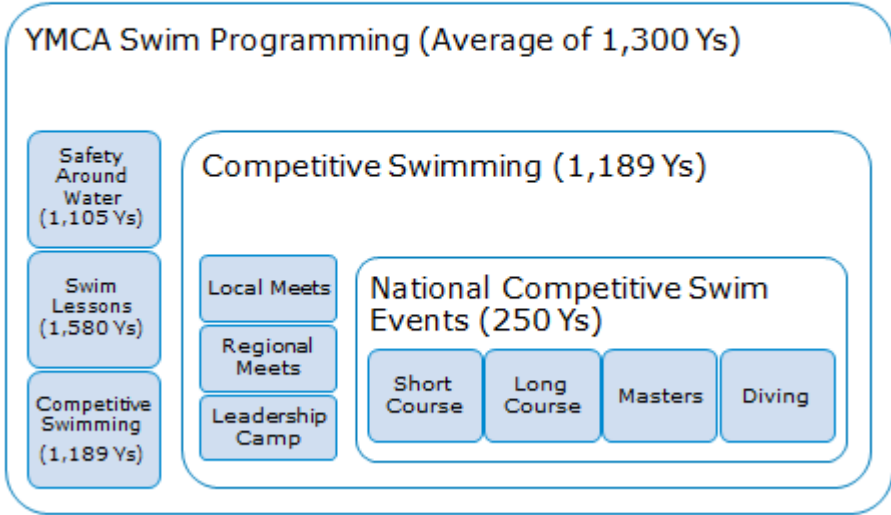
Just as USA Swimming is committed to determine how to best transition children from swim lessons to competitive swimming teams, the YMCA is working on this also.

Y USA has restructured their swim program. Polliwog, guppy, fish and flying fish are gone and have been replaced with an emphasis on the basics- teaching kids to swim as a

valuable life-saving skill and then focusing on the 4 competitive strokes and stroke development. This progression culminates with two pathways: leadership (lifeguarding and teaching swimming) and/or competitive swimming. The two charts below present a graphic representation of this progression.



## Program Integration



Submitted by,

Jim Ryan



FOR YOUTH DEVELOPMENT®  
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FOR SOCIAL RESPONSIBILITY

## 2017-18 YMCA Swimming Regional Representatives & Officials Coordinators

REGION	REPRESENTATIVE	OFFICIALS COORDINATOR
National Coordinator	Meredith Griffin Y-USA and Powel Crosley YMCA <a href="mailto:mgriffin@myy.org">mgriffin@myy.org</a> (513) 521-7112 ext. 2411	Brad Bason <a href="mailto:Brad.bason@yahoo.com">Brad.bason@yahoo.com</a> 570-441-9184
New England (MA, ME, NH, VT, RI)	Vacant – Meredith Griffin See Above	Bob Menck <a href="mailto:rmenckiii@gmail.com">rmenckiii@gmail.com</a>
Northeast (NY, CT)	Kaeley Steinnagel Laurel East Hartford YMCA <a href="mailto:kaeley9@comcast.net">kaeley9@comcast.net</a> (860) 614-2008	Brian Bradstreet <a href="mailto:brianb@rochesterymca.org">brianb@rochesterymca.org</a>
Mid-Atlantic (NJ, DE, MD, DC)	Jack Caucino Community YMCA of Red Bank <a href="mailto:jcaucino@cymca.org">jcaucino@cymca.org</a> (732) 741-2504 ext. 222	Val Gibson <a href="mailto:vhgswimming@msn.com">vhgswimming@msn.com</a>
Pennsylvania (PA)	Mike Gobrecht West Shore YMCA <a href="mailto:mike@wsyswim.org">mike@wsyswim.org</a> (717) 514-2287	Brad Bason <a href="mailto:Brad.bason@yahoo.com">Brad.bason@yahoo.com</a>
Southwest (CA, AZ, CO, NV, UT, HI)	Chris Kang YMCA of the Foothills <a href="mailto:ckang@ymcafoothills.org">ckang@ymcafoothills.org</a> (818) 790-0123	Vacant
Upper Southeast (VA, NC, SC, TN)	Vacant – Meredith Griffin See above	Eddie Hughes <a href="mailto:cehughes16@bellsouth.net">cehughes16@bellsouth.net</a>
Southeast (FL, AL, GA, MS)	Lisa Biting Greater Palm Harbor YMCA <a href="mailto:lbitting@suncoastymca.org">lbitting@suncoastymca.org</a> (727) 742-9049	Kathy Fish <a href="mailto:albanyfish@yahoo.com">albanyfish@yahoo.com</a>
East Central (MI, No. OH)	Jodi Clute Geauga Family YMCA <a href="mailto:jclute@clevelandymca.org">jclute@clevelandymca.org</a> (440) 285-7543	Fang Liu <a href="mailto:fangliu579@yahoo.com">fangliu579@yahoo.com</a>
Mid-Eastern (So. OH, KY, IN, WV)	Bill Whatley Blue Ash YMCA <a href="mailto:bwhatley@cincinnatiymca.org">bwhatley@cincinnatiymca.org</a> (513) 791-5000	Jon Saxton <a href="mailto:jsaxton@rendigs.com">jsaxton@rendigs.com</a>
Central (WI, IL, KS, MO)	Aaron Heiss Marshfield Area YMCA <a href="mailto:aheiss@mfldymca.org">aheiss@mfldymca.org</a> (715) 387-4900	Joe Roznai <a href="mailto:jroznai@gmail.com">jroznai@gmail.com</a>
North Central	Donald Pirrie	Jack Ver Helst

(IA, MN, ND, NE, SD)	Helen G. Nassif YMCA <a href="mailto:iowayswimming@gmail.com">iowayswimming@gmail.com</a>	<a href="mailto:jvhswimmail@yahoo.com">jvhswimmail@yahoo.com</a>
Pacific Northwest (ID, MT, WA, OR, WY, AK)	Todd Marsh Treasure Valley YMCA <a href="mailto:Todd.marsh@ymcatvidaho.org">Todd.marsh@ymcatvidaho.org</a> (208) 377-9622 ext. 426	Jim Cornforth <a href="mailto:Jcorn2@comcast.net">Jcorn2@comcast.net</a>
South Central (TX, OK, LA, NM, AR)	Vacant – Meredith Griffin See above	Phil Nelson <a href="mailto:philipbnelson@gmail.com">philipbnelson@gmail.com</a>



## Report to USA Swimming Board of Directors

Ed Tsuzuki, USMS Liaison

February 2018

### **Membership:**

USMS wrapped up the 2017 membership year at the end of October. Although renewals were stronger than ever with a 69% retention rate, our new membership lagged our prior year. Overall, USMS ended 2017 with 64,000 members (-2.7% from the year prior) and 1500 Clubs and Workout Groups (+10% from the year prior). The membership trend has continued into the 2018 campaign but January has seen an uptick compared to prior years. We are analyzing our membership data closely (e.g. per LMSC, per club, by demographic segments) to determine how to best address the issue.

### **College Club Swimming:**

USMS officially launched College Club Swimming (CCS) in August. CCS is an association of collegiate non-varsity clubs dedicated to supporting camaraderie, friendship and sportsmanship within the swimming community. USMS is serving in an advisory capacity to the growing community of college club swimmers with support that will provide consistency from year to year, communication, an event results database, and giving legitimacy to new and pre-existing clubs in the eyes of the university, which will allow clubs to apply for more school funding. This is a long-term strategy to build USMS membership in a younger demographic and bridge the gap from high school and college swimming to U.S. Masters Swimming after graduation.

2017-18 School Year-to-Date registrations:

- 110 Clubs
- 3200 Swimmers

### **The USMS Fitness Series:**

This initiative developed by the Fitness Education committee in consultation with the national office is designed to attract swimmers that don't currently participate in USMS events, both current and non-members alike. The "Fitness Series" will consist of 3 events: The "[Winter Fitness Challenge](#)" – a [30-minute swim](#) during the last two weeks of February. The "Summer Fitness Challenge" – a 2000-meter swim during the last two weeks of July and a "Fall Fitness Challenge" – a 1-mile swim during the last two weeks of November. The Fitness Series was inspired by running events that happen around the country every weekend that include realistic distances for an individual or group to train to achieve, along with a community based fundraising initiative. Proceeds from the Fitness Series registration will support the Swimming Saves Lives Foundation and opportunities to fundraise for local causes including club initiatives are built in. These events, which will be hosted by clubs at their home pools and can be done during regular workouts, should be viewed as a fitness goal or achievement and a fun event in which to take part with your club.



## Report to USA Swimming Board of Directors

Ed Tsuzuki, USMS Liaison

February 2018

### Swimming Saves Lives Foundation:

In 2018, the SSLF awarded \$108,000 (+\$21k from prior year) in grants to more than 47 programs (+10 from prior year) to assist in their 2018 efforts to teach adults to swim. USMS increased donations again in 2017, collecting \$157,000 that will be distributed through grants for adult-learn to swim programs in 2019.

### USMS 3.0

USMS 3.0 is a plan developed over the last year to modernize our technology infrastructure for the future, keep pace with our membership expectations related digital benefits, enhance membership value, invest in software that is maintained and updated by experts, and provide our members a quality experience on [usms.org](http://usms.org) and when logging in to utilize digital membership benefits.

The primary focus of Phase 1 targets new member acquisition and building a database of prospective members with a targeted completion in the next 4-6 weeks. Immediately following Phase 1, we'll move into the 2<sup>nd</sup> Phase, which is focused on the digital benefits and communication tools provided to USMS members (i.e. retention).



American Swimming Coaches Association Report to the International Relations Committee of USA Swimming and the Board of Directors – End of Dec., 2017

1. International contacts – at the present time the ASCA includes 5517 international members among its membership. More than 3,587 are Certified. They represent 118 nations.
2. 2<sup>nd</sup> half activity International Clinics in 2017
  - August – Sri Lanka – level 3 School.
  - October – Dubai – Levels 1-2 Schools.
    - Singapore – Level 1-2 Schools.
  - November – Philippines – Level 1
    - Brazil – Levels 1-2-3-4
    - Beijing – Levels 1-2-3
    - South Africa – Levels 2 and 4.
  - December – Singapore – Levels 1-2
    - Trinidad – Levels 1-2-3
    - Tanzania – Level 1
3. Anticipated International Clinic Activity in 2018 (confirmed)
  - January – Dubai – Level 3
  - February – Bangalore – Level 1-2-3
  - April – Malaysia – Level 3
4. Proposed locations in 2018 (unconfirmed at this time)
  - Singapore
  - UAE
  - Shanghai
  - Belgium.
  - Egypt
  - Vietnam
  - Thailand
  - Turkey
  - Oman
  - Philippines
  - Kenya
  - Tunisia

ASCA Certification remains the most sought after Coaching Certification in the world.

Questions? John Leonard [JLeonard@swimmingcoach.org](mailto:JLeonard@swimmingcoach.org)



## **Task Force Updates - January 23, 2018**

### **Alcohol-Tobacco-Gambling Task Force**

Report submitted separately

### **Age Group Anti-Doping**

Report submitted separately

### **Convention Task Force** - Mary Jo Swalley, Chair

Purpose: To optimize future USA Swimming Conventions to best serve our athletes, coaches and volunteers.

Means: Task force will meet by conference call. Members will have “homework” between calls to facilitate the work of the task force. Goal: final report to Board for its May meeting.

First call was held January 4 to introduce members, to generate a list of convention “drivers” and to create a wish list for future conventions. Task force members represent athletes, coaches, volunteers and staff. On call: Chair Mary Jo Swalley, Ellaine Cox, Joe Gazzarato, Gina Mensay, Kelley Otto, Sean Redmond and Jayne Spittler. Absent: Janelle Nguyen (first day on a new job).

Why does USA Swimming hold national convention? Three central “drivers” identified:

1. Governance (elections and legislation)
2. Networking (professional and social)
3. Education (presentations and learning from one another)

Discussion areas:

1. Frequency & duration: Is/are there alternative to single annual convention lasting 5 days? Are Zone (or Double Zone) workshops a vehicle upon which to build?
2. Timing: Is start of school year optimum? Is/are there alternatives?
3. Who are/should be the content directors/providers? Is there a theme?
4. Is technology effectively used not only for convention but throughout year?
5. Is USA Swimming locked into current USAS format (sites/dates) through 2021?

If yes, what steps can be taken to improve within that format? If no, what will best serve USA Swimming sooner.

Future conference call schedule TBA. Chair has had conversations with Tim Hinchey and with Ed Tsuzuki, Chair of Masters’ task force on convention.



## **Task Force Updates - January 23, 2018**

**LSC Bylaws Task Force** - Herb Schwab, Chair

“To simplify the Required LSC Bylaws allowing LSCs to set themselves up to operate effectively as a governance or management board.”

The Required LSC Bylaws Task Force has held numerous meetings by videoconference and is continuing to meet frequently. The Task Force has retained only required elements that LSCs must include in their Bylaws, and allows LSCs to include additional elements to support their specific needs.

The Task Force is currently reviewing the document, and checking for inconsistencies, omissions, and further opportunities to reduce the size and scope of the document. Items appropriate for LSC Policies and Procedures Manuals have been removed. Items more appropriate for an operating agreement between USA Swimming and the LSCs have been flagged for review by Lucinda.

The Task Force will be meeting face-to-face in Denver on February 1-2, 2018.

The Task Force has forwarded the document to the LSC Development, Governance, Athletes, and Rules and Regulations Committees for review. The updated document will be sent to the Board of Directors by mid-March. The final document will be sent to the Rules and Regulations Committee by May 1<sup>st</sup>.



## Task Force Updates - January 23, 2018

### Transgender Task Force - Kathleen Prindle, Chair

The Minor Transgender Athlete task force is undertaking a thorough review of our current USA Swimming policies to address the competition needs of minor transgender athletes, and is asked to recommend updated policy/practices related to performance, competition, and selection. This 12-person task force is comprised of adolescent transgender experts nationwide from medical, legal, and advocacy fields. Also included on the task force are representatives from USA Swimming and the USOC, plus a swim parent (of a Trans male NCAA athlete) and a club swimming head coach.

This group has met via 90-minute conference calls regularly since November 2017, and will continue as needed until the deadline to present our results has been reached. There is an in-person meeting scheduled in Denver, CO (Feb 11-12, 2018) to prepare our report for the USA Swimming Board of Directors. There are 3 phases to this project as follows - we are currently in Phase 2.

1. Nov-Jan: Brainstorm the topic, explore complexities, and identify critical issues to narrow the focus
2. Jan-Mar: In-depth exploration of difficult/critical issues by sub-groups of experts
3. April: Compilation of TF recommendations for policy/guidelines/possible rule-change proposals

We began by addressing 4 primary areas. After weeks of discussion, here is the progress on these topics:

- Eligibility Requirements for competition category: The TF recommends no action on competition category. Our meet structure will remain within existing M/F event categories, without addition of a non-binary category at this time. For our TF purposes the 'minor transgender athlete' will be defined as any 18+under athlete, with a strong focus on 15/16/17yo specifically (versus young, pre-pubescent athletes.)
- Process for changing one's competition category: The TF poses that guidelines are needed for an athlete to change competition category. This issue is complex due to variances in legal paperwork requirements which differ by state. We agreed that this TF is not dealing with, or otherwise regulating hormone therapy in minor athletes. We are gathering more input from the medical community regarding specific concerns for post-pubescent athletes.
- Policy/guideline for athlete performance record to be awarded/assigned to a category: The TF agreed that an athlete must swim an event 'brand new' to qualify in a new competition category. This TF will not recommend retroactively applying race times to NAG/or any records at this time.



## Task Force Updates - January 23, 2018

- Selection Criteria for camps/teams NOT governed by USOC/IOC, i.e. Natl Select Camp, OW/Zone Select, etc.: The TF determined that all NJT and NT selection procedures default to guidelines governed by USOC/ IOC. Our biggest debate is to determine which selection and competition criteria should be proposed as RULES vs. GUIDELINES vs. POLICY. We are seeking a nimble solution that can change as the needs of our athletes change.

**Three themes emerged as Critical Issues** during our brainstorm sessions, and these will comprise the bulk of discussion going forward. Sub-panels for each critical issue have been assigned and complexities will be explored in-depth.

- Medical Eligibility criteria - What are fair/inclusive requirements for post-pubescent minor athletes?
- Competition Issues - Are many, and include gender non-specific athletes, fair timeframe to declare new gender, uniform (swimsuit) issues, competitive advantages (perceived or real) for trans females
- Performance Requirements - Qualification Procedure for meets with time standards

In summary, this task force is in full swing, and is passionate about recommending updated policy/practices related to performance and competition which are not only **fair**, but **inclusive** and **progressive**. We look forward to the opportunity to present our findings at the spring Board of Directors meeting.

# USA Swimming International Relations Committee Report

Denver Airport Marriott / Friday, February 2, 2018

1:00pm – 5:00pm

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My club has an important competition this weekend and I am unable to report to the BOD live. The IRC had a great meeting on Friday. Tim Hinchey, Mike Unger and Jim Sheehan can answer questions and/or fill in any blanks.

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## A. SPECIAL GUESTS, TIME CERTAIN DISCUSSION

1. Daniel Eichner, FINA Doping Review Board
2. Bill Bock, USADA General Counsel, FINA Doping Panel
3. Dale Neuberger, FINA Vice President, UANA President

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## B. ACTION ITEMS, STRATEGIC PRIORITIES/ INITIATIVES/ DISCUSSION

1. **Athlete Safety**
  - a. FINA TOWSC Update Trent Staley  
Sid Cassidy
    - i. Unanimous recommendation to the Bureau that the current optional range for wetsuits between 18-20° C be deleted from the rules
    - ii. A proposal for changes to the qualification process for the Olympic Games did not make it through Committee
    - iii. Dates/Venues for the 2018 Marathon World Series were forwarded to the Bureau
    - iv. Written report on file
  - b. FINA Sports Medicine Committee Update Dr. Jim Miller
    - i. New SMC will meet in March in Lausanne; new members
    - ii. Illness and Injury Project continues; new direction possible
    - iii. Concussion study and protocols implementation continue
    - iv. Athlete Heart Study results to be published in collaboration with the University of Guelph (Canada)
    - v. Written report on file
2. **Autonomy/Sovereignty** Mike Unger
  - a. Olympic Trials Update
  - b. Energy Standard Update
  - c. Joint FINA/ USA Swimming Meeting, February 2018
3. **Organizational Relationships** (Mike Unger reported for Bruce Stratton)
  - a. FINA Technical Rules, 2019
  - b. Work Group to be appointed by IRC Chair
4. **Leadership Development** Ron Van Pool
  - a. Succession Planning Update
    - i. Domestic Work Group – Catherine Vogt, Natalie Hall, Derek Paul, Mike Unger, RVP
    - ii. USAS Work Group—
    - iii. Process, Timeline, qualifications and character qualities were discussed
  - b. Written report on file
5. **Sport Development** Lindsay Mintenko reported for Bill Schalz

# USA Swimming International Relations Committee Report

Denver Airport Marriott / Friday, February 2, 2018

1:00pm – 5:00pm

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- a. Written report on file
- b. Next Steps were presented

## 6. Sport Fairness

Michael Lawrence

- a. WADA aDel Edu Platform
  - i. New platform for doping education
  - ii. Printed examples and samples were distributed
- b. National Sport Law Institute Conference report
  - i. Marquette University, Oct 2017; w/Van Donkersgoed
  - ii. Keynote Speaker, Prof. Richard McLaren

## C. ORGANIZATIONAL REPORTS

- 1. FINA Bureau Update Dale Neuburger
- 2. UANA Update Dale Neuburger
  - a) UANA Cup
- 3. FINA TSC Update Carol Zaleski
- 4. FINA Athletes Commission Update Aaron Peirsol

Written reports on file.

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## D. ADDITIONAL REPORTS OR UPDATES

- 1. ASCA Report John Leonard
- 2. USOC AAC Update Natalie Hall
- 3. USOC Update Ron Van Pool
- 4. FISU Report Bill Wadley
- 5. FINA Coaches Commission
- 6. FINA & USAS Media Committee Updates Gregory Eggert
- 7. Other Reports As Appropriate

Written reports on file.

## E. OTHER BUSINESS

Michael Lawrence

- a. Next IRC Meeting 2018 / May 4 / Denver Airport Marriott

## F. ADJOURN

Michael Lawrence



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**TO:** Board of Directors  
**FROM:** Tim Hinchey III  
**COPY:** LSC General Chairs  
Committee Chairs  
Staff & Selected Others  
**DATE:** February 2, 2018  
**SUBJECT:** General Update

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Welcome to Denver!

As announced in November and communicated in my six-month evaluation, we've completed much of our re-organization at the management levels of USA Swimming. Here's a brief reminder of the changes and timelines including our four-phased approach to a 10-year strategy to LA 2028:

Newly formed Strategy Team:

Mike Unger - COO, head of the Technical/Sport Business Unit

Matt Farrell - CMO, head of the Commercial Business Unit

Lucinda McRoberts - General Counsel & VP of Business Affairs, head of the Business Affairs Unit

Jim Harvey - CFO, head of the Finance Business Unit

We will maintain the Executive Leadership Team (ELT) but increase its size by adding new Division/Department Directors (IT, Communications, Sales & Marketing) to gain greater input and leadership buy-in towards our organizational Quad Plan and soon to be developed annual KPI's. This will increase empowerment with clear accountability to the Strategy Team.

In addition, we also announced a four-phase approach to the re-organization and subsequent timeline for clear expectations:

Phase 1: 11/18/17 – 2/3/18 - initial announcement and leadership organization.

Phase 2: 2/4/18 – 10/1/18 - evaluate all personnel levels of each Business Unit to ensure we have the right roles and talent for the job.

Phase 3: October 2018 – 2020 Tokyo Olympic Games - focus on long-term succession planning and the development of a 10-year LA 2028 plan to increase success in all areas of the business.

Phase 4: Post-2020 Tokyo – LA 2028 - executing at a high-performance level in all areas of the organization as part of the LA 2028 "Ten Year Plan".

Lastly, but perhaps most importantly, we are happy to announce the following well-deserved promotions at USA Swimming:



**Business Affairs:**

John Burbidge is promoted to Senior Director of IT

George Ward is promoted to Senior Director of Risk Management

Mike Wilkinson is promoted to Shipping and Receiving Manager

**Commercial:**

Nailah Ellis Timberlake is promoted to Director of USA Swimming Productions

Geri Woessner is promoted to Director of Sales

Annie White is promoted to Director of Event Marketing

Kara Raney is promoted to Manager of Social Media

Jake Grosser is promoted to Senior Manager of Digital Marketing & Business Intelligence

**Finance:**

Joan Burgar is promoted to Senior Manager of Revenue

**Foundation:**

Nicole Wilson is promoted to Senior Manager of Annual Fund

**Technical/Sport:**

Denise Thomas is promoted to Manager of Membership

Liz Hoendervoogt is promoted to Manager of Safe Sport

Matt Barbini is promoted to Director of Performance

Deanna Paschal is promoted to Coordinator of Operations

Tom Avischious is promoted to Senior Director of Field Services

Susan Woessner is promoted to Senior Director of Safe Sport & Education

Mick Nelson is promoted to Senior Director of Facility Development

**USMS UPDATE – SYNERGIES**

We have held several brainstorming meetings with the executive team at USMS, led by CEO Dawson Hughes. I am bullish on the future opportunities to create mutually beneficial alliances with USMS that drive revenue, increase membership (fan engagement) and goodwill in the spirit of our unique “cradle to grave” sport.

Initial concepts include:

- USA Swimming representing USMS in relevant sponsorship/business development presentations, whereby we will receive a sales commission on any deals we deliver on behalf of USMS.
- Exploring “Open Water” sanctioned festivals that may also include USA Triathlon with the purpose to increase the awareness and drive commercial activation around open water events.
- Partnering on our CRM project to share relevant data and drive increased data to leverage and monetize.
- USMS to support our TYR Pro Series events with special ticket offers to their membership and clubs in each major market.

## **STAFF/DIVISION UPDATES**

### **TECHNICAL/SPORT**

#### **National Team:**

##### **Coach Incentive & Reward Program**

As in past years, USA Swimming, in conjunction with the USA Swimming Foundation, has awarded a total of \$330,000 in award grants to coaches whose athletes won medals at the year's most important international event. The Operation Gold event in 2017 was the FINA World Championships. Since its inception, this program has handed out more than \$4M to coaches. Following are some quick facts related to the 2017 grants:

- 43 coaches qualified and received a cash grant
- Average award payment was \$7,674.42
- Highest payment was \$30,585.44
- Lowest payment was \$1,609.76
- 20 college coaches received a grant
- 23 club coaches received a grant

##### **Upcoming Events**

The spring is a busy time in the National Team Division. There will be a National Team camp in Chula Vista during the NCAA Championships time with several National Team athletes in attendance. April and May include the Mesa TYR Pro Swim Series as well as the Junior Team Camp, Butterfly Summit, the Women in Leadership conference, National Team Coaches Seminar and the annual Sports Medicine Conference.

##### **Membership**

Through December 31, year-round athlete membership numbers are down 2.7% compared to December 2016. That percentage drop represents a shortfall of 7,711 athletes. A look at new members vs. renewing members shows that we are down 9,554 new members compared to 2017 while renewing members are up 1,843. Historically, number trends that we see in the January report tend to provide an accurate forecast of year-end percentage changes.

##### **Club Development:**

##### **Disaster Relief Grant Program**

The disaster relief program was announced by email on October 30, 2017, to all USA Swimming teams in five LSCs – Pacific, South Texas, Gulf, Florida, and Florida Gold Coast. The program application deadline was November 27.

We received six grant requests. While this number was a lower-than-anticipated response, all teams in the five impacted LSCs received two email notifications and both notifications went to the head coach and the club contact as declared by the team. The information regarding the grant program also went to the LSC General Chair and the LSC office.

- After evaluating the requests, the grant review panel awarded a combined total of \$20,606.24 to the following six teams:
- Team FINS (GU) - pool equipment repair
- Katy Aquatic Team for Youth (GU) - pool equipment repair and athlete fee assistance

- Hurricane Aquatics (FG) - pool rental fees
- Neptune Swimming (PC) - athlete fee assistance
- Lone Star Swim Team (GU) - athlete fee assistance
- Spring Swim Team (GU) - athlete fee assistance

The review panel included: Steve Mitchell - Illinois LSC General Chair; Amanda Pope - Coach, Tide Water Aquatic Club; Jack Swanson - Athletes Executive Committee; and Pat Hogan - USA Swimming staff liaison.

## **LEAP**

It was a very busy end of the year for LEAP with several LSCs facing deadlines.

Ten LSCs achieved LEAP Level 2 at the end of the year: Hawaii, Inland Empire, Maine, Middle Atlantic, Niagara, Ohio, Oklahoma, Ozark, South Texas, and Wisconsin. Special congratulations to the Mississippi LSC for achieving LEAP Level 3 in December.

## **Foundations of Coaching 101 Revision**

The Club Development staff has initiated a revision of the Foundations of Coaching 101 online course. The intention is to put this key coach education resource on USA Swimming's new LEARN platform. The revision will include updated content, new pictures, and additional video instruction.

## **COMMERCIAL**

### **Sales & Partnerships**

We have received a verbal commitment on partnership renewals for both Marriott and MilkPEP. Both agreements are in negotiation now for long-term relationships through at least 2020. We are also investigating an outside agency to help support future commercial growth and sponsorship sales.

### ***Splash Magazine***

An internal group was formed to look at the future of Splash magazine. All aspects are being reviewed including print, digital, advertising, distribution, content, contributors, etc. This review should be completed by mid-2018.

### **Flex Membership Campaign**

Work has started on the Flex Membership promotional campaign. There will be two phases to this campaign:

- February – June: education will target LSCs, coaches and team leaders about the new member category to encourage offering it
- July – October: the focus will be on promoting the membership option to moms with kids 6-12 years old

The creative campaign will have some similarities to recent iterations of SwimToday, however will focus on messaging that encourages flexibility and the ability to swim and do other sports and activities. As part of the campaign, we are updating the 2014 State of the Industry study with Sports Marketing Surveys USA. The new study will provide insight on consumer behavior as well as insight to the new membership options. Final results are expected in the spring of 2018.

## **#SwimBiz**

We will be hosting the fourth annual #SwimBiz conference scheduled for April 8-10, 2018, at the Colorado Springs Marriott. Conference attendees will hear from top marketing professionals on social media, advertising, branding, communications, sponsorship and local promotion for clubs. A signature of the conference is the “Flex Membership Workshop” to support the rollout of the new program. For more information, please visit [usaswimming.org/swimbiz](http://usaswimming.org/swimbiz).

## **Data Marketing Project**

The discovery process has started to develop a data management and marketing strategy to support multiple aspects of our business. Final implementation will include a Customer Relationship Management (CRM) system, email marketing tools, analytics dashboards and a new donor management system for the USA Swimming Foundation.

The goal of the project is to develop a data architecture that will give us a 360-degree view of member, fan and donor interactions, allowing us to more effectively service those that are already part of the organization and more efficiently target potential prospects. The first phase of the project is a discovery process the help us better understand our organization, the data management market and vendor capabilities. A six-member staff team has evaluated and interviewed over 15 different consulting companies and will make a final selection by mid-February, with work to begin immediately thereafter.

## **BUSINESS AFFAIRS**

### **Online Member Services Project**

The USAS development team intends to complete work on the Application Program Interface (API) test system and provide documentation for an initial set of APIs to all vendors before the end of January (APIs are the technology components required for the vendor hosted club databases to exchange information with SWIMS). With this, the vendors will be able to start work on the components that they need to develop. We have no concrete commitment from the third-party vendors of when the work on their side will be completed.

Additionally, the development team is getting ready to launch a new look to the SWIMS holding tank environment for LSC Registrars. Testing has been completed and training webinars are underway to educate the LSC Registrars in using the new environment. The environment itself is a side-by-side comparison of any errors / changes from an incoming club record when compared to the same record in SWIMS.

## **FOUNDATION**

### **Major Gifts & Grants**

In 2017, the Foundation secured five Trustees (four trustee renewals and one new trustee - \$100,000 each over four years), established three National Team Athlete Endowments totaling \$650,000 and secured seven new major gifts. In total, \$1,392,762 in major gifts was raised (exceeding our goal of \$580,000) and \$49,114 in grants (under our goal of \$100,000).

### **Annual Fund**

The Foundation raised more than \$704,000 in annual fund gifts beating its goal by at least 27% (with numbers still being finalized). One highlight is the silent and first-ever live auction at the 2017 Golden Goggles, which raised a record \$147,000.

2017 was the highest year for major gifts and annual fund since the Carolyn Dirks \$5 million gift in 2008.