

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

USA Swimming Board of Directors Meeting Minutes

January 30, 2026/Virtual

1 **PRESENT**

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

5

6 **GUESTS**

7 Julie Bachman, Anne Berry, Jennifer LaMont, Michael Lawrence, Kathryn McNerney, Jamie Platt,
8 Ann Senn, Bob Staab.

9

10 **STAFF**

11 Elaine Calip, Paula D’Amico, Liz Hahn, Cory Hilliard, Jake Grosser, Greg Meehan, Patrick Murphy,
12 Derek Paul, Joel Shinofield, Nikki Warner.

13

14 **CALL TO ORDER**

15 Board Chair, Brent Lang, called the January 30, 2026 Board of Directors meeting to order at 10:05
16 a.m. Mountain Time.

17

18 **CEO WELCOME & UPDATE**

19 Kevin Ring, Chief Executive Officer (CEO), reflected on his first 100 days as CEO, highlighting the
20 passion he has witnessed across all levels of the sport, the importance of taking a holistic
21 approach as a National Governing Body, and the staff’s strong support in bringing him up to speed
22 as the organization advances toward a domestic Olympic Games in LA28. Mr. Ring emphasized
23 that the meeting’s primary focus is 2026, while noting that long-term success through the 2032
24 Quad remains a key priority.

25

26 **DECLARATION OF CONFLICT OF INTEREST (2.5.4)**

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

30

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

34

35 No disclosures were made.

36

37 **CONSENT AGENDA**

38 Mr. Lang presented the consent agenda.

39

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

- 41 a) Draft December 8, 2025 Board Minutes
- 42 b) Monitoring Report – Management Parameters
- 43 c) MR 3.4 Financial Conditions and Activities (as revised in BoardEffect)
- 44 d) Board Work Plan
- 45 e) Appointment of Laura Hall to the Nominating Committee to complete Mike Donadio’s
- 46 term
- 47 f) Approval of 2026 Short Course World Championships Trials to the FMC Natatorium

48

49 *Seconded. Motion passed unanimously.*

50

51 **BOARD CHARGE TO THE NOMINATING COMMITTEE**

52 Michelle Steinfeld, Secretary & General Counsel, presented the proposed updates to the Board
53 Governing Policies Manual (BGPM) and the 2026 Board Charge, which were developed by the
54 Governance Committee based on the findings of the Board Gap Analysis.

55

56 **MOTION:** Approve changes to the Board Governing Policies Manual – Amendments to Policy 2.9.

57

58 *2. Nominating Criteria: No later than its January/February meeting each year, the Board will*
59 *consider its needs for certain competencies, and will identify and provide a charge to the*
60 *Nominating Committee (the “Board Charge”) that specifies experience, skills, and attributes that*
61 *would constitute “ideal candidates” to complement and augment the composition of the*
62 *incumbent Board in the upcoming nominations/election cycle. Primary criteria to be considered*
63 *must at least include:*

64 *A. Past demonstration of commitment to USA Swimming, or a “demonstrable connection to the*
65 *sport.”*

66 *B. Governance experience, e.g. knowledge and skills in policy-making, legal and fiduciary*
67 *responsibilities.*

68 *C. High-level (board or management) experience in setting standards for and/or overseeing a*
69 *multi-milliondollar corporation or complex non-profit (e.g., USA Swimming member club, local*
70 *charity, etc.).*

71 *D. Financial literacy.*

72 *E. Demonstrated ability to participate productively in group processes.*

73 ~~*F. Professional relationships/associations that may be beneficial to USA Swimming.*~~

74 *G. Commitment to support and adhere to the Board’s governing documents (Bylaws, these*
75 *Governing Policies, etc.).*

76 *H. Ensuring diversity within the Board’s composition (gender, ethnic, age, geography, etc.).*

77 *I. For incumbent or past Board members seeking re-nomination, fulfillment of individual Board*
78 *members’ responsibilities.*

79 *J. Expertise to drive the mission of USA Swimming.*

80

81 *Seconded. Motion passed unanimously.*

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82 **MOTION:** *To approve the following 2026 Board Charge to the Nominating Committee:*

83

84 *The Board would like to highlight the additional attributes that would benefit the current*
85 *composition of the Board. However, the Board directs the Nominating Committee to consider all*
86 *of a candidate's qualities in the above and below lists. The Board asks that the Nominating*
87 *Committee still consider candidates even if they may have less of these skillsets than other*
88 *candidates, particularly if such candidate is very strong in certain key areas, and the Nominating*
89 *Committee overall believes that the individual would be a high-functioning Board member.*

90

91 *Non-athlete seats:*

- 92 • *LSC governance or similar leadership experience on a non-profit Board*
- 93 • *Professional experience in financial services*
- 94 • *Children's advocacy experience, background, or current involvement*
- 95 • *Leadership and decision-making skills*
- 96 • *Passion for sport, not limited to the sport of swimming*
- 97 • *Understanding and appreciation of the customer service aspect of the organization and*
98 *the Board*
- 99 • *Experience in creating content to build brands (including organizations and individuals).*

100

101 *Athlete seats: Based on recommendations from the USA Swimming Athletes' Advisory Council,*
102 *the Board directs the Nominating Committee to consider the following attributes and experiences*
103 *when evaluating 10-Year Athlete candidates, recognizing that no single candidate may meet all*
104 *of these criteria:*

105

- 106 • *Passion for understanding and representing the best interests of the current National*
107 *Team, as well as all USA Swimming athlete members*
- 108 • *Whether retired or currently competing, an individual that has the ability to meet the time*
109 *commitment required of the role*
- 110 • *Work experience outside of the pool*
- 111 • *Governance experience within a USA Swimming National Committee, Local Swimming*
112 *Committee, university, or other non-profit*

113

114 *Seconded. Motion passed unanimously.*

115

116 **NOMINATING COMMITTEE PROCESS**

117 Ms. Steinfeld opened the discussion regarding potential changes to the Nominating Committee
118 process. The Board discussed potential future changes.

119

120 **MEMBERSHIP UPDATE**

121 Mr. Ring shared that a group of Board members has been meeting to consider the next evolution
122 of the membership model. Joel Shinofield, Managing Director, Sport Development, reported that
123 membership trends are consistent with the past few years, noting that premium memberships

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124 are slightly down compared to last year, while flex and seasonal memberships have seen modest
125 increases; outreach and non-athlete memberships remain fairly steady.

126

127 **CLOSED SESSION**

128 **FINANCE UPDATE**

129 The Board went into Closed Session to discuss expenses related to Board-designated funds.

130

131 **OPEN SESSION**

132 The Board came out of Closed Session to vote on the following motion.

133

134 **MOTION:** *To approve to pay certain 2025 legal expenses from Board-designated funds.*
135 *Seconded. Motion passed unanimously.*

136

137 **BUDGET**

138 Cory Hilliard, Chief Financial Officer, provided a written report (Attachment 7) and presented a
139 comparison of the 2025 budget—from the originally approved version, to the projected budget
140 shared in December 2025, to the latest projection as of the Board meeting—noting that incoming
141 expenses will continue to affect the final 2025 figures, which are currently projected to result in
142 a net surplus of \$567,615.

143

144 Mr. Hilliard presented the 2026 budget, outlining projected revenues and expenses and
145 highlighting key variances contributing to the projected \$5.5 million deficit. Mr. Hilliard reported
146 that the two largest drivers of the deficit are Board-directed investments in the National Team
147 and in event operations. Mr. Hilliard stated the \$1.3 million National Team investment includes
148 athlete services, coaching support, high-performance resources, and sports medicine and
149 science, while the events investment includes hosting the 2026 Pan Pacific Championships.

150

151 Mr. Hilliard also noted that technology is identified as a separate line item, currently contributing
152 \$800,000 to 2026 expenses, but emphasized the anticipated return on investment through
153 increased revenues driven by enhanced technology usage across membership and other services.

154

155 Mr. Ring added that staff will provide ongoing updates at each Board meeting on the 2026
156 budget, reflecting real-time adjustments based on current conditions rather than unknown
157 projections.

158

159 **MOTION:** *To approve the 2026 Budget. Seconded. Motion passed unanimously.*

160

161 **CLOSED SESSION**

162 **BUDGET**

163 The Board entered Closed Session for Mr. Ring and Mr. Hilliard to present additional budget
164 information.

165

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166 **OBJECTIVES & KEY RESULTS**

167 The Board remained in Closed Session so Jake Grosser, Chief Operating Officer, could present the
168 proposed Objectives & Key Results (OKRs).

169
170 **OPEN SESSION**

171 **OBJECTIVES & KEY RESULTS**

172 Mr. Grosser presented the organization's Mission, Vision, and Core Values. Mr. Grosser also
173 shared the proposed OKRs, highlighting the four strategic pillars: Grow the Sport, Strengthen the
174 Organization, Elevate Performance, and Inspire Membership and Fans (Attachment 8).

175
176 **MOTION:** *To approve the Objectives & Key Results. Seconded. Motion passed unanimously.*

177
178 Ms. Steinfeld provided context for the proposed changes to the BGPM (Attachment 9), explaining
179 that the approved OKRs will replace the current Ends within the document.

180
181 **MOTION:** *To approve the Board Governing Policies Manual updates. Seconded. Motion passed*
182 *unanimously.*

183
184 **CLOSED SESSION**

185 **LITIGATION UPDATE**

186 The Board went into Closed Session so Ms. Steinfeld could provide a litigation update.

187
188 **U.S. CENTER FOR SAFESPORT UPDATE**

189 Ms. Steinfeld delivered an update regarding the U.S. Center for SafeSport.

190
191 **CLOSED SESSION**

192 **EXECUTIVE COMPENSATION COMMITTEE CHARTER**

193 The Board went back into Closed Session so Kathy Fish could present the Executive Compensation
194 Committee Charter (Attachment 10).

195
196 **OPEN SESSION**

197 The Board came out of Closed session to approve Executive Compensation Committee Charter.

198
199 **MOTION:** *To approve the Executive Compensation Committee Charter. Seconded. Motion passed*
200 *unanimously.*

201
202 **CLOSED SESSION**

203 **EXECUTIVE SESSION**

204 The Board went back into Closed Session to conduct an Executive Session; all members of the
205 staff left the meeting except for Mr. Ring.

206
207 **EXECUTIVE SESSION – BOARD ONLY**

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

210

211 **ADJOURNMENT**

212 Mr. Lang adjourned the January 30, 2026 meeting of the Board of Directors at 12:45 p.m.
213 Mountain Time.

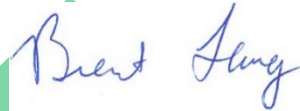
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215 Respectfully submitted:

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217

218



Michelle Steinfeld, Secretary and General Counsel

Brent Lang, Board Chair

DRAFT

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USA Swimming Board of Directors Meeting Minutes

January 30, 2026 / Virtual

Attachment 1	Agenda
Attachment 2	Page 2 – Draft December 8, 2025 Board Minutes
Attachment 3	Page 2 – Monitoring Report – Management Parameters
Attachment 4	Page 2 – Policy 3.4 Financial Conditions and Activities
Attachment 5	Page 2 – 2026 Board Work Plan
Attachment 6	Page 2 – Laura Hall Bio
Attachment 7	Page 4 – USA Swimming 2025 Budget vs Projection & 2026 Budget
Attachment 8	Page 5 – 2026 Objectives & Key Results
Attachment 9	Page 5 – Draft BGPM Updates
Attachment 10	Page 5 – Executive Compensation Committee Charter

DRAFT

Time	Topic	Session	Audience
10:00 AM	Call to Order – <i>Brent Lang</i> CEO Welcome and Update – <i>Kevin Ring</i> Declaration of Conflict of Interest – <i>Michelle Steinfeld</i> Consent Agenda – <i>Michelle Steinfeld</i> <ul style="list-style-type: none"> ● MOTION: Approve consent agenda items <ul style="list-style-type: none"> ○ Draft December 8, 2025 Board Minutes ○ Monitoring Report - Management Parameters ○ Monitoring Report 3.4 - Financial Conditions and Activities ○ Board Work Plan ○ Appointment of Laura Hall to the Nominating Committee to complete Mike Donadio’s term ○ Approval of 2026 Short Course World Championships Trials to the FMC Natatorium 	Open Session	All Participants
10:15 AM	<ul style="list-style-type: none"> ● Board Charge to the Nominating Committee – <i>Governance Committee</i> <ul style="list-style-type: none"> ○ MOTION: Approval of Board Charge to the Nominating Committee ● Nominating Committee Process – <i>Michelle Steinfeld, Brent Lang</i> ● Membership Update – <i>Kevin Ring, Joel Shinofield</i> 	Open Session	All Participants
10:30 AM	Budget / Finance Update – <i>Cory Hilliard</i>	Closed	Board, Staff
	MOTION: To approve to pay certain 2025 legal expenses from Board-designated funds	Open Session	All Participants
	Budget – <i>Kevin Ring, Cory Hilliard</i> <ul style="list-style-type: none"> ● MOTION: Approve 2026 Budget 	Open Session	All Participants
	Budget – <i>Kevin Ring, Cory Hilliard</i>	Closed Session	Board, Staff
11:00 AM	Objectives & Key Results – <i>Kevin Ring, Jake Grosser</i>	Closed Session	Board, Staff
11:30 AM	Objectives & Key Results – <i>Kevin Ring, Jake Grosser</i> <ul style="list-style-type: none"> ● MOTION: Approve the Objectives & Key Results (OKRs) ● MOTION: Approve Board Governing Policies Manual Updates 	Open Session	All Participants
11:45 AM	Litigation & U.S. Center for SafeSport Update – <i>Michelle Steinfeld</i>	Closed Session	Board, Staff
12:00 PM	Executive Compensation Committee Charter – <i>Kathy Fish</i>	Closed Session	Board, Staff
	MOTION: Approve Executive Compensation Committee Charter	Open Session	All Participants
12:05 PM	Executive Session I – <i>Brent Lang, Kevin Ring</i>	Closed Session	Board, CEO
12:15 PM	Executive Session II – <i>Brent Lang</i>	Closed Session	Board
12:30 PM	Adjournment		

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USA Swimming Board of Directors Meeting Minutes

December 8, 2025/Frisco, TX

1 **PRESENT**

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

5

6 **NOT PRESENT**

7 Chris Brearton, Katie Playko.

8

9 **GUESTS**

10 Tristan Formon, Clark Hammond, Melissa Hellervik-Bing, Jennifer LaMont, Michael Lawrence,
11 Jamie Platt, Bob Staab, Tom Ugast.

12

13 **STAFF**

14 Elaine Calip, Paula D'Amico, Liz Hahn, Cory Hilliard, Jake Grosser, Greg Meehan, Patrick Murphy,
15 Derek Paul, Joel Shinofield, Kirsten Victor, Nikki Warner.

16

17 **CLOSED SESSION**

18 **BOARD CHAIR WELCOME**

19 The Board began in Closed Session with Board Chair, Brent Lang, providing a welcome and
20 introduction to the Board and Chief Executive Officer, Kevin Ring.

21

22 **CEO UPDATE TO THE BOARD**

23 Mr. Ring provided an update to the Board.

24

25 **OPEN SESSION**

26 The Board reconvened in Open Session.

27

28 **CALL TO ORDER**

29 Mr. Lang called the December 8, 2025 Board of Directors meeting to order at 9:10 a.m. Central
30 Time.

31

32 **CEO WELCOME & UPDATE**

33 Mr. Ring opened the meeting by welcoming the new Chief Financial Officer, Cory Hilliard. Mr.
34 Ring then shared an overview of his first 90 days as USA Swimming's Chief Executive Officer,
35 highlighting key stakeholders he has met and notable events he has attended.

36

37 Mr. Ring discussed the Foundation's efforts to support funding for USA Swimming's operations
38 as the organization prepares for LA2028. Mr. Ring also celebrated recent Foundation

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39 achievements, including record funding for the Donor Athlete Partnership Program and the
40 success of the 2025 Golden Goggle Awards.

41
42 Mr. Ring spoke about developing a strategic plan by the Board and staff for approval in 2026,
43 which will serve as the foundation for a quadrennial plan. Mr. Ring outlined critical priorities such
44 as strengthening membership, sustaining leadership and athlete support, expanding
45 participation in the sport, and optimizing USA Swimming’s organizational and financial health.

46
47 Finally, Mr. Ring expressed his enthusiasm for the next phase of USA Swimming and shared the
48 sense of privilege he feels in his role, given the organization’s impact on the sport and its athletes.

49
50 **RULES OF ENGAGEMENT/PROTOCOL**

51 Mr. Lang presented the Rules of Engagement for the Board.

52
53 **DECLARATION OF CONFLICT OF INTEREST (2.5.4)**

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

57
58 If a Board member determines there to be a conflict of interest at any point during the course of
59 the meeting when a specific subject is being discussed and/or action is being taken, a declaration
60 of a conflict of interest should be made at that time.

61
62 Sabir Muhammad disclosed his son is a member of the National Team.

63
64 **CONSENT AGENDA**

65 **MOTION:** *To approve the following Consent Agenda items (Attachments 2- 9):*

- 66 a) *Draft September 25, 2025 Board Minutes*
- 67 b) *Draft November 3, 2025 Board Minutes*
- 68 c) *CEO Monitoring Report*
- 69 d) *MR 3.4 Financial Conditions and Activities (Internal)*
- 70 e) *MR 3.6 Financial Planning and Budgeting (Annual Forecast)*
- 71 f) *Postponement of approval of 2026 Budget and CEO’s Annual Compensation Review*
- 72 g) *Foundation Board Member Appointments*
- 73 h) *Foundation Board Chair Appointment*

74 *Seconded. Motion passed unanimously.*

75
76 **VICE CHAIR CANDIDATES**

77 Mr. Lang presented the nominees for the two Board Vice-Chair positions.

78
79 **MOTION:** *To elect Caitlin Leverenz Smith as Board Vice-Chair, for a two-year term. Seconded.*
80 *Motion passed unanimously.*

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MOTION: *To elect Katy Arris-Wilson as Board Vice-Chair Fiscal Oversight, for a two-year term. Seconded. Motion passed unanimously.*

BOARD COMMITTEE APPOINTMENTS

Mr. Lang presented the nominees for various USA Swimming National Committees.

MOTION: *To appoint the following to National Committees:*

- *Mark Tucci to the Investment Committee*
- *Kate Lundsten to the Nominating Committee*

Seconded. Motion passed unanimously.

FINANCE UPDATE

Kenneth Chung, Vice-Chair Fiscal Oversight, noted that all financial details had been included in the documents provided to the Board prior to the meeting.

GOVERNANCE COMMITTEE UPDATE

Kathy Fish presented the Governance Committee’s list of issues under review, starting with high-priority items such as Board awareness, member feedback, building trust and transparency, and the structure and operations of the Local Swimming Committees (LSCs). Ms. Fish additionally outlined the remaining priorities for the committee.

EXECUTIVE COMPENSATION COMMITTEE UPDATE

Ms. Fish stated that the Executive Compensation Committee (ECC) is developing a charter to better define the CEO’s compensation framework based on established performance assessments.

SAFE SPORT UPDATE

Liz Hahn, Director, Safe Sport, presented an overview of Safe Sport case data, noting that in the third quarter there were 147 cases reported. Additionally, Ms. Hahn shared high-level statistics on open cases currently being handled by both the Center and USA Swimming staff.

TECH UPDATE

Patrick Murphy, Managing Director, Technology & Data, gave a brief update on core technology initiatives, noting that version 1 of the mobile app is scheduled for beta testing at the end of February and that efforts are underway to monetize data sharing with external vendors. Mr. Murphy also reported that the organization achieved an 87% positive customer satisfaction score across its software product lines, based on the continuous customer satisfaction feedback provided by members in fall 2025.

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123 **NATIONAL TEAM UPDATE**

124 Greg Meehan, Managing Director, National Team, shared updates on National Team (NT) site
125 visits, noting that these visits have been valuable for fostering a positive culture among NT
126 athletes and coaches. Mr. Meehan also provided staff updates, including the addition of Bruce
127 Gemmell as a consultant for Open Water and upcoming new hires to strengthen the National
128 Team performance staff.

129
130 **CLOSED SESSION**

131 **LITIGATION UPDATE**

132 The Board went into Closed Session so Michelle Steinfeld, Secretary & General Counsel, could
133 provide a litigation update.

134

135 **U.S. CENTER FOR SAFESPORT UPDATE**

136 Ms. Steinfeld delivered an update regarding the U.S. Center for SafeSport.

137

138 **RISK MANAGEMENT UPDATE**

139 Mr. Chung provided a risk management update.

140

141 **OPEN SESSION**

142 The Board came out of closed session to approve the payments below for the CEO to make in
143 January 2026.

144

145 **MOTION:** *To approve the following CEO payments in January of 2026:*

146

- 147 • *Payroll for January*
- 148 • *December Membership Activity to LSCs*
- 149 • *Insurance Premium Payments & Broker Fees*
- 150 • *Club Excellence*
- 151 • *LA2028 Tickets*

152

153 *Seconded. Motion passed unanimously.*

154

155 **CLOSED SESSION**

156 **EXECUTIVE SESSION**

157 The Board went back into Closed Session to conduct an Executive Session; all members of the
158 staff left the meeting except for Mr. Ring.

159

160 **EXECUTIVE SESSION – BOARD ONLY**

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

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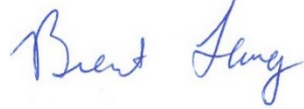
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165 **ADJOURNMENT**

166 Mr. Lang adjourned the December 8, 2025 meeting of the Board of Directors at 12:30 p.m.
167 Central Time.

168
169 Respectfully submitted:

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171



172 Michelle Steinfeld, Secretary and General Counsel

Brent Lang, Board Chair

DRAFT

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USA Swimming Board of Directors Meeting Minutes

December 8, 2025 / Frisco, TX

- Attachment 1
- Attachment 2
- Attachment 3
- Attachment 4
- Attachment 5
- Attachment 6
- Attachment 7
- Attachment 8
- Attachment 9

Agenda

- Page 2 – Draft September 25, 2025 Board Minutes
- Page 2 – Draft November 3, 2025 Board Minutes
- Page 2 – CEO Monitoring Report
- Page 2 – Policy 3.4 Financial Conditions and Activities
- Page 2 – Policy 3.6 Financial Planning and Budget
- Page 2 – USA Swimming 2025 Budget vs 2025 Projection
- Page 2 – USA Swimming Financial Statement Report Q3 2025
- Page 2 – Foundation Board Member Bios

DRAFT

TO: USA Swimming Board of Directors
FROM: Kevin Ring, President & CEO
RE: Internal Report – Management Parameters
DATE: January 23, 2026

I hereby present the following Monitoring Report in accordance and certify that the information contained in this report is true for the reporting period since my last Monitoring Report. Please note that Monitoring Reports for Policies 3.4 and 3.6 will be found in separate reports, per the Policy 4.4 Monitoring Report Schedule in the Board Governing Policies Manual.

Signed  President & CEO

The CEO will ensure the following and report any noncompliance:

1. General Management Constraint.

Exceptions for reporting period: None.

2. Treatment of Members/Customers.

Exceptions for reporting period: None.

3. External Relations.

Exceptions for reporting period: None.

4. Treatment of Employees and Volunteers.

Exceptions for reporting period: None.

5. Asset Protection.

Exceptions for reporting period: None.

6. Compensation and Benefits.

Exceptions for reporting period: None.

7. Emergency Management Succession.

As this is a consultation requirement between the CEO and the Board, this Monitoring Report confirms that this requirement is currently met.

8. Board Awareness and Support.

Exceptions for reporting period: None.

9. LSC Reporting Requirements.

Exceptions for reporting period: None.

10. Foundation Management.

Exceptions for reporting period: None.

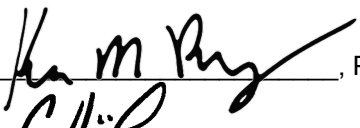

Performance Monitoring Report

TO: USA Swimming Board of Directors
FR: Kevin Ring, President & Chief Executive Officer
Cory Hilliard, Chief Financial Officer
RE: Internal Report – Management Limitations
Quarterly Monitoring on **Policy 3.4: Financial Condition and Activities**
DA: January 26, 2026

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

Similar to prior years and given the timing of this Monitoring Report as it relates to the completion of the 2025 financial “close” results, all stated 2025 financial results herein are preliminary as of our latest projections. Final 2025 results will be completed by early March 2026.

We certify that the information contained in this report and the accompanying Income Statement and Balance Sheet are true for the quarterly period ending December 31, 2025, on a preliminary basis.

Signed  _____, President & CEO
 _____, CFO

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

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

I submit that the Board’s concerns about avoiding fiscal jeopardy are comprehensively interpreted in this Policy’s subsequent provisions.

REPORT:

As to expenditures deviating from Ends policies, anticipated expenditures were itemized in our approved FY 2025 budget and are subject to review by the Board, using its monitoring system to ensure adherence to our Budget Policy (3.6). All expenditures/procurements during this reporting period have been authorized and determined to be consistent with the FY 2025 budget and Ends achievement. For this quarter, we report **COMPLIANCE**.

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

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

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

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

REPORT:

The organization’s financial statements as of and for the year ended December 31, 2024 were audited and issued a clean opinion. The Chief Financial Officer continues to abide by GAAP. Note the audit report for the financial statements as of and for the year ended December 31, 2025 will be issued in mid-2026 once complete.

We therefore report **COMPLIANCE**.

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

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

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

REPORT:

The projected forecast for fiscal year end is total revenue of \$37,573,053 and expenses of (\$37,005,438), and we thus anticipate an operating surplus of \$567,615 compared to the budgeted operating surplus of \$99,532. Understanding this is the latest financial projection and will change between now and year-end close, below are some of the larger deviations from our original 2025 budget at the time of this report:

- Operating revenues projected less than the original budget (net) by an estimated (\$2,176,800) or (5.5%).
 - Membership revenue projected less by an approximate (849,668) given latest registrations and projections compared to budget.
 - Partnership Marketing revenue projected less by an approximate (\$1,644,775).
 - USOPC Partnership revenue projected more by an approximate \$140,700 given additional, unbudgeted special grants and support.
 - Sport & Events revenue projected less by an approximate (\$15,700) primarily due to less projected meet sanction revenue.
- Operating expenses projected less than the original budget (net) by an estimated \$2,645,000 or 6.7%.
 - Sport Development projected less by an approximate \$650,000 primarily due to a reduction in Block Party sanction expenses, USA Swimming Summit savings, personnel, and program efficiencies.
 - Executive projected less by an approximate \$687,600 primarily due to lower personnel expenses in absence of CEO for a partial year.
 - Risk Management/Insurance projected less by an approximate \$187,600 primarily given the latest renewal and premium update. Note that renewals and premiums are not completely known at the time of budget approval, and thus this year’s actual terms came in more favorable than the budget.
 - National Team division projected less by an approximate \$221,350 primarily due to less personnel for a partial year (January through May).
 - Commercial projected less by an approximate 851,600 primarily due to savings with the discontinuation of the printed Splash Magazine and services related to USA Swimming productions moved to in-house (resulting in savings).

We therefore report **COMPLIANCE**.

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

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

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

REPORT:

On a preliminary basis, cash and cash equivalents were \$8,457,297 as of December 31, 2025, and monthly projected operating expenses are approximately \$3,002,000 – thus in compliance at quarter-end.

We therefore report **COMPLIANCE**.

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

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

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

REPORT:

Approximately ten staff members have corporate credit cards, with balances paid in full through the last statements. No other debt originated during this reporting period. We therefore report **COMPLIANCE**.

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

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

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

REPORT:

The Board-designated Reserve and Operating Reserve have been tapped (capitalized or expensed) at approximately \$1.9 million thus far in 2025 for five Board-approved planned investments: the Keeping Athletes First 1.0 and 2.0 initiatives, legal and risk management expenditures, CEO transition expenses, and disaster relief donations to our member clubs. The Board approved all initiatives, to be paid from either the Board-designated Reserve or Operating Reserve. We therefore report **COMPLIANCE**.

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

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

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

REPORT:

Payroll has met the above schedule. USA Swimming processes payables weekly. There are no invoices in dispute as of January 30, 2026, and all payables have been paid on time. We therefore report **COMPLIANCE**.

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

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

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

REPORT:

We have made all withholding taxes and other such payroll payments and filings by the deadline. We filed Forms 1099/1096 by January 31, 2025. We filed the 2024 Form 5500 by the annual filing extension of October 15, 2025. We successfully filed the 2024 Form 990 by the annual filing extension of November 15, 2025. There are no outstanding filings and there have been no late penalties. We therefore report **COMPLIANCE**.

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

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

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

REPORT:

No expenditures in excess of \$250,000 have been incurred that were not part of our approved budget or that were not first approved by the Board. We therefore report **COMPLIANCE**.

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

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

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

REPORT:

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

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

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

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

REPORT:

Primary receivables are membership dues, sponsorship payments, and event fees. At the time of this Monitoring Report, there are no receivables in excess of \$10,000 and in excess of 60 days.

We therefore report **COMPLIANCE**.

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

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

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

REPORT:

Controls in place are consistent with Board Policy. The 2024 fiscal audit was not accompanied by any Management Letter recommendations. We therefore report **COMPLIANCE**.

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

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

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

REPORT:

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

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

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

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

REPORT:

Vice-Chair Fiscal Oversight reviewed and approved all expense reimbursements (either direct or via CEO credit card) submitted by the CEO during the fourth quarter of 2025. We therefore report **COMPLIANCE**.

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

- Topics to include the NCAA landscape and changing regulations regarding name, image, and likeness and revenue sharing with athletes; the evolving role of the U.S. Center for SafeSport and any Congressional response or inquiries into its operations and role; further education and updates on the LA28 Olympic Games; and the sponsorship landscape for the Olympic Movement.

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

- USA Swimming staff provided a governance and finance training to all new Board members in October, after their September election.
- All Board members have completed their USOPC-required training.

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

- Board members will attend the USA Swimming Summit in Denver in September.
- Board members are encouraged to attend USA Swimming meets and the Pan Pacific Championships, if available.

Advocacy for Board-Proposed Changes to the Rules and Regulations: The plan for the Board review and consideration of proposed changes to amend the Rules and Regulations, and determination of communications strategy and advocacy to help the HOD make informed decisions, with understanding of the rationale for and implications/intended benefits of Board-proposed legislative changes.

- The Board is commissioning a task force to review the Local Swimming Committee structure and determine if any changes should be proposed to the House of Delegates.
- The Governance Committee is reviewing its list of priorities to determine whether any other legislative changes should be proposed. If so, it will bring those potential changes to the full Board for review.

Strategic Planning Review: How the Board will systematically review strategic planning (short and long term) and its Ends, over the course of the year/quadrennium (e.g., by priority, by topic, or by emphasis of the Board’s choosing).

- The Board began this process in December and will finalize its new strategic priorities– for 2026 in Q1 of 2026 and for the Quad by mid-year 2026.

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

- The Board has amended the Monitoring Report schedule, which the CEO will present in writing before each meeting, for Board approval.
- Once the Board revises its Ends in Q1 of 2026, it will also determine how best to monitor the CEO’s performance under this new system. The goal will be to establish measurable metrics that will be used for the CEO evaluation and bonus.

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

- The Board’s self-assessment was delayed during the CEO search process. It will conduct its first quad self-evaluation in the Spring of 2026 and its second quad self-evaluation in the Spring of 2028.

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

- The Board Chair has provided the Board with the meeting schedule for 2026 and 2027 and will alert the Board to any necessary changes.

Laura Hall Bio / Nominating Committee

- The USOPC provided us with Laura's name, as she is in their pool of independents.
- Laura is the Director of Recreation at the University of Florida where she runs a comprehensive recreation program including a building plan to add facilities to the campus.
- She has also been a leader Penn State and at UC Davis. Before that, she worked at Sacramento State.
- Apart from her professional work Laura has been really involved as a leader in Special Olympics programming and has been involved as a Board member at the National Intramural Recreational Sports Association.



USA Swimming, Inc.
2025 Budget vs. Projection and 2026 Budget
 As of 1/30/2026

	Year Ending 12/31/2025		\$ Variance '25 Proj. to '25 Bud.	Year Ending 12/31/2026		\$ Variance '26 Bud. to '25 Proj.
	Budget	Projection		Budget	Projection	
Operating Surplus (Deficit)						
Operating Revenue						
Membership	\$ 24,928,820	\$ 24,079,152	(849,668)	\$ 23,980,095		(99,057)
Partnership Marketing	5,678,000	4,033,225	(1,644,775)	5,222,900		1,189,675
USOPC Partnership	5,185,500	5,326,182	140,682	5,135,500		(190,682)
Foundation	1,643,182	1,772,561	129,379	1,807,525		34,964
Sport and Events	1,379,000	1,363,293	(15,707)	1,586,400		223,107
Other Income	346,576	392,836	46,260	358,575		(34,262)
Investment Income - Dividends & Interest	553,773	553,773	0	814,185		260,412
Interest Income - Short-Term Earnings	35,000	52,031	17,031	30,000		(22,031)
Total Operating Revenue	39,749,851	37,573,053	(2,176,798)	38,935,180		1,362,126
Operating Expenses						
Technical/Sport						
National Team	10,261,496	10,040,136	221,361	11,361,052		(1,320,915)
Sport Development	7,540,661	6,892,830	647,830	6,529,498		363,332
Event Operations	4,533,851	4,848,262	(314,410)	7,875,381		(3,027,119)
Total Technical/Sport	22,336,008	21,781,228	554,780	25,765,931		(3,984,702)
Other Programs						
Commercial	5,079,271	4,227,694	851,576	4,069,776		157,918
Risk Management/Insurance	4,099,673	3,912,050	187,623	4,052,763		(140,713)
Foundation Support	300,000	300,000	0	300,000		0
Total Other Programs	9,478,944	8,439,744	1,039,199	8,422,539		17,205
Support Divisions						
Executive	1,453,962	766,336	687,626	1,678,509		(912,173)
Finance & Operations	1,791,511	1,700,852	90,659	1,160,658		540,194
Business Affairs	1,642,450	1,441,804	200,646	1,825,476		(383,672)
Technology	2,947,444	2,875,474	71,970	5,275,082		(2,399,608)
Total Support Divisions	7,835,367	6,784,466	1,050,901	9,939,725		(3,155,259)
Operating Expenses	39,650,319	37,005,438	2,644,881	44,128,195		(7,122,756)
Operating Surplus (Deficit)	99,532	567,615	468,083	(5,193,015)		(5,760,630)
Non-Operating Board Approved Reserve Investments:						
Operating Reserves:	1,515,910	1,411,847	104,063	397,304		1,014,543
Board Designated Funds:	648,010	1,134,160	(486,150)	250,000		884,160
Total Non-Operating Board Approved Reserve Investments	2,163,920	2,546,007	(382,087)	647,304		1,898,703
Surplus (Deficit) before Investment Gain (Loss)	(2,064,388)	(1,978,392)	85,996	(5,840,319)		(3,861,927)
Non-Operating Investment Gain (Loss)	1,046,227	3,313,258	2,267,031	2,214,185		(1,099,073)
Net Surplus (Deficit)	\$ (1,018,161)	\$ 1,334,866	2,353,027	\$ (3,626,134)		(4,961,000)



OBJECTIVES & KEY RESULTS (OKRs) – PUBLIC VERSION

GROW THE SPORT

Expand access and fuel participation at every level of swimming

- Identify primary drivers of membership to guide growth strategy
- Develop a compelling value proposition for USA Swimming membership
- Increase number of teams hosting Block Party meets
- Maximize club satisfaction with Block Party program
- Grow the Community Swim Team program
- Enhance member service offerings



STRENGTHEN THE ORGANIZATION

Build a high-performing, financially resilient, mission-driven organization

- Increase non-membership revenue
 - Grow partnership revenue
 - Increase philanthropic giving
 - Identify and activate new revenue opportunities to diversify revenue
- Publish updated Mission, Vision, and Value statements



ELEVATE PERFORMANCE

Deliver world-leading athlete support and competitive excellence

- Win the most total and gold medals at the 2026 Pan Pacific Championships and 2026 World Aquatics Swimming Championships (25m)
- Implement Race Analytics Platform
- Complete training site visits to majority of National Team athletes



INSPIRE MEMBERS & FANS

Create and showcase exceptional experiences that support, connect, and celebrate the swimming community

- Maintain customer satisfaction scores above industry standards for SWIMS-based services
- Establish a high customer satisfaction rating for new USA Swimming App
- Increase short form content to promote the sport and reach new audiences



Mission & Vision



Mission

To grow, support, and elevate the sport of swimming by empowering athletes, coaches, clubs, and our broader community to achieve excellence at every level.

Vision

An inspirational and innovative swimming community uniting grassroots and elite athletes under a recognized standard of excellence - where swimming is a universally accessible sport and the United States remains the global leader in performance and development.



Core Values



Community • Excellence • Safety • Growth • Accountability

Community - We embrace collaboration and inclusiveness, recognizing that our strength comes from a nationwide community working together to advance the sport.

Excellence - We seek continuous improvement through new ideas, innovative technologies, and data-driven approaches and pursue excellence at every level through the highest standards in athletic performance, organizational operations, and service to our members.

Safety - We prioritize physical, emotional, and mental well-being, ensuring all members train and compete in environments that reflect the commitment to athlete safety central to the Olympic Movement.

Growth - We are committed to expanding access to the sport, reducing barriers to participation, and supporting lifelong development for athletes, coaches, officials, and clubs by celebrating the joy of swimming and a lifelong love of the water.

Accountability - We act with honesty, transparency, and responsibility, with full accountability to our members and stakeholders.



Strategic Pillars





Board of Directors' Governing Policies Manual

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Introduction

This Board of Directors' Governing Policies Manual (the "Governing Policies") contains the performance standards, values, and expectations of the Board of Directors ("the Board") of USA Swimming ("USA Swimming").

1. **Purpose:** The Governing Policies are 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 Board 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 the Governing Policies. The Board will also ensure that the Governing Policies and organizational practices are consistent with and do not contradict the USA Swimming Rules and Regulations (the "Rules and Regulations") as established by the House of Delegates (the "HOD"). Except for time-limited or procedural-only Board decisions (e.g., approving minutes, electing officers, etc.), which are recorded in Board meeting minutes, all standing Board policies shall be included or referred to in the Governing Policies. The CEO is responsible for developing operational and administrative policies and procedures that are consistent with the standards set forth in the Governing Policies.
3. **Transition:** Unless a prior Board resolution or contract obligates the organization regarding a specific matter, the Governing Policies supersede previous Board resolutions. If an actual or apparent conflict arises between the Governing Policies 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 the Governing 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 Governing Policies. 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).

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Policy 1.0 Strategic Pillars

Date of adoption / Last revision: *January 30, 2026*

- Grow the Sport: Expand access and fuel participation at every level of swimming
- Strengthen the Organization: Build a high-performing, financially resilient, mission-driven organization
- Elevate Performance: Deliver world-leading athlete support and competitive excellence
- Inspire Members and Fans: Create exceptional experiences that support, connect, and celebrate our community

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Policy 2.0 Governance Purpose

Date of adoption / Last revision: *January 30, 2026*

Acting on behalf of the membership, the U.S. Olympic & Paralympic Committee (“USOPC”), and the American public, the purpose of the Board is to ensure that USA Swimming:

1. Achieves appropriate results for or on behalf of the membership, the USOPC, and the American public (as specified in the Strategic Pillars at an optimal cost; and
2. Avoids unacceptable actions and situations.

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Policy 2.1 Governing Philosophy and Values

Date of Adoption / Last Revision: *December 6, 2021*



The Board will govern lawfully and in compliance with the USOPC'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.

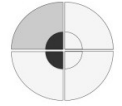
Accordingly:

1. The Board will uphold the 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 USA Swimming.
3. The Board will use the expertise of its members to enhance its understanding of issues, but it 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 Swimming 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 USOPC, and the American public, not on the administrative/operational means of attaining those outcomes. As such, the Board's activities are strategic in nature and the Board delegates the authority and ability to operate day-to-day activities to the CEO.
5. The Board will establish and adhere to its own performance expectations pertaining to matters such as attendance, meeting preparation and participation, policymaking, 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 the Governing Policies upon appointment or election.
 - B. Orientation for new Board members will include three primary components:
 - i. Governance process: The Governance Committee, as defined in Policy 2.8 *Board Committee Structure*, will ensure provision of training including the governance principles underlying the Governing Policies and the Bylaws, with particular emphasis on Policy 2.5 *Board Members' Code of Conduct*.
 - 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 Swimming (e.g., financials, key personnel, key products/programs/services, etc.).
6. Although the Board may change the Governing Policies at any time, it will diligently observe those currently in effect.
7. All policies of the Board are contained in the Governing Policies, and they remain in effect, unless amended or deleted by Board action.
8. The Board will be accountable to the membership, the USOPC, 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 Policies 2.0 through 2.10 ("*Board Process Policies*") and Policies 4.1 through 4.6 ("*Board-Management Delegation Policies*").

The Board shall exhibit operational and financial transparency; the Board's activities will be open and accessible to reasonable scrutiny by the membership, the USOPC, and the American public, with the exception of personnel or other matters of a sensitive nature. [Back to Table of Contents](#)

Policy 2.2 Board Objectives

Date of adoption / Last revision: *January 30, 2026*



Board Process

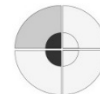
On behalf of the membership, the USOPC, and the American public, the Board's role is to define and ensure appropriate organizational performance.

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

1. **Connection with Members, the USOPC, 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 USOPC, and the American public as they relate to USA Swimming's activities and scope of influence, and it will develop and maintain the Strategic Pillars, 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 USOPC, 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 leadership, transparency, and accountability to the HOD.
 - ii. The Board will proactively communicate its rationale for and the implications/intended benefits of legislative changes it proposes to the HOD.
2. **Performance Standards:** The Board will maintain written performance standards, as set forth in the Governing Policies, addressing the broadest, and as appropriate, more defined levels of all organizational decisions and situations.
 - A. **Strategic Pillars:** Strategic results priorities describing intended organizational impacts, benefits, outcomes, and 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:** Specification of 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 maintains responsibility for the selection, compensation, evaluation, and termination of the CEO, and it will ensure Strategic Pillar fulfillment, financial solvency, and organizational integrity by holding itself accountable for effective governance as defined in the Governing Policies, and it will hold the CEO accountable for successful achievement of the Strategic Pillars and adherence to Policies 3.0 through 3.11 ("*Management Parameters Policies*").
 - A. Pending its determination that the proposed budget is compliant with Policy 4.6 *Financial Planning and Budgeting*, the Board will approve the annual operating budget for the subsequent fiscal year at its November meeting.
 - B. Pending its annual determination that a fiscal year's proposed Organizational Key Results ("OKRs") constitute achievement of the Strategic Pillars, the Board shall approve the annual OKRs, which, together with the Strategic Pillars, shall constitute the strategic plan of USA Swimming.
4. In addition, the Board maintains responsibility for:
 - A. Establishing new membership categories and making recommendations to the HOD for changes to fees for Club membership (including seasonal) and the Individual categories of annual, seasonal, outreach, and single meet open water.

- B.** Serving as an appellate body for National Board of Review decisions.
 - C.** Making decisions outside the boundaries of authority delegated to the CEO (as proscribed in the *Management Parameters Policies*).
5. The Board shall take all reasonable steps to ensure that the governing documents (e.g., Articles of Incorporation, Bylaws, Rules and Regulations, the Governing Policies, etc.) and practices and procedures of USA Swimming meet the Compliance Standards promulgated by the USOPC and the U.S. Center for SafeSport.

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Board Process

Policy 2.3 Board Work Plan and Agenda Preparation

Date of adoption / Last revision: *January 30, 2026*



Board Process

To fulfill its role, the Board will prepare and follow an annual work plan that: (1) re-explores the Strategic Pillars 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 HOD's annual meeting in September, so that administrative planning and budgeting for the next fiscal year can be focused on addressing the Strategic Pillars and OKRs.
2. **Work Plan Development:** At the January/February meeting, the Board Chair will present for the Board's consideration and approval a suggested work plan for the following year's meetings. Considerations should include:
 - A. **Board Education:** Identification of topics that will elevate the Board's competencies, primarily of external issues and trends that impact the Strategic Pillars, 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 Swimming's governance system and documents, overview of key strategic issues to be addressed early in new Board members' tenure, and operational overview. Orientation is to be conducted within three months of new Board members being seated. Board members must also complete training as required by the USOPC.
 - C. **Engage with Membership:** How the Board will connect with members, through phone calls and emails, and during swim meets and LSC meetings.
 - D. **Advocacy for Board-Proposed Changes to the Rules and Regulations:** The plan for the Board review and consideration of proposed changes to amend the Rules and Regulations, and determination of communications strategy and advocacy to help the HOD make informed decisions, with understanding of the rationale for and implications/intended benefits of Board-proposed legislative changes.
 - E. **Strategic Planning Review:** How the Board will systematically review strategic planning (short and long term) and the Strategic Pillars, over the course of the year/quadrennium (e.g., by priority, by topic, or by emphasis of the Board's choosing).
 - F. **Assessment/Evaluation of CEO Performance:** Reviewing the schedule of planned monitoring activities to assure performance Strategic Pillars and adherence to *Management Parameters* Policies.
 - G. **Self-Assessment:** Methods and timeline for periodic evaluation of how well the Board is fulfilling its role (i.e., in accordance with *Board Process* Policies and *Board-Management Delegation* Policies) and open discussion of how the Board's performance can be improved. At least twice per quad, the Board will perform a self-evaluation using a USOPC-provided resource.
 - H. **Meeting Schedule/Locations:** Confirmation of the meeting schedule for the coming year to maximize Board member attendance and participation.
3. **Meeting Agendas:** The Board 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 Board Chair at least twenty-one 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 seven days prior to the regularly scheduled Board meeting.
 - C. Additional matters may be added to the agenda of any regularly scheduled Board meeting by the Board Chair and/or the CEO, or by affirmative vote of a majority of those present.
 - D. Meeting minutes from the prior meeting must be approved by the Board at each meeting. Minutes must document attendance for the meeting and include a summary of the discussion topics and content for the meeting. Minutes must include any Conflict of Interest disclosures, or lack thereof, which will be requested

by the Board Chair at the start of each meeting. Minutes must also include any recusals from discussions, votes, or the meeting (including when a Board member leaves and re-enters the meeting room or videoconference).

4. **CEO Performance Monitoring:** As a core element of the CEO's evaluation process (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's provision(s), as interpreted
5. **CEO Annual Compensation Review:** As part of the Board's annual performance evaluation of the CEO, 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. After that discussion, and prior to December 15, a subgroup of the Board selected by the Board 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 for 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, by majority vote, in closed session whenever it deems such closed session to be in the best interest of the organization, and the closed session will be attended only by Board members and others specifically invited by the Board Chair or the Board by majority vote. Board members, staff, and other persons present shall not discuss or disclose closed session proceedings outside of the closed session without prior authorization of the Board. High-level topics discussed in closed session are to be reflected in meeting minutes.

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Policy 2.4 Board Chair's Role and Authority

Date of adoption / Last revision: *January 30, 2026*



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

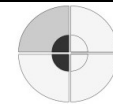
Accordingly:

1. The Board 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 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 Board Chair is authorized to make decisions consistent with *Board Process* Policies 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 Board Chair may use any reasonable interpretation of these policies.
 - A. The Board Chair is empowered to preside at Board meetings with the commonly accepted power of that position, such as ruling and recognizing.
 - B. The Board Chair has no authority to make decisions within the Strategic Pillars and adherence to *Management Parameters* Policies. Therefore, as the CEO is accountable to the Board as a whole, the Board Chair does not have authority to supervise or direct the CEO.
 - C. The Board 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 Board Chair.
 - D. The Board Chair may delegate their authority but remains accountable for its use.
 - E. The Board Chair shall appoint all non-athlete members of Board Committees and their respective chairs unless otherwise designated in the Rules and Regulations, the Bylaws, or the Governing Policies. The Board Chair is an Ex-Officio non-voting member of all Board Committees.
3. The Board 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 *Board Process* Policies 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.

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Policy 2.5 Board Members' Code of Conduct

Date of adoption / Last revision: *December 6, 2021*



Board Process

The Board expects ethical, professional, and lawful conduct, of itself and its members, 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 Swimming's governing documents (i.e., the Articles of Incorporation, the Bylaws, the Rules and Regulations, and the 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.
3. **Duty of Loyalty:** Board members must demonstrate loyalty to the interests of USA Swimming, superseding any conflicting loyalties, such as to segments of the membership, family members, advocacy or interest groups, affiliated entities, staff, other organizations, or any personal interests as a member of the organization.
4. Board members must avoid any conflict of interest with respect to their fiduciary responsibility and abide by the USA Swimming Statement of Ethics and Conflict of Interest Policy. (Appendix C)
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 must recognize that in their interaction with the media, the public, or other entities, they 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 Board Chair is the subject of the concern, it should be brought to the Board Vice-Chair. If the CEO or a staff member is the subject of the concern, the Board will refer to its process in Policy 4.4 *Monitoring CEO Performance*.
9. If a Board member is alleged to have violated the Governing Policies:
 - A. The Board Chair (or Board Vice-Chair, if the Board 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 Board Chair will put the issue on the agenda for closed session. The respondent Board member will be allowed to present their views prior to the Board determining whether the action violated the Governing Policies.
 - C. A Board member found by the Board (by majority vote) to have violated the 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: *January 30, 2026*

Board member engagement and participation is integral to the Board's leadership. 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 the Articles of Incorporation, the Bylaws, future Board resolutions, the Rules and Regulations, including the Code of Conduct, and the Governing Policies.
2. **Attendance:** Board members are expected to attend Board meetings on a regular and punctual basis. Absence from more than one of the 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 HOD annual meeting.
 - A. In case of extenuating circumstances, a Board member may request a waiver to this provision. Waivers may be granted 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 USOPC, and the American public that can be addressed through USA Swimming's mission and Strategic Pillars.
5. **Responsiveness:** Board members will be attentive to Board communications and respond promptly to staff and Board member requests for feedback.
6. **CEO Relationship:** 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 Board 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 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.
10. **Participation in Organizational Activities:** Board members are also encouraged to (i) promote and support the activities of the USA Swimming Foundation; and (ii) attend the annual meeting of the HOD, and (iii) attend the USA Swimming National Workshop.
11. **Anti-Discrimination Training:** Board members must participate in any anti-discrimination training required by state and/or local law applicable to USA Swimming.

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Policy 2.7 Board Committee Principles

Date of adoption / Last revision: *December 6, 2021*



The Board may establish additional Board Committees (“Additional Board Committees”) to supplement the Board Standing Committees that are set forth in the Bylaws, to help the Board be more effective and/or efficient in its work. Additional Board Committees and Board Standing Committees are collectively referred to as “Board Committees” in the Governing Policies. Board Committees are not to interfere with the Board’s delegation of authority to the CEO or the CEO’s delegation of authority to other staff.

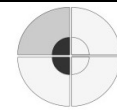
Accordingly:

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 Policy 2.8 *Board Committee Structure* in order not to conflict with authority delegated to the CEO.
4. As the CEO works for the full Board, they 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 Policy 2.8 *Board Committee Structure*, appointments to Board Committees will take place after the first Board meeting following the annual HOD 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. Working groups and 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: *December 19, 2024*



Board Process

Board Committees are those established by and with authority emanating from the Board or as designated the Rules and Regulations, regardless of whether composition includes non-Board members. The only Board Committees are those set forth below. Unless otherwise specified, the CEO or their staff designee will serve as a non-voting member and resource/liaison for each Board committee. The CEO or their staff designee will attend all committee meetings, including closed sessions.

Board Standing Committees (set forth in Bylaws)

1. Nominating Committee

- A. **Deliverable #1:** Conducts the Nominations process, as stipulated in the Bylaws, and Policy 2.9 *Board Nominations and Election*.
- B. **Authority:** Incurs costs as budgeted and management time as needed.
- C. **Composition:** As outlined in the Bylaws.

2. Investment Committee

- A. **Deliverable #1:** Conducts quarterly performance review of USA Swimming's and the Foundation's portfolios, as reported to the Investment Committee by the Investment Advisor.
Deliverable #2: Recommends revisions to the Board and the Foundation Board concerning each entity's Investment Policy. (*See Appendix B*).
Deliverable #3: Oversees and conducts periodic reporting to the Boards regarding the performance of the investment portfolios, per each respective Investment Policy.
Deliverable #4: Makes recommendations for the selection and retention of the Investment Advisor(s) to both Boards.
- B. **Authority:** To incur costs as budgeted and management time as needed.
- C. **Composition:** As outlined in the Bylaws.

3. Audit Committee

- A. **Deliverable #1:** Confirms auditor's independence and recommends to the Board the engagement of an auditor by no later than end of February each year.
Deliverable #2: Annually specifies the audit scope, consistent with Policy 4.4 *Monitoring CEO Performance*, including approval of any permitted non-audit services to be provided by the independent auditor.
Deliverable #3: Assures that the auditor has unfettered access to organizational management and records.
Deliverable #4: Reviews with the independent auditor of any problems encountered when performing the audit, the audited financial statements, and any management letter provided by the auditor.
Deliverable #5: Recommends for Board consideration any revisions to the Board's fiscal policies.
Deliverable #6: Reviews the annual Form 990 prior to distribution to the Board and subsequent submission to IRS.
Deliverable #7: Reviews and accepts the annual Audit Report and makes recommendations for the Board to accept the audit report prior to the distribution to the Board.
Deliverable #8: "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:** Directs 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. No member of the committee shall have check signing authority for USA swimming.

C. Composition: As outlined in the Bylaws.

4. Credentials/Elections Committee

A. Deliverable: Certifies delegates at the annual meeting of the HOD, supervise elections held at the annual meeting, and certifies results of elections held at the annual meeting.

B. Authority: Incurs costs as budgeted and management time as needed.

C. Composition: As outlined in the Bylaws.

5. National Board of Review Committee

A. Deliverable: Acts as a hearing body to resolve matters, questions, and disputes involving USA Swimming, the LSCs, or the membership – per the Rules and Regulations.

B. Authority: Incurs costs as budgeted and management time as needed.

C. Composition: As outlined in the Bylaws.

6. Ethics Committee

A. Deliverable #1: Makes recommendations for Board consideration regarding revisions to USA Swimming's Statement of Ethics and Conflict of Interest Policy.

Deliverable #2: Reviews Conflict of Interest Disclosure forms filled out annually by all individuals covered by the Conflict of Interest Policy; documents review of disclosures, decides if any potential conflicts of interest do exist and whether any mitigating measures are possible, and determines steps that the individual involved must take to manage or avoid the potential conflict; investigate any reports of alleged violations of the Conflict of Interest Policy.

Deliverable #3: Investigates and makes determinations regarding potential and/or alleged retaliation under USA Swimming's Whistleblower and Anti-Retaliation Policy.

Deliverable #4: Reviews disclosures under USA Swimming's Gifts and Entertainment Policy; makes any appropriate approvals of potential gifts or invitations as required by the Gifts and Entertainment Policy.

B. Authority: Directs individuals covered under the Conflict of Interest Policy in order to avoid potential conflicts; investigates reports of any alleged violations of the Conflict of Interest Policy and generates a report of findings; takes appropriate and reasonable disciplinary and corrective action as appropriate for any violations of the Conflict of Interest Policy; investigates any reports of retaliation under the Whistleblower and Anti-Retaliation Policy and files any necessary complaints with the National Board of Review; approves disclosures under the Gifts and Entertainment Policy and requires, as necessary, that any gifts be returned or donated; investigates complaints of campaigning under Bylaw 6.3.3(D), and may issue sanctions, including disqualification from the ballot and, for complaints regarding previously elected Board members, may impose sanctions including but not limited to a suspension and/or a recommendation for removal pursuant to the process in Bylaw 4.5.1; investigates complaints that any Board member has failed to attend to their official duties or responsibilities or has done so improperly and may impose sanctions, including but not limited to suspension and/or a recommendation for removal pursuant to the process in Bylaw 4.5.1.

C. Composition: As outlined in the Bylaws.

Additional Board Committees

1. Governance Committee

A. Deliverable #1: As directed by the Board or requested by the Board Chair, prepares and/or reviews proposed revisions to the Governing Policies, the Bylaws, and Board-proposed revisions to the Rules and Regulations.

Deliverable #2: Orients and trains new Board members.

Deliverable #3: Recommends, for Board consideration, additional Board training opportunities to enhance the Board's governance skills and capabilities.

B. Authority: Incurs costs as budgeted and management time as needed.

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

2. **Executive Compensation Committee**

A. Deliverable #1: Recommends, for Board consideration, adjustments to the CEO's compensation and benefits package. Presents to the Board in a timely manner, to allow final action to be taken by the November meeting.

Deliverable #2: Accompanying the recommendations, provides data as to comparable compensation for similarly qualified persons in comparable positions.

Deliverable #3: Contemporaneously documents and records deliberations and decisions regarding CEO compensation.

Deliverable #4: Prepares for Board's consideration in February, and in consultation with the CEO, annual incentive plan goals and metrics for the bonus component of CEO compensation; annually reviews and reports to the Board the CEO's performance results vis-a-vis previously established goals.

B. Authority: Incurs costs as budgeted and management time as needed.

C. Composition: Three (3) Board members. Two Board members, including at least (1) non-athlete Board member, both chosen annually by the Board Chair, and one (1) Board athlete representative, appointed annually by the Board athlete representatives and approved by the Board Chair. Chair to be selected by the Board Chair.

3. **Zone Directors' Council**

A. Deliverable: Provides of advice to inform the Board of issues and opportunities within the four zones.

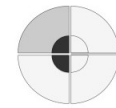
B. Authority: Incurs costs as budgeted and management time as needed.

C. Composition: The twelve (12) elected Zone Directors, consisting of a Coach Director, a Non-Coach Director, and an athlete representative (approved and appointed by the USA Swimming Athletes' Advisory Council) from each Zone. 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: *December 19, 2024*



Board Process

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

1. **Appointment:**
 - A. By January 1 of each year, the Secretary & General Counsel shall distribute the current Nominating Committee roster/term matrix, noting that the Board, committees, and councils due to make appointments to the Nominating Committee are to do so by no later than February 1 (the “Appointment Deadline”). The notice is to convey that individuals serving on the Nominating Committee may not run for election.
 - B. The incumbent chairperson 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. If the incumbent chairperson is no longer serving on the Nominating Committee, the Secretary & General Counsel shall convene the meeting. At the initial meeting of the Nominating Committee, the Committee shall select a new chairperson from among its own membership.
 - C. The Nominating Committee will be provided with an onboarding training at its first meeting, so that Committee members understand their responsibilities and obligations.
2. **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 (the “Board Charge”) 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 to be considered must at least include:
 - A. Past demonstration of commitment to USA Swimming, or a “demonstrable connection to the sport.”
 - B. Governance experience, e.g. knowledge and skills in policy-making, legal and fiduciary responsibilities.
 - C. High-level (board or management) experience in setting standards for and/or overseeing a multi-million-dollar corporation.
 - D. Financial literacy.
 - E. Demonstrated ability to participate productively in group processes.
 - F. Professional relationships/associations that may be beneficial to USA Swimming.
 - G. Commitment to support and adhere to the Board’s governing documents (Bylaws, these Governing Policies, etc.).
 - H. Ensuring diversity within the Board’s composition (gender, ethnic, age, geography, etc.).
 - I. For incumbent or past Board members seeking re-nomination, fulfillment of individual Board members’ responsibilities.
 - J. Expertise to drive the mission of USA Swimming.
3. **Call for Nominations:** The Nominating Committee shall issue a Call for Nominations. Applicants may self-nominate or be nominated by a third party with written consent of the applicant. No nominee may be ultimately placed on the final ballot if they have not gone through this application process, as well as the below screening and interview process. The Call for Nominations shall convey the number and qualifying criteria, per the Bylaws, of Board seats to be elected at the annual meeting of the House of Delegates, and shall include:
 - A. The deadline by which nominations must be submitted.
 - B. 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 is 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.
- C. The Board Charge for that nominating cycle.
- D. An application form addressing prospective nominees' qualifications, skills, and reason(s) for interest in serving on the Board. This application will include eligibility disclosures described in Bylaw 4.6 and below in Paragraph 4. A social media review consent form will be included in the application and must be signed by all applicants.
- (1) In election cycles where one or more Independent(s) must be elected to maintain the Board composition described in Bylaw 4.2, the application will additionally include confirmation of Independent status, as outlined in Bylaw 4.6.4.
- E. A Letter of Commitment, which states that no nominee shall be eligible for election unless they have signed a written commitment to adhere to USA Swimming's Articles of Incorporation, Bylaws, future Board resolutions, the Board Governing Policies Manual, and the Rules and Regulations, including the Code of Conduct, then in effect. The Call for Nominations will include the date by which the signed letter must be received, prior to any nominee being placed on the ballot.
- F. A Conflict of Interest disclosure, per Appendix C.
4. **Candidate Screening:** To include the following:
- i. Eligibility. Nominees must meet the following requirements of Bylaw 4.6. Any ineligible nominees will be eliminated at this stage, prior to review by the Nominating Committee.
 - 1) Criteria as outlined in Bylaw 4.6
 - 2) Review of a conflict of interest disclosure by the Ethics Committee, per Bylaw 6.3.2B.
- The Secretary & General Counsel will receive disclosures as part of the application and will resolve questions and disputes in eligibility and the application of these qualifications.
- ii. Good Standing. Nominees must be members of USA Swimming in good standing prior to review by the Nominating Committee, throughout the nomination and election process, and during their entire service on the Board, if elected.
5. **Interviews:** Based on the above screening, eligible nominees will be reviewed by the Nominating Committee and the Committee will determine which nominees it wants to invite to participate in an initial recorded interview with a minimum of two Committee 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 Committee members. All Committee members must watch each interview prior to deciding which nominees it will propose.
- A. In nomination cycles where one or more Independent candidate(s) must be elected, the Nominating Committee will confirm during the interview process that candidates who are pursuing the Independent seat meet the criteria for Independent status, as outlined in Bylaw 4.6.4.
 - B. Based on initial interviews, those nominees the Nominating Committee wishes to advance for further consideration will be invited to participate in a second recorded interview with a minimum of two Committee 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 Committee members. All Committee members must watch each interview prior to deciding which nominees it will propose.
6. **Selection of Nominees:** The Nominating Committee shall consider the merit and qualifications of all nominees who have passed the screening and who have fulfilled the interview process. It shall address the Board composition requirements of seats to be filled in the current elections cycle (see Bylaw 4.2.4 regarding required composition). The Committee will recommend at least two, but not more than three, nominees (the "Proposed Nominees") for each open seat.

- A.** The list of all nominees and the ballot will be presented to the House of Delegates by August 7, prior to the annual meeting. The list of all nominees will also include a biography/nominee statement, not to exceed 500 words regarding the nominees' contribution to swimming, and nominee photograph, if provided. This communication will include the Board Charge, an overview of the Nominating Committee process, and an explanation of the role of the House of Delegates in the election process. Additionally, the Nominating Committee will provide an explanation as to why it has nominated the Proposed Nominees, including a description of how the Proposed Nominees meet the Board Charge.
 - B.** A list of all nominees and a ballot for athlete representatives to the Board will be distributed to athletes who meet the USOPC and USA Swimming definitions of "10-Year Athlete" at least 30 days prior to the annual meeting of the House of Delegates, along with instructions informing these athletes how to vote. The list of all nominees will also include a biography/nominee statement, not to exceed 500 words regarding the nominees' contribution to swimming and a nominee photograph, if provided. This communication will include the Board Charge, an overview of the Nominating Committee process, and an explanation of the role of 10-Year Athletes in the election process. Additionally, the Nominating Committee will provide an explanation as to why it has nominated the Proposed Nominees, including a description of how the Proposed Nominees meet the Board Charge. The period of the election shall be seven (7) days, commencing eight (8) days prior to the annual meeting of the House of Delegates, and closing the day prior.
 - C.** All individuals placed on the list of all nominees and the ballot must first participate in the above screening and interview process. However, if the Nominating Committee does not propose a nominee, it will notify that individual by July 22 prior to the annual meeting of the House of Delegates. Any such individuals may self-nominate by submitting their names to the Secretary & General Counsel no later than July 31 before the annual meeting of the House of Delegates. These individuals may also provide the same supplemental information as the Proposed Nominees in Paragraph 6(A) and must do so by July 31 for this information to be included on the list of all nominees. These nominees will have the same campaigning rights and restrictions as Proposed Nominees, as outlined in Bylaw 6.3.3(D). If an individual does not first go through the Nominating Committee application, screening, and interview process, they may not be placed on the ballot by any means. Additionally, if a nominee does not pass the screening process (i.e., the nominee does not meet the qualifications in Bylaw 4.6 and/or is not a member of USA Swimming in good standing), they may not be placed on the ballot by any means
 - D.** All individuals on the list of all nominees and the ballot must sign the Letter of Commitment no later than July 31.
 - E.** All individuals placed on the list of all nominees and the ballot must adhere to the rules on campaigning found in Bylaws 6.3.3(D). Any complaints of prohibited campaigning will be referred to the Ethics Committee, per Bylaw 6.3.3(E) and may be cause for disqualification from the election.
- 7. Election:** The ballots distributed to the House of Delegates and to the 10-Year Athletes shall explicitly state/present:

 - A.** The names of all nominees, including which nominees were proposed by the Nominating Committee and which were not.
 - B.** The number of votes that may be cast by each Delegate or athlete.
 - C.** For at-large Board positions, the composition requirements for seats open to election.
 - D.** The final date by which all ballots must be received.
 - E.** The nominees with the highest number of votes, subject to Board composition requirements which must be fulfilled, shall be elected to the Board.
- 8. Timeline:** The annual nominations and election cycle timeline shall be:

 - January 1: Secretary & General Counsel distributes the Nominating Committee roster/term matrix.
 - February 1: New Nominating Committee appointees confirmed.
 - January/February: At the January/February Board meeting, the Board determines the Board Charge.
 - February/March: The Nominating Committee selects its chairperson and begins updating the Call for

Nominations.

- Early April: The Call for Nominations is announced and promoted/distributed, including via email to the membership and on the USA Swimming website.
- May 15: Deadline for all nominations to be submitted.
- May 15 – June 1: Eligibility and good standing screening.
- June 1 – July 15: Nominee interviews and Nominating Committee review.
- July 22: Nominating Committee selects Proposed Nominees and notifies those not selected.
- July 31: Biography/nominee statement due from all nominees; deadline for individuals not proposed to self-nominate and also provide biographies/nominee statements. Letters of Commitment due from all nominees to be placed on the ballot.
- August 7: Nominating Committee sends the list of nominees and the ballots sent to the House of Delegates and 10-Year Athletes.
- Eight (8) days prior to the annual meeting of the House of Delegates: Electronic balloting begins for the athlete representative election. Balloting closes the day prior to the meeting, with the election results announced simultaneous to those of the at-large election.
- Three (3) days before the annual meeting of the House of Delegates: Ballot re-sent to final, confirmed members of the House of Delegates.
- Annual meeting of the House of Delegates: Live/pre-taped Meet the Candidates. The at-large election is conducted and the elected at-large and athlete representative(s) are announced.

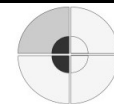
9. Exceptions to the Nomination and Election Process

- A.** The following Board members shall be exempt from the process described above and shall be elected as follows:
- i. The Chair of the National Team Steering Committee shall be elected pursuant to Article 501.1.4 of the USA Swimming Rulebook.
 - ii. The Team USA Athletes' Commission Representative and the Team USA Athletes' Commission Alternate shall be elected pursuant to the Team USA Athletes' Commission Bylaws and the Team USA Athletes' Commission Member Elections and Voting Policy.

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Policy 2.10 Budgeting for Board Prerogatives

Date of adoption / Last revision: *December 6, 2021*



Board Process

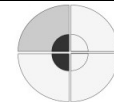
The Board will consciously invest in its ability to govern effectively. Accordingly:

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 Governing 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 USA Swimming's 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; USA Swimming must cover travel costs for athlete Board members to attend Board meetings).
 - 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 described in D above).
 - G. 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 Swimming budget prepared by staff for presentation to the Board in November.

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Policy 2.11 Allied Member Director Election Policy

Date of adoption / Last revision: *March 24, 2022*



Board Process

Pursuant to Bylaw 4.2.5, the Board composition must include one individual directly representing the interests of all organizations that are members of USA Swimming under Bylaw 2.3 and which conduct a national program or regular national athletic competition on a level of proficiency appropriate for the selection of swimmers to represent the United States in international swimming competition (“Allied Member Director”). If there is no individual currently serving in the Allied Member Director position, the House of Delegates will elect an additional individual in accordance with Bylaw 6.3, who shall be an at-large voting member.

1. **Recognition of Organizations:** By January 1 of each year,¹ any organization that satisfies the criteria to be an “Allied Member,” as defined by Bylaw 4.2.5, must submit a request to the Board to be identified as such. At the January/February² Board meeting, the Board will determine whether the organization is in fact an Allied Member. The Board will ensure that any such representation reflects the nature, scope, quality, and strength of the programs and competitions of the applicable organization in relation to all other programs and competitions in the sport in the United States. Only Allied Members may nominate individuals for election to fill the Allied Member Director seat.
2. **Call for Nominations:** If the Allied Member Director seat is currently open or an incumbent Allied Member Director’s term is in its final year, the Secretary and General Counsel shall, following the January/February³ Board meeting, inform any Allied Member(s) of the opportunity and deadline to nominate individuals to serve as the Allied Member Director. To ensure that prospective nominees are aware of the responsibilities and expectations of USA Swimming Board members, nominated individuals will be expected to complete the application form and review all other information as outlined in Policy 2.9.3.
3. **Nominations:** If this Allied Member Director seat is open, any Allied Member may nominate one individual (an “Allied Member Nominee”) to represent its interests and, if there are multiple Allied Members, to serve as a representative of their collective interests. The Allied Member must clearly state that it is submitting an individual for the Allied Member Director seat, by submitting the nominee’s name to the Secretary & General Counsel by the application deadline.
 - a. An individual may not be later designated as an Allied Member Nominee if not designated at the application stage by an Allied Member.
 - b. Each Allied Member may only submit one Allied Member Nominee per election cycle.
 - c. An Allied Member Nominee must fill out the application, social media consent form, and the Letter of Commitment, as outlined in Policy 2.9.3.
 - d. An Allied Member Nominee must also undergo the screening outlined in Policy 2.9.4.
 - e. The Secretary & General Counsel will conduct the screening process in Policy 2.9.4 to determine whether any Allied Member Nominee is eligible to serve on the Board. If the screening and eligibility requirements, including those in Bylaw 4.6, are met, the Secretary & General Counsel will inform the Allied Member that its Allied Member Nominee is verified. Otherwise, the Secretary & General Counsel will inform the Allied Member that the Allied Member Nominee has not met the screening and/or eligibility requirements and may not fill the Allied Member Director seat.

¹ For the 2022 election cycle only, this deadline will be extended to April 1, 2022.

² For the 2022 election cycle only, this reference to the January/February Board meeting shall be replaced by the Spring Board meeting.

³ For the 2022 election cycle only, this reference to the January/February Board meeting shall be replaced by the Spring Board meeting.

- f. If an Allied Member Nominee does not meet the candidate screening requirements in Policy 2.9.3, they are ineligible to run for or be elected to the Board during that election cycle.
4. **Selection of Allied Member Director if Only One Allied Member Nominee**: If the Secretary & General Counsel determines that only one Allied Member Nominee has fulfilled the nominations requirements in Paragraph 3 and has met the screening and eligibility requirements in Policy 2.9.4, the Allied Member Nominee will commence a four-year term at the first meeting of the Board subsequent to the annual meeting of the House of Delegates that September.
5. **Election of Nominees if Multiple Allied Member Nominees**: If the Secretary & General Counsel verifies that more than one Allied Member Nominee has fulfilled the nominations requirements in Paragraph 3 and has met the screening and eligibility requirements in Policy 2.9.4, the following rules will apply instead of those in Paragraph 4.
 - a. By June 1, the Secretary & General Counsel will inform all Allied Members that there are multiple verified Allied Member Nominees, and that the Allied Member must collectively agree on who shall serve a 4-year term as the Allied Member Director.
 - b. The Allied Members will be informed that they must convey their collective decision to the Secretary & General Counsel no later than June 15. Failure to do so will forfeit all Allied Members' right to elect a direct representative to the Board in the current election cycle, resulting in the Nominating Committee having one additional at-large seat for which it is to propose at least two, and not more than three nominees, per Policy 2.9.6.
 - c. If there are multiple Allied Member Nominees, any Allied Member Nominee not selected by the Allied Members as the Allied Member Director may not run for any other open Board seats during the same election cycle.
 - d. The Allied Member Director shall not be eligible for election to a Board office, as prohibited by Bylaw 4.4.

If the Allied Member Director relinquishes their seat prior to the end of their term, or is otherwise removed from the Board, the seat will be open in the next election cycle per the terms of this Policy.

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Policy 3.0 General Management Constraint

Date of adoption / Last revision: *December 6, 2021*



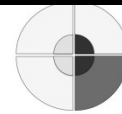
Management Parameters

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 USOPC's Bylaws or USA Swimming's Rules and Regulations.

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Policy 3.1 Treatment of Members/Customers

Date of adoption / Last revision: *December 6, 2021*



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, or 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 exhibiting operational and financial transparency. 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.
3. Operating without ensuring that athlete safety rules, policies, and procedures comply with the requirements of the USOPC, World Aquatics, and the U.S. Center for SafeSport.
4. Operate without enforcing the USA Swimming Code of Conduct.

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Policy 3.2 External Relations

Date of adoption / Last revision: *December 6, 2021*



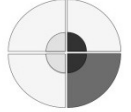
Management Parameters

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: the USOPC, World Aquatics, the National Collegiate Athletic Association, the American Swim Coaches Association, the College Swimming & Diving Coaches Association of America, Association of Chief Executives in Sport, the U.S. Anti-Doping Agency, etc.

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Policy 3.3 Treatment of Employees and Volunteers

Date of adoption / Last revision: *December 6, 2021*



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.

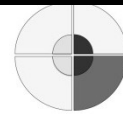
Pertaining to employees, the CEO will not:

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 Governing Policies including, but not limited to, this Policy 3.3 *Treatment of Employees and Volunteers*, along with the CEO's interpretations of staff's protections under this Policy.
2. Retaliate or allow retaliation against an employee for non-disruptive, internal expression of dissent, or for reporting to management or to the Board (per the processes for handling of grievances in the Employee Handbook or policies) acts or omissions by USA Swimming personnel, management, or the Board that the employee believes, in good faith and based on credible information, constitute a violation of state or federal law or the Governing Policies.
 - A. Prevent employees from grieving to the Board when (a) internal grievance procedures outlined in the USA Swimming Employee Handbook have been exhausted and (b) the employee alleges that the Governing Policies have been violated.
3. Per the Ted Stevens Olympic & Amateur Sports Act, the CEO will not allow any individual who is an employee, contractor, or agent of USA Swimming to assist a member or former member in obtaining a new job, if that individual knows that such member or former member violated the policies or procedures of the U.S. Center for SafeSport related to sexual misconduct or was convicted of a crime involving sexual misconduct with a minor in violation of applicable law. This prohibition is in addition to any restrictions set for in the USA Swimming Employee Handbook.

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Policy 3.4 Financial Condition and Activities

Date of adoption / Last revision: *January 30, 2026*



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 Strategic Pillars.

Further, the CEO will not:

1. Manage finances without adherence to applicable Generally Accepted Accounting Principles as promulgated by the Financial Accounting Standards Board.
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. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
7. 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.
8. Acquire, encumber, lease, or dispose of real property.
9. 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 Swimming.
 - 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: *December 6, 2021*



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. Operate without employing risk management practices to minimize exposure of the organization, the Board, staff, or their agents to claims of liability.
3. 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).
4. 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.
5. Invest operating capital or reserve funds in a manner inconsistent with the Investment Policy.
6. Endanger USA Swimming's public image or credibility.

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Policy 3.6 Financial Planning and Budgeting

Date of adoption / Last revision: *January 30, 2026*



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 Strategic Pillars, risk financial jeopardy, or fail to address multi-year planning needs and considerations. Additionally, the Board is responsible for review and approval of financial statements and financial control policies.

Accordingly, the CEO will not allow budgeting that:

1. Risks incurring those liquidity situations or conditions described as unacceptable in Policy 3.4 *Financial Conditions and Activities*.
2. Omits credible projection of revenues and expenses, separation of capital and operational items, and disclosure of planning assumptions.
 - A. An investment return of up to 4.7% of the previous fiscal year end balance of Undesignated and Board-Designated Operating Reserve funds may be 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 Process Policies*.

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Policy 3.7 Compensation and Benefits

Date of adoption / Last revision: *December 6, 2021*



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 Swimming's fiscal integrity or public image.

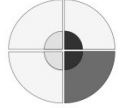
The CEO will not:

1. Establish salaries and benefits that deviate materially from the geographic and/or professional market value for the skills employed.
2. Promise or imply anything other than "at-will" employment.

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Policy 3.8 Emergency Management Succession

Date of adoption / Last revision: *December 6, 2021*



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 member to take over with reasonable proficiency as an interim successor.

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Policy 3.9 Board Awareness and Support

Date of adoption / Last revision: *January 30, 2026*



Management Parameters

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

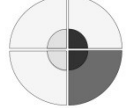
1. Withhold, impede, or confound information necessary for the Board's informed accomplishment of its job. The CEO will not:
 - A. Let the Board be unaware of any actual or anticipated noncompliance with the Strategic Pillars and adherence to *Management Parameters* Policies, regardless of the monitoring schedule set forth by the Board.
 - B. Let the Board be without objective background/decision information it periodically requests, or unaware of relevant trends or incidental information (e.g., anticipated adverse media coverage, threatened or pending lawsuits, or material external and internal/organizational changes). Notification of planned internal changes is to be provided in advance, when feasible.
 - C. Let the Board be unaware of any Board or Board member actions that, in the CEO's opinion, are not consistent with *Board Process* Policies and *Board-Management Delegation* Policies particularly in the case of Board or Board member behavior that is detrimental to the working relationship between the Board and the CEO.
2. Interact 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.

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without establish

Policy 3.10 LSC REPORTING REQUIREMENTS

Date of adoption / Last revision: *January 30, 2026*



Management Parameters

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

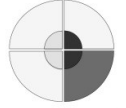
Further, the CEO will not:

1. Operate without standardized contractual agreements between USA Swimming and the Boards of Directors of the LSCs, delineating mutual expectations and responsibilities, including but not limited to:
 - A. Alignment with the mission and Strategic Pillars of USA Swimming.
 - B. Protection of USA Swimming from assumption of financial liability for the activities of the affiliated chapters and regions.
 - C. Use of USA Swimming's name, insignia, logo, and brand.
 - D. Requiring that any revisions to LSC Bylaws are submitted to USA Swimming's Secretary & General Counsel, or their 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: *December 6, 2021*



Management Parameters

The CEO will not operate without ensuring the fulfillment of mutual obligations outlined in the Memorandum of Understanding between the USA Swimming Foundation and USA Swimming.

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Policy 4.0 Board/Management Connection

Date of adoption / Last revision: *December 6, 2021*



Board/Management Delegation

The Board's official connection to the operating organization, its achievements, and its conduct is through the CEO.

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Policy 4.1 Unity of Control

Date of adoption / Last revision: *December 6, 2021*



Board/Management Delegation

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

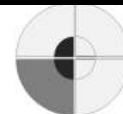
Accordingly:

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 Board member, officer, or committee has been explicitly authorized to direct or use staff resources for a specific issue.
2. Board members and 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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Policy 4.2 Accountability of the CEO

Date of adoption / Last revision: *January 30, 2026*



Board/Management Delegation

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.

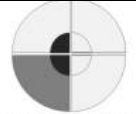
Accordingly:

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 the Strategic Pillars and compliance with *Management Parameters* Policies. 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 Strategic Pillars.
 - B. Organizational operations within the parameters of legality, prudence, and ethics established in *Management Parameters* Policies.

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Policy 4.3 Delegation to the CEO

Date of adoption / Last revision: *January 30, 2026*



Board/Management Delegation

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

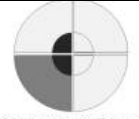
Accordingly:

1. The Strategic Pillars 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 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. The Strategic Pillars 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 the Strategic Pillars and *Management Parameters* Policies.
5. The Board may change the Strategic Pillars 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.

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Policy 4.4 Monitoring CEO Performance

Date of adoption / Last revision: *January 30, 2026*



Board/Management Delegation

The Board will systematically monitor CEO job performance, determining the extent to which the Strategic Pillars 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 the Governing Policies are being met. Information that does not address accomplishment of the Strategic Pillars and compliance with Management Parameters will not be considered in the Board's evaluation of CEO performance.
 - A. *Management Parameters* Policies will be monitored within written reports, per the schedule below.
 - B. The CEO will present verbal updates (documented in the meeting minutes) on the Strategic Pillars and OKRs at each Board meeting. At the last Board meeting of each year, the CEO will present written, final Strategic Pillars and OKR reports, for Board approval. If any activity related to the specific OKRs occurs after the final Board meeting, the CEO will provide an amended report at the first Board meeting of the next year, for Board approval.
2. 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.
3. In every case, the Board will judge whether:
 - A. The CEO's interpretation is reasonable, and
 - B. Data demonstrates reasonable accomplishment of, or compliance with, the CEO's interpretation.
4. 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 closed session.*
5. 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:

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Policy 4.4 Monitoring CEO Performance, continued

Date of adoption / Last revision: *January 30, 2026*



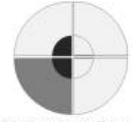
Board/Management Delegation

CEO MONITORING SCHEDULE			
POLICY	METHOD	FREQUENCY	SCHEDULE (BY END OF MONTH)
Management Parameters			
3.0, 3.1, 3.2, 3.3, 3.5, 3.7, 3.8, 3.9, 3.10, 3.11	Internal	Quarterly	Quarterly
3.4 Financial Condition and Activities	Internal	Quarterly	January/February Spring Annual Business Meeting November
	External	Annually	Annual Business Meeting
3.6 Financial Planning and Budgeting	Internal	Semi-Annually	Annual Business Meeting – Mid-year update/re-forecast November/December – Annual forecast

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Policy 4.5 Board Access to CFO in Internal Auditor Capacity

Date of adoption / Last revision: *December 6, 2021*



Board/Management Delegation

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.

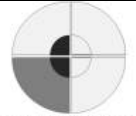
Accordingly:

1. If after having brought to the CEO’s attention any financial impropriety discovered in the course of their 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 the Governing Policies regarding financial affairs of USA Swimming.
3. Nothing in this Policy impedes the CEO from exercising their 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 an 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 Policy 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.

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Policy 4.6 Board Relationship w/the Secretary & General Counsel

Date of adoption / Last revision: *December 6, 2021*



Board/Management Delegation

As USA Swimming's chief legal officer, the role of the Secretary & General Counsel is to ensure that the actions of USA Swimming's Board and its 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 their opinion, an inappropriate amount of staff time or funds or are disruptive. In such a case, the requestor may choose to bring the request to the Board.
- C. The Secretary & General Counsel is accountable for all resources, including personnel, under their control. Therefore, any accomplishments or violations due to actions of a subordinate of the Secretary & General Counsel are considered accomplishments or violations by the Secretary & General Counsel.
- D. The Secretary & General Counsel may accomplish the "Job Products of the Secretary & General Counsel" 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 their 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 Board Chair.
 - i. Impropriety in this context means a material deficiency in operational management or a violation of the Governing Policies regarding operational affairs of USA Swimming.
 - ii. Nothing in this Policy impedes the CEO from exercising their 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 Policy 4.6.2.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 Swimming:
 - i. A book of minutes of all meetings, proceedings, and actions of the Board and of the HOD. All minutes for at least the prior three years must be made publicly available by the Secretary & General Counsel on USA Swimming's website; minutes must be published quarterly, at a minimum. The Secretary & General Counsel must also provide any prior Board meeting minutes to the USOPC upon request.
 - ii. A copy of the Articles of Incorporation and the Bylaws, as amended.
 - 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 as required by the Bylaws to be given.
 - D. The Secretary & General Counsel shall supervise the activities of the Board when the Board (or a panel thereof) hears an appeal from a National Board of Review decision or in those matters where the Board accepts original jurisdiction.
 - E. The Secretary & General Counsel shall provide advice regarding avoidance of litigation or settlement of litigation, including:
 - 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 Swimming 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 & 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 the 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 their 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

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 Governance Principles:

1. **Ownership:** The Board's authority is derived from, and its accountability is connected to, the membership, the USOPC, and the American public, standing in a position corresponding to shareholders in an equity corporation.
2. **Governance Purpose:** With the membership, the USOPC, and the American public above it and USA Swimming 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. **Strategic Pillars:** 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 Swimming, 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 CEO. These decisions are categorized as *Board Process Policies* 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 are 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 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 CEO the right to use any reasonable interpretation of the Strategic Pillars and *Management Parameters Policies*. With regard to *Board Process Policies* and *Board-Management Delegation Policies*, the 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 the Strategic Pillars and OKRs are being achieved and a reasonable interpretation of *Management Parameters Policies* is being complied with. This constitutes the basis of the CEO's evaluation.

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Appendix B. Investment Policy

Date of adoption May 1990 / Last revision: *April 19, 2024*

The current USA Swimming Investment Policy can be found on the USA Swimming website below:
<https://www.usaswimming.org/about-usas/governance/rules-policies>.

Appendix C. Statement of Ethics and Conflict of Interest Policy

Date of adoption / Last revision: *December 19, 2024*

SECTION 1. STATEMENT OF ETHICS

USA Swimming, Inc. (“USA Swimming”) seeks to promote a culture of ethical conduct within its organization and throughout its membership. USA Swimming is committed to developing and implementing policies and procedures to equip its members with the guidance and resources necessary to navigate ethical issues. This Statement of Ethics and Conflict of Interest Policy (“Conflict of Interest Policy”) are intended to reflect certain organizational values, including respect for others, integrity and honesty, competence and accountability, and teamwork.

SECTION 2: CONFLICT OF INTEREST POLICY PURPOSE AND COVERED INDIVIDUALS

USA Swimming’s Board of Directors (the “Board”), officers, committee members, task force members, hearing panel members, volunteers, and employees (“Covered Individuals”) have the responsibility of administering the affairs of USA Swimming honestly and prudently, and of exercising their best care, skill, and judgment for the sole benefit of USA Swimming. Those persons shall exercise the utmost good faith in all activities and transactions involved in their duties, and they shall not use their positions within USA Swimming, or knowledge gained there from, for their personal benefit. The interests of the organization must be the first priority in all decisions and actions.

USA Swimming requires that Covered Individuals recognize and avoid activities, transactions, relationships, or investments that involve, might appear to involve, or could result in a perceived, potential, or actual conflict of interest. Additionally, where reasonable, contractors shall be required to comply with this Conflict of Interest Policy in their written contracts.

SECTION 3. CONFLICT OF INTEREST DEFINITION

A conflicting interest may be defined as an interest or relationship, direct or indirect, with any of the following:

1. Persons and firms supplying goods and services to USA Swimming.
2. Persons and firms from whom USA Swimming leases property and equipment.
3. Persons and firms with whom USA Swimming is dealing or planning to deal in connection with the gift, purchase or sale of real estate, securities, or other property.
4. Competing or affinity organizations.
5. Donors and others supporting USA Swimming.
6. Agencies, organizations, and associations which affect the operations of USA Swimming.
7. Relatives, friends, close associates, and other employees.

Such an interest might arise through the following activities, including but not limited to:

1. Owning stock or holding debt or other proprietary interests in any third party dealing with USA Swimming.
2. Holding office, serving on the board, participating in management, or being otherwise employed (or formerly employed) with any third party dealing with USA Swimming.
3. Receiving remuneration for services with respect to individual transactions involving USA Swimming.
4. Using USA Swimming’s time, personnel, equipment, supplies, or goodwill for anything other than USA Swimming-approved activities, programs, and purposes.
5. Receiving personal gifts or loans from third parties dealing or competing with USA Swimming.¹

¹ Additional information regarding the receipt of gifts is outlined in USA Swimming’s Gifts and Entertainment Policy.

For example, a member of the USA Swimming Nominating Committee (including athlete members) may have a perceived, potential, or actual conflict of interest if a family member is applying for nomination to the Board.

In the event an individual is unsure whether they may have a perceived, potential, or actual conflict of interest, they should contact the Ethics Committee.

SECTION 4. CONFLICT OF INTEREST POLICY INTERPRETATION

The relationships and activities of potentially conflicting interest listed in Section 2 are not exhaustive. Conflicts might arise through other relationships or activities. Covered Individuals must recognize such relationships and activities by analogy.

The fact that one of the interests described in Section 2 exists does not necessarily mean that a conflict exists, or that the conflict, if it exists, is material enough to be of practical importance, or if material, that upon full disclosure of all relevant facts and circumstances it is necessarily adverse to the interests of USA Swimming. However, Covered Individuals must disclose the existence of any of the relationships and/or activities described in Section 2 before any related transaction is consummated. It shall be the continuing responsibility of Covered Individuals to scrutinize their transactions and outside business interests, investments, and relationships for perceived, potential, or actual conflicts and to immediately make such disclosures to USA Swimming.

Additional guidelines intended to assist Covered Individuals when making personal decisions relating to ethical behavior and conflict of interest include:

1. The business of USA Swimming is to be conducted in observance of both the spirit and letter of applicable federal and state laws.
2. USA Swimming properties, services, opportunities, authority, and influence are not to be used for private benefit.
3. Expenses incurred in furtherance of USA Swimming business are to be reasonable, necessary, and substantiated.
4. All are expected to exhibit honesty, loyalty, candor, and professional competence in their relationships with USA Swimming and with each other.
5. Each Covered Individual has the responsibility to maintain the confidentiality of the organization. This includes both proprietary and sensitive information.

SECTION 5. DISCLOSURE POLICY

Each Covered Individual shall annually sign a Disclosure Statement which affirms such individual:

1. Has received a copy of this Conflict of Interest Policy,
2. Has read and understands this Conflict of Interest Policy,
3. Has agreed to comply with this Conflict of Interest Policy, and
4. Understands that USA Swimming is a charitable organization and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

As new perceived, potential, or actual conflicts of interest arise, Covered Individuals must update their written disclosure.

Moreover, Board and committee minutes must include the following when a perceived, potential, or actual conflict of interest is involved in a discussion:

1. The names of the persons who disclosed or otherwise were found to have an interest in connection with an actual or possible conflict of interest, the nature of the interest, any action taken to determine whether a conflict of interest was present, and the Ethics Committee's decision as to whether a conflict of interest in fact existed.

2. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Additionally, the following individuals must complete separate disclosure forms:

1. Members of the Selection Procedure Approval Committee, who are responsible for the creation and enforcement of selection procedures
2. Any staff members involved in the creation and enforcement of selection procedures; and
3. Members of any panel empowered to resolve grievances.

The Secretary & General Counsel will distribute disclosure forms to the individuals listed above prior to (a) creating and enforcing a selection procedure or (b) sitting on a grievance panel. To the extent that any conflicts are identified in these Disclosure Forms, the Ethics Committee will review these Disclosure Forms as outlined above, prior to that individual's service.

SECTION 6. DISCLOSURE PROCEDURE

All Disclosure Statements will be provided to the Ethics Committee for review. The Ethics Committee must document its review of any disclosures, by demonstrating in its meeting minutes that each Disclosure Statement has been considered and drafting a memorandum to the Ethics Committee's file containing the evaluation of each disclosure. After disclosure of the perceived, potential, or actual conflict of interest and all material facts, and after any needed discussion with the interested person, the Ethics Committee shall decide if a conflict of interest exists and if there are mitigating measures that could be implemented to permit USA Swimming to move forward with the transaction or activity. If a member of the Ethics Committee discloses a perceived, potential, or actual conflict of interest, that member will recuse themselves from any discussion of the Disclosure Statement.

If the Ethics Committee determines that Covered Individuals must take certain steps to manage or avoid their perceived, potential, or actual conflict, that direction on conflict mitigation must be provided to the Covered Individual in writing and the Covered Individual must acknowledge receipt and understanding in writing, including recognition that directives must be followed as a condition of membership.

Transactions with parties with whom a conflicting interest exists may be undertaken only if all of the following, at a minimum, are observed:

1. The conflicting interest is fully disclosed to the Ethics Committee;
2. The Ethics Committee has reviewed the Disclosure Statement and considered alternatives to the proposed transaction or arrangement.
3. If the Ethics Committee determines that a more advantageous transaction or arrangement, free of any perceived, potential, or actual conflict of interest, is not reasonably possible under circumstances, the Ethics Committee shall determine whether the transaction or arrangement is in USA Swimming's best interest, for its own benefit, and whether it is fair and reasonable.
4. In conformity with the above determination, the Ethics Committee shall inform the Covered Individual and the Board or committee in writing whether there is a conflict of interest precluding USA Swimming from entering into the transaction or arrangement, or if there are mitigating measures that may be implemented to alleviate concerns regarding the perceived, potential, or actual conflict of interest.
5. The person with the conflict of interest must be excluded from the discussion and approval of such transaction.

Additionally, the following individuals must complete separate disclosure forms:

1. Members of the Selection Procedure Approval Committee, who are responsible for the creation and enforcement of selection procedures
2. Head Coaches and Assistant Coaches responsible for relay selection;
3. Any staff members involved in the creation and enforcement of selection procedures; and
4. Members of any panel empowered to resolve grievances

The Secretary & General Counsel will distribute disclosure forms to the individuals listed above prior to (a) creating and

enforcing a selection procedure or (b) sitting on a grievance panel. To the extent that any conflicts are identified in these Disclosure Forms, the Ethics Committee will review these Disclosure Forms as outlined above, prior to that individual's service.

SECTION 7. VIOLATIONS OF THE CONFLICTS OF INTEREST POLICY

Members of USA Swimming must report alleged violations of this Conflict of Interest Policy to the Ethics Committee, per the process described in the Whistleblower and Anti-Retaliation Policy. USA Swimming strictly prohibits any retaliation, as defined in the Whistleblower and Anti-Retaliation Policy, for reporting any alleged violations of this Conflict of Interest Policy.

The Ethics Committee will investigate reports of any alleged violation of this Conflict of Interest Policy. An investigation may include but is not limited to: a review of relevant documentation or policies, and/or interviews with witnesses. If the Ethics Committee has reasonable cause to believe a Covered Individual has failed to disclose an actual or possible conflict of interest, or if the Ethics Committee determines that a Covered Individual has not followed one of its directives subsequent to disclosure, it shall inform the Covered Individual of the basis for such belief and afford the Covered Individual an opportunity to explain the alleged failure to disclose.

After the Ethics Committee reviews the Covered Individual's response, it will generate a report of its investigation and findings, and submit such report to all interested parties, as well as to the President & Chief Executive Officer (the "CEO") of USA Swimming and the Board, via email. If the Ethics Committee determines the Covered Individual has failed to disclose an actual or possible conflict of interest, or violated one of its directives following a disclosure, it will take appropriate and reasonable disciplinary and corrective action, including, but not limited to, retroactive disclosure and/or removal from the Covered Individual's leadership position(s) within the organization. The severity of the disciplinary or corrective action will depend upon the severity of the violation.

In the event a member of the Ethics Committee is the subject of the alleged violation and subsequent investigation, the CEO shall refer the matter to outside counsel.

Any appeal of the Ethics Committee's decision shall be referred to the National Board of Review.

SECTION 8. CONTACT INFORMATION

The USA Swimming Ethics Committee and the Secretary & General Counsel are responsible for the enforcement of this Conflict of Interest Policy. All inquiries and questions should be referred to the Ethics Committee or the Secretary & General Counsel:

ethicscommittee@usaswimming.org

Michelle Steinfeld
msteinfeld@usaswimming.org
719-866-3594

SECTION 9. ADDITIONAL RESOURCES

Athlete Ombuds

The Office of the Athlete Ombuds offers independent, confidential advice to elite athletes regarding their rights and responsibilities in the Olympic and Paralympic Movement, and assists athletes with a broad range of questions, disputes, complaints and concerns.

Athlete Ombuds Confidentiality and Privacy Policy

- (A) In general.—The Office of the Athlete Ombuds shall maintain as confidential any information communicated or provided to the Office of the Athlete Ombuds in confidence in any matter involving the exercise of the official duties of the Office of the Athlete Ombuds. (B) Exception.—The Office of the Athlete Ombuds may disclose information

described in subparagraph (A) as necessary to resolve or mediate a dispute, with the permission of the parties involved.(C) Judicial and administrative proceedings.—(i) In general.—The ombudsman and the staff of the Office of the Athlete Ombuds shall not be compelled to testify or produce evidence in any judicial or administrative proceeding with respect to any matter involving the exercise of the duties of the Office of the Athlete Ombuds.

(B) Work product.—Any memorandum, work product, notes, or case file of the Office of the Athlete Ombuds—(I) shall be confidential; and(II) shall not be—(aa) subject to discovery, subpoena, or any other means of legal compulsion; or (bb) admissible as evidence in a judicial or administrative proceeding. (D) Applicability.—The confidentiality requirements under this paragraph shall not apply to information relating to—(i) applicable federally mandated reporting requirements; (ii) a felony personally witnessed by a member of the Office of the Athlete Ombuds;(iii) a situation, communicated to the Office of the Athlete Ombuds, in which an individual is at imminent risk of serious harm; or (iv) a congressional subpoena.

Contact Information

Phone: 719-866-5000

Email: ombudsman@usathlete.org

Website: usathlete.org

USOPC Ethics & Compliance

The USOPC Ethics and Compliance team seeks to empower athletes, USOPC employees and volunteers, NGB employees and volunteers, and other individuals within the U.S. Olympic and Paralympic Movement to raise and report their concerns. Specifically, the USOPC's Ethic's and Compliance team reviews and investigates certain reports regarding NGB compliance with the Ted Stevens Olympic and Amateur Sports Act and the USOPC or NGB Bylaws, including conflicts of interest and governance issues. The team also reviews and investigates allegations of USOPC non-compliance and alleged code of conduct violations.

The USOPC Ethics and Compliance team accepts reports related to NGB compliance with the Ted Stevens Olympic and Amateur Sports Act and the USOPC or NGB Bylaws, including conflicts of interest and governance issues, as well as allegations of USOPC non-compliance and alleged code of conduct violations, including discrimination claims.

Contact Information

Any individual may report concerns confidentially, or anonymously, online using the USOPC Integrity Portal (<https://secure.ethicspoint.com/domain/media/en/gui/53006/index.html>). If preferred, individuals may call the USOPC Integrity Hotline at 1-877-404-9935 to report their concern over the phone.

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Appendix D. Whistleblower and Anti-Retaliation Policy

Date of adoption / Last Revision: July 28, 2025

I. Purpose

The purpose of this Whistleblower and Anti-Retaliation Policy is to encourage Covered Individuals to report Violations (defined below) of certain rules and laws, to make Covered Individuals aware of their right to report Violations, and to protect Covered Individuals from retaliation for reporting such Violations and participating in subsequent investigations and adjudicatory proceedings.

II. Definitions

“Covered Individuals” are USA Swimming, Inc. (“USA Swimming”) members, including Board members, officers, employees, athletes, officials, committee and task force members, hearing panelists, and other volunteers. This definition includes USA Swimming members who are good faith reporters or other reasonable parties (e.g., cooperating witnesses and survivors). Where reasonable, contractors may be required to comply with this Policy through their written contracts with USA Swimming.

“Retaliation” is harassment, intimidation, threats, false reports of Violations, adverse employment decisions, and actions affecting one’s livelihood. This also includes the definitions of “retaliation” in the Ted Stevens Olympic & Amateur Sports Act (the “Act”),¹ the SafeSport Code for the Olympic & Paralympic Movement,² and the USA Swimming Rulebook.³

“Violations” are defined as reported allegations to USA Swimming (or a USA Swimming club or Local Swimming Committee), the U.S. Olympic & Paralympic Committee (the “USOPC”), the U.S. Center for SafeSport (the “Center”), or law enforcement of:

- A Covered Individual’s non-compliance with
 - o The Act;
 - o USOPC bylaws and policies;
 - o The rules and policies of the Center, including athlete safety violations;
 - o USA Swimming’s bylaws, policies, and procedures, including athlete safety violations;
- A Covered Individual’s potential violation of federal, state, and local laws; and
- A Covered Individual’s alleged accounting and financial fraud or malfeasance.

¹ “[A]ny adverse or discriminatory action, or the threat of an adverse or discriminatory action, including removal from a training facility, reduced coaching or training, reduced meals or housing, and removal from competition carried out against a Protected Individual as a result of any communication, including the filing of a formal complaint, by the Protected Individual or a parent or legal guardian of the Protected Individual relating to the allegation of physical abuse, sexual harassment, or emotional abuse, with the U.S. Center for SafeSport; a coach, trainer, manager, administrator, or official associated with the USOPC; the United States Attorney General; a federal or state law enforcement authority; the Equal Opportunity Employment Commission; or Congress.” Section 220501(b)(11) of the Act.

² “Retaliation is any adverse action or threat to take any adverse action against any person related to allegations of Prohibited Conduct. Adverse actions include, but are not limited to: threatening, intimidating, harassing, coercing, or any other action or conduct with the potential effect of dissuading any reasonable person from reporting Prohibited Conduct or engaging in activity related to any reporting or investigative processes. Retaliation may take place at any time, including before, during, or after an individual’s reporting or engagement in the processes of the Center or other relevant organization under the Center’s jurisdiction. Retaliation may be present even where there is a finding that no violation occurred. Retaliation does not include good-faith actions lawfully pursued in response to a report of a Code violation.”

Note: Nothing in this Policy replaces or changes an individual’s obligations to report violations under the SafeSport Code for the Olympic & Paralympic Movement or to law enforcement under mandatory reporting laws.

³ **307.1** No Member shall retaliate against any individual who has made a good faith report under 306.1 or 304.3.14.

307.2 For the purposes of 307.1, there shall be a rebuttable presumption that any adverse action regarding the employment, membership, or other material rights of an individual who has made a good faith report under 306.1 or 304.3.14 within 90 days of a report is retaliatory. An adverse action includes, without limitation: discharge or termination; demotion or reduction in compensation for services; or the removal of or from, or restrictions on, access to facilities, team activities or team membership privileges.

III. Prohibited Conduct

The following conduct is prohibited and subject to the jurisdiction of the USA Swimming Ethics Committee:

- Retaliation by Covered Individuals against other Covered Individuals (including cooperating witnesses and survivors) for reporting Violations and/or participating in investigations or adjudications of Violations.
- Bad faith reports (i.e., knowingly making a false report) by Covered Individuals of Violations by Covered Individuals.
- Actions or threats by an employee, contractor, agent, or volunteer, or USA Swimming, against an athlete as a reprisal for disclosing information to or seeking assistance from the Office of the Athlete Ombuds as outlined in Section 220509(b)(5) of the Act.

IV. Reporting Procedure

Reports of Prohibited Conduct should be made to USA Swimming's Ethics Committee, through the following form: <https://fs22.formsite.com/usaswimming/ViolationReportingForm/index.html>. Reports may be submitted anonymously (though it may be more difficult to evaluate anonymous reports). As members of the Ethics Committee, the following individuals will receive reports sent to the Ethics Committee: a 10-Year Athlete representative of the Board of Directors, an Independent¹ Board Member, a Semi-Independent² member of USA Swimming, and USA Swimming's Secretary & General Counsel.

Covered Individuals are required to report Prohibited Conduct to the Ethics Committee. Covered Individuals are also required to report Violations to the appropriate party with jurisdiction over the Violation (e.g., the USOPC, the World Aquatics Integrity Unit, law enforcement, etc.).

Specifically, complaints of Prohibited Conduct under the exclusive jurisdiction of the Center must be directed to the Center. If the Ethics Committee receives a complaint that may fall under the Center's jurisdiction, it must send the complaint to USA Swimming's Safe Sport Department, which will first report the matter to the Center. If the Center accepts jurisdiction, the Center will handle the matter and USA Swimming will have no ability to inquire further into the complaint; in that instance, the Ethics Committee will consider the matter closed. If the Center declines the matter back to USA Swimming, the Ethics Committee will have jurisdiction over any Prohibited Conduct under this Policy. To ensure that all inquiries and investigations are conducted by disinterested parties, if a member of the Ethics Committee is allegedly involved in or witness to the matter, they will recuse themselves.

V. Inquiry & Investigation

Upon receipt of a complaint, the Ethics Committee shall conduct an initial inquiry and, if appropriate, initiate an investigation of reports of Prohibited Conduct. The initial inquiry and/or investigation may include the following steps, among others: (1) a review of relevant documentation or policies, and/or: (2) interviews with the witnesses. The Ethics Committee may close a complaint at the initial inquiry stage. A complaint may not warrant investigation following an initial inquiry if, for example, the Ethics Committee determines that it does not have jurisdiction over the matter under this Policy, if there is insufficient evidence, or if the reporting party declined to participate in the initial inquiry.

If an investigation is conducted, once complete, the Ethics Committee may decide to initiate a complaint in the name of the Ethics Committee by filing the complaint with the National Board of Review ("NBOR") Chair and requesting a hearing. If the Ethics Committee does not decide to initiate a complaint following an investigation, it may advise the complaining party that, while the Ethics Committee will not initiate a complaint in its own name, the complaining party may still file their complaint directly with the NBOR Chair. The Ethics Committee may share its findings/closure with the NBOR Chair. If the complaining party chooses to go forward with the complaint, the NBOR Chair may then decide to either assign the matter for hearing or dismiss the complaint. The NBOR may impose any sanctions within its authority, per the USA Swimming Rulebook. Following a hearing (which must be before a panel with the requisite athlete representation requirements) and decision of the NBOR, any real party in interest may appeal any decision of the NBOR pursuant to Article 407 of the Rulebook.

The Ethics Committee should coordinate with USA Swimming's Human Resources Department if it receives any allegations

¹ As defined by USA Swimming Bylaw 4.6.4.

² As defined by the USA Swimming Rulebook.

of Prohibited Conduct involving employees. USA Swimming may discipline (up to and including termination of employment or other association with USA Swimming) a Covered Individual for any such Prohibited Conduct. If during an investigation, the Ethics Committee finds that an employee has Retaliated (as defined by the Act) against a “Protected Individual,”¹ the Ethics Committee must immediately report the Retaliation to USA Swimming; USA Swimming must immediately terminate or suspend that individual without pay as required by Section 220509(c)(2) of the Act.

VI. Confidentiality

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

VII. Additional Resources

Contact information for individuals who are responsible for the Policy and enforcement of the Policy:

- Michelle Steinfeld, Secretary & General Counsel: msteinfeld@usaswimming.org
- Ethicscommittee@usaswimming.org

Contact information for the Office of the Athlete Ombuds:

- Phone: 719-866-5000
- Email: ombudsman@usaathlete.org
- Website: usathlete.org

USOPC Integrity Portal:

- Website: <https://secure.ethicspoint.com/domain/media/en/gui/53006/index.html>

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¹ As defined by the Act.

Appendix E. Gifts & Entertainment Policy

Date of adoption: December 6, 2021

USA SWIMMING GIFTS & ENTERTAINMENT POLICY

SECTION 1. PURPOSE

USA Swimming is committed to sustaining an ethical workplace free of conflicts of interest and perceived conflicts of interest. USA Swimming therefore has adopted this Gifts & Entertainment Policy to provide instruction to the USA Swimming Board of Directors, officers, committee members, task force members, hearing panel members, volunteers, and employees, and, by extension, their spouses and immediate family members (“Covered Individuals”) regarding how to handle offers of gifts or other forms of entertainment from individuals or companies that do business with, or are interested in doing business with, USA Swimming. Additionally, where reasonable, contractors shall be required to comply with this Policy in their written contracts.

This Policy should not be considered in any way as an encouragement to make, solicit, or receive any type of gift or entertainment. Covered Individuals may not, under any circumstances, actively solicit any type of gift or entertainment. Further, USA Swimming will not under any circumstances permit or authorize participation in any gifts or entertainment that might be considered lavish, inappropriate, or illegal.

SECTION 2. RECEIVING BUSINESS COURTESIES

A. Current Business Partners

Covered Individuals may accept gifts from individuals and companies that currently do business with, or make donations to, USA Swimming as follows:

- 1) Partner/sponsor/supplier products and partner/sponsor/supplier-branded products (e.g., logoed jackets) with a total value of under \$1,000 per person, per year, per individual/company;
- 2) Other gifts with a value of no more than \$500 per person, per year, per individual/company;
- 3) Invitations for the Covered Individual to attend sporting events with an individual/company representative (including travel to and from such events only to the extent approved in advance by USA Swimming’s Ethics Committee);
- 4) On an infrequent basis, invitations for a spouse or family member to join the Covered Individual at sporting events with an individual/company representative;
- 5) Invitations to attend fundraising events with an individual/company representative at no cost to the Covered Individual;
- 6) Invitations to attend other social, educational, or entertainment events intended to enhance the business relationship, provided that the cost of the event does not exceed \$500 per Covered Individual per event and \$1,000 total per individual/company per year; and
- 7) Perishable or consumable gifts provided that the gift is reasonable and not unduly lavish.

B. Prospective Business Partners

Covered Individuals may accept gifts from individuals and companies that are not current business partners of USA Swimming, but that may or may not be seeking to engage in a business relationship with USA Swimming as follows:

- 1) Gifts with a value of not more than \$500 per Covered Individual, per year, per individual/company;
- 2) Invitations for the Covered Individual to attend sporting events with an individual/company representative (and travel to and from such events, only to the extent approved in advance by USA Swimming's Ethics Committee);
- 3) Invitations to attend fundraising events with an individual/company representative;
- 4) Invitations to attend other social, educational, or entertainment events intended to promote the possible business relationship, provided that the cost of the event does not exceed \$500 per Covered Individual per event, and \$1,000 total per Covered Individual per individual/company per year.

C. Limitations

Covered Individuals may never accept cash or financial instruments, such as checks or stocks. Under the guidelines set forth herein, Covered Individuals may accept gift certificates or gift cards.

SECTION 3: DISCLOSURE AND APPROVAL

All gifts or invitations that exceed the above limits, and all invitations that involve the third party paying for the Covered Individual's travel and/or overnight accommodations, must be promptly reported to the Ethics Committee in advance and in writing, before they may be accepted. Where the gift or invitation is made to a member of the Ethics Committee, that member of the Ethics Committee must recuse themselves from review of the gift or invitation.

In addition, the Ethics Committee shall have the right, in consultation with the Covered Individual, to require that any gift(s) be returned, donated to the USA Swimming Foundation, or donated to another agreed-upon charity if the Ethics Committee believes that such gift(s) is not proper and/or creates an appearance of impropriety.

The Gift Disclosure form is attached hereto.

SECTION 4: EXTENDING BUSINESS COURTESIES

A. General Rules

There may be times when a USA Swimming employee or Board member wishes, as a business matter, to extend to a current or potential USA Swimming business associate (i.e., an individual or company) a gift or an invitation to attend a social event (e.g., reception, meal, sporting event, or theatrical event) to further or develop a business relationship. Additionally, there may be times when a current or potential USA Swimming business associate (i.e., an individual or company) wishes, as a business matter, to extend to a USA Swimming employee or a Board member a gift or an invitation to attend a social event (e.g., reception, meal, sporting event, or theatrical event) to further or develop a business relationship. In such instances, gifts may not exceed \$500 in value per person per year, without the prior written approval of the Ethics Committee.

Invitations to events must be reasonable and appropriate. Topics of a business nature must be discussed at the event, and the USA Swimming employee or Board member must be present. The cost associated with such an event should not exceed \$500 per person/company per year, except with regard to sporting events and fundraising functions, without the prior written approval of the Ethics Committee. Moreover, such business entertainment with respect to any particular individual must be infrequent, which, as a general rule, means not more than four times per year. Frequency beyond the foregoing must be pre-approved in writing by the Ethics Committee. To the extent the USA Swimming employee or Board member has knowledge of applicable restrictions by a recipient's organization on gifts and entertainment, the USA Swimming employee or Board member must undertake best efforts for all business entertainment and gifts to comport with the restrictions imposed by the recipient's organization.

USA Swimming employees or Board members may give gift certificates within the limits set forth in this Policy, but may never give cash or financial instruments, such as checks or stocks.

B. Development Division

USA Swimming recognizes that the limits set forth in Section 4(A) may hamper the ability of the Development Division and

its employees to perform their job functions as they relate to the USA Swimming Foundation. Thus, the foregoing limits will not apply to the Development Division employees if the invitation or event is part of normal and reasonable job duties and the event is not lavish or unreasonable. For Development Division employees only, the cost of gifts and events for which no prior written approval is required is \$1,000 per person per year. To the extent any gift or invitation would exceed that limitation, the Development employees should ensure that such gifts or invitations are disclosed with sufficient advance notice to permit the receipt of prior written approval from the Ethics Committee.

C. Government Employees

The giving of gifts to federal, state, and local government employees is governed by a complex set of rules that is typically agency-specific. Generally, the giving of gifts to government employees is very limited or prohibited. Before offering a gift to a government employee, of any value, a Covered Individual must receive the approval of the Ethics Committee in advance and in writing.

D. Disclosure And Approval

All gifts or invitations offered by a USA Swimming employee or Board member must be covered by the appropriate USA Swimming budget and must be approved in advance by the appropriate USA Swimming supervisor. All gifts or invitations extended that exceed the limits and/or parameters noted above must be disclosed to, and approved in advance and in writing by, the Ethics Committee before they may be offered.

SECTION 5. CONTACT INFORMATION

The USA Swimming Ethics Committee and the Secretary & General Counsel are responsible for the enforcement of this Gifts and Entertainment Policy. All inquiries and questions should be referred to the Ethics Committee or the Secretary & General Counsel:

ethicscommittee@usaswimming.org

Michelle Steinfeld
msteinfeld@usaswimming.org
719-866-3594

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USA SWIMMING GIFT DISCLOSURE FORM

Please complete this form immediately upon receipt of personal gifts received in your capacity as an employee or representative of USA Swimming.

Name: _____

Employee Board Member Volunteer

Committee Member Hearing Panel Member

Task Force Member Athlete Representative

Other (please specify): _____

Please describe the gift(s) received: _____

The value of the gift is estimated at \$_____.

Note: This is a good faith estimate based on retail value. If the value cannot reasonably be estimated or determined, so state.

Please describe the source of the gift (name and relationship to USA Swimming) and under what circumstances it was received:

Indicate below any matters pending or likely to arise in the future that might involve the donor: _____

Certification: I certify that this gift was not solicited.

SIGNATURE: _____

DATE: _____

Send this completed form to the USA Swimming Ethics Committee, at ethicscommittee@usaswimming.org

Appendix F. Anti-Doping Policy

Date of adoption / Last Revision: March 24, 2022

It is the duty of individual members of USA Swimming, including athletes, athlete support personnel, and other persons to comply with all anti-doping rules of the World Anti-Doping Agency (WADA), World Aquatics, the USOPC, including the USOPC National Anti-Doping Policy, and the U.S. Anti-Doping Agency (USADA), including the USADA Protocol for Olympic and Paralympic Movement Testing (USADA Protocol), and all other policies and rules adopted by WADA, World Aquatics, the USOPC and USADA. Athlete members agree to submit to drug testing by the World Aquatics and/or USADA or their designees at any time and understand that the use of methods or substances prohibited by the applicable anti-doping rules make them subject to penalties including, but not limited to, disqualification and suspension. If it is determined that an individual member may have committed a doping violation, the member agrees to submit to the results management authority and processes of USADA, including arbitration under the USADA Protocol, or to the results management authority of World Aquatics, if applicable or referred by USADA

It is the duty of all Athletes, Athlete Support Personnel and other Persons (as those terms are defined in the World-Anti Doping Code), by virtue of their participation in the Olympic, Paralympic, Pan American, Parapan American or Youth Olympic Games, participation in an Event or Competition organized or sanctioned by an NGB, PSO or HPMO, participation on a national team, utilization of a USOPC Training Center, receipt of benefits from the USOPC or USA Swimming, inclusion in the Registered Testing Pool, or otherwise subject to the World Anti-Doping Code to comply with all anti-doping rules of WADA, World Aquatics, the USOPC, and of USADA, including the USADA Protocol and all other policies and rules adopted by WADA, World Aquatics and USADA. If it is determined that an Athlete, Athlete Support Personnel, or other Person may have committed a doping violation, the individual agrees to submit to the results management authority and processes of USADA, including arbitration under the USADA Protocol, or to the results management authority of World Aquatics, if applicable or referred by USADA. In addition, Athletes agree to submit to drug testing by World Aquatics and/or USADA or their designees at any time and understand that the use of methods or substances prohibited by the applicable anti-doping rules make them subject to penalties including, but not limited to, disqualification and suspension.

Appendix G. CEO Approval Matrix

Date of adoption/last revision: January 30, 2026

<p><u>Board Decisions/Responsibilities</u></p>	<ol style="list-style-type: none"> 1. Amendments to the Articles of Incorporation. 2. The Strategic Pillars/changes to the Strategic Pillars. <i>Policy 1.0.</i> 3. Achievement of the Strategic Pillars and OKRs. <i>Policy 2.0.</i> 4. Board Governing Philosophy and Values. <i>Policy 2.1.</i> 5. Board Objectives. <i>Policy 2.2.</i> 6. Selection, compensation, evaluation, and termination of the CEO. <i>Policy 2.2(3).</i> CEO annual compensation review at the November/December meeting. <i>Policy 2.3(5).</i> 7. Establishing new membership categories and making recommendations to the House of Delegates for changes to fees for club and individual membership. <i>Policy 2.2(4)(A).</i> 8. Appellate body for National Board of Review decisions. <i>Policy 2.2(4)(B).</i> 9. Compliance in governing documents with the U.S. Olympic & Paralympic Committee and the U.S. Center for SafeSport. <i>Policy 2.2(5).</i> 10. Board Work Plan. <i>Policy 2.3.</i> 11. Use of Board-designated Operating Reserve funds. <i>Policy 3.4.</i> 12. Certain Board Committee appointments when designated in rules and policies. 13. Election of its officers.
<p><u>Notice</u></p>	<p>The CEO will ensure the following and report any noncompliance:</p> <ol style="list-style-type: none"> 1. General Management Constraint. <i>Policy 3.0.</i> 2. Treatment of Members/Customers. <i>Policy 3.1.</i> 3. External Relations. <i>Policy 3.2.</i> 4. Treatment of Employees and Volunteers. <i>Policy 3.3.</i> 5. Financial Condition and Activities. <i>Policy 3.4.</i> 6. Asset Protection. <i>Policy 3.5.</i> 7. Compensation and Benefits. <i>Policy 3.7.</i> 8. Board Awareness and Support. <i>Policy 3.9.</i>

	<p>9. LSC Reporting Requirements. <i>Policy 3.10.</i></p> <p>10. Foundation Management. <i>Policy 3.11.</i></p>
<u>Consult</u>	<p>1. Investment of operating capital or reserve funds per Investment Policy. <i>Policy 3.5(10).</i></p> <p>2. Protection of USA Swimming’s public image and credibility. <i>Policy 3.5(11).</i></p> <p>3. Financial Planning and Budgeting. <i>Policy 3.6.</i> (Budget ultimately approved by Board).</p> <p>4. CEO will recommend at least two members of management team sufficiently familiar with Board and CEO responsibilities to take over as an interim successor. <i>Policy 3.8.</i></p>
<u>Approval</u>	<p>1. Annual operating budget. <i>Policy 2.2(3)(A).</i></p> <p>2. Annual OKRs as the annual strategic plan. <i>Policy 2.2(3)(B).</i></p> <p>3. Purchase commitments, checks, or electronic funds greater than \$250,000 unless in budget/disclosed to Board. <i>Policy 3.4(8).</i></p> <p>4. Acquisition, encumbrance, lease, or disposal of real property. <i>Policy 3.4(9).</i></p> <p>5. CEO credit card statements and expense reimbursements authorized by the Vice-Chair Fiscal Oversight. <i>Policy 3.4(11)(B).</i></p> <p>6. Engagement of auditors and providers of governance support. <i>Policy 3.5(9).</i></p> <p>7. LSC Affiliation Agreement. <i>Policy 3.10.</i></p> <p>8. Certain event locations as listed in the Rulebook.</p> <p>9. Approval of new policies in Operating Policy Manual (along with approval by the appropriate committee).</p> <p>10. Foundation Memorandum of Understanding and Masters Swimming Memorandum of Understanding.</p> <p>11. Conflict of Interest Policy, Whistleblower and Anti-Retaliation Policy, Gifts & Entertainment Policy, and Investment Policy.</p>

USA Swimming Executive Compensation Committee Charter

Authority:

The Compensation Committee (Committee) exists to:

1. To assist the Board of Directors (Board) in setting expectations, ensuring reasonableness, and providing oversight with respect to compensation and performance evaluation, and the review of the development, implementation and the effectiveness of USA Swimming, Inc. (USA Swimming) policies and strategies related to the CEO and the Strategy Team.
2. To assist the Board in its oversight of the Chief Executive Officer's (CEO) development and succession.

In doing so, the Board intends to ensure the compensation and benefit plans are reasonable and aligned with the interest of the membership and meet the needs of the organization and its employees. Compensation should be a balance between being affordable to USA Swimming and competitive within similar industries and like-sized companies to attract and maintain talent, supported by independent research.

Composition:

Three Board members: two Board members, including at least one non-athlete Board member, both chosen annually by the Board Chair, and one Board athlete representative, chosen annually by the Board athlete representatives and approved by the Board Chair. Chair is to be selected by the Board Chair.

Deliverables:

1. CEO Compensation
 - a. Review and approve compensation arrangements for the CEO's contract, including retention and termination within the contract.
 - b. Assist the Board in establishing CEO and organizational annual goals and objectives, to ensure that they align and thus provide clear guidance to the CEO.
 - c. Establish the process for the entire Board to annually reviewing the CEO's performance.
 - d. Recommend CEO compensation to the Board for approval.
2. Strategy Team Compensation
 - a. Provide feedback to the CEO regarding the performance of the Strategy Team, while the CEO retains full operational authority, including hiring, performance management, and determining staff compensation, including base salaries and bonuses.
 - b. Review the evaluation process and compensation structure for the Strategy Team.
 - c. Conduct periodic review of the reasonableness of the compensation of the Strategy Team using relevant market benchmarks and survey data provided by the CEO.
3. Succession Planning
 - a. Review and discuss with the CEO and report to the Board regarding CEO succession planning.
4. Committee Charter
 - a. Review and re-assess the adequacy of the Committee deliverables on an annual basis.