

These minutes will be officially approved by the USA Swimming Board of Directors at its February 5, 2021 meeting.

USA Swimming Board of Directors Meeting Minutes

November 20, 2020 / Virtual Zoom Conference Call

1 CALL TO ORDER

2 Bob Vincent, Board Chair, called the November 20, 2020 Board of Directors meeting to order
3 at 8:09 a.m. Mountain Time with the following members in attendance:

4
5 **PRESENT:** Maya Andrews, Chris Brearton, Kenneth Chung, Kathy Fish, Bruce Gemmell,
6 Jennifer Gibson, Cecil Gordon, Natalie Hall, Tim Hinchey, Lucinda McRoberts, Katie Meili,
7 Kathleen Prindle, Bill Schalz, Jeanette Skow, Jim Sheehan, Jay Thomas, Bob Vincent.

8 9 GUESTS

10 Jerry Adams, Dale Ammon, Cheri Blauwet, Bill Charney, Ryan Gibbons, Tristan Formon, Tim
11 Husson, Jim Kelly, Pam Lowenthal, Keith Moore, Dave Patterson, Sean Redmond, Dave
12 Smith, Mary Turner, Michael White.

13 14 STAFF

15 Juan Caraveo, Rebecca Chafin, Paula D'Amico, Tina Dessart, Chris Detert, Shana Ferguson,
16 Jake Grosser, Abigail Howard, Isabelle McLemore, Lindsay Mintenko, Patrick Murphy, Kaitlin
17 Pawlowicz, Devonie Pitre, Ashanee Player, Eric Skufca, Joel Shinofield, MJ Truex, Mike Unger,
18 Scott Usher, Morgan Weinberg.

19 20 MOMENT OF SILENCE

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

23 24 AGENDA REVIEW

25 Bob Vincent presented the agenda (Attachment 1).

26 27 RULES OF ENGAGEMENT / PROTOCOL

28 Bob Vincent provided an overview of the Rules of Engagement, including coming to the
29 meeting in the right frame of mind.

30 31 DECLARATION OF CONFLICT OF INTEREST (2.5.4)

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

35

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36 If a Board member determines there to be a conflict of interest at any point during the course
37 of the meeting when a specific subject is being discussed and / or action is being taken, a
38 declaration of a conflict of interest should be made at that time.
39

40 **CEO'S WELCOME**

41 Tim Hinchey, President & CEO, congratulated staff, volunteers, and coaches for a successful
42 Toyota U.S. Open and noted that he is looking forward to celebrating the upcoming 18 &
43 Under Winter Championships in December. Mr. Hinchey additionally thanked staff for an
44 incredible 2020 Golden Goggle Awards, as well as Dr. Cecil Gordon for an outstanding
45 Foundation Board of Directors meeting and Dr. Gordon's continued efforts on the front lines
46 of the COVID-19 pandemic.
47

48 **BOARD CHAIR'S REMARKS**

49 Bob Vincent remarked on how proud and excited he was about the Toyota U.S. Open. Mr.
50 Vincent additionally welcomed new Board members, Kathy Fish and Katie Meili, as well as
51 guest speaker, Dave Patterson.
52

53 **MINUTES**

54 **MOTION:** *To approve the September 25, 2020 Board of Directors meeting minutes*
55 *(Attachment 2). Seconded. APPROVED.*
56

57 **MOTION:** *To approve the September 26, 2020 Board of Directors meeting minutes*
58 *(Attachment 3). Seconded. APPROVED.*
59

60 **GUEST SPEAKER - DAVID PATTERSON USOPC**

61 Lucinda McRoberts, Chief Administrative Officer & General Counsel, introduced Associate
62 Director of NGB Governance at the U.S. Olympic and Paralympic Committee (USOPC), David
63 Patterson.
64

65 Mr. Patterson presented the governance model of Olympic and Paralympic organizations and
66 how complex they are with obligations to many stakeholders. Mr. Patterson briefly described
67 the audit process by the USOPC and compliancy, which is directed by Congress. Mr. Patterson
68 provided an overview of a Board's primary responsibilities to a National Governing Body
69 (NGB), with emphasis on governing the organization while the staff runs the organization.
70

71 Mr. Patterson provided a report on USA Swimming's current compliance areas and noted
72 that USA Swimming is doing well. He made recommendations on how the organization
73 should approach national committees, including committee reporting structure, which

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74 committees should be making organizational decisions, and which should just provide
75 recommendations. Mr. Patterson noted that USA Swimming has an abundance of
76 committees.

77

78 Mr. Patterson focused on USA Swimming's House of Delegates, which is a designated
79 committee due to the authority to change bylaws and thus must have 33% elite athlete
80 representation. He emphasized that this is not a gray area and said the organization will need
81 to come into compliance by January 1, 2022. Mr. Patterson suggested ways in which to
82 engage volunteer voices, including grassroots level athletes. Mr. Patterson additionally spoke
83 to the importance the perspective Independent Directors can provide.

84

85 Lastly, Mr. Patterson remarked on the opportunity USA Swimming has to build upon its
86 current strength to become the best NGB in the world.

87

88 Ms. McRoberts added that Mr. Patterson will work with USA Swimming's compliance task
89 force moving forward.

90

91 **FOUNDATION UPDATE**

92 Bob Vincent remarked on how fantastic the Foundation Board of Directors meeting was and
93 how far the USA Swimming Foundation has come in the past year.

94

95 Dr. Cecil Gordon, Foundation Board of Directors Chair, provided a brief summary of the
96 Foundation Board of Directors meeting from the previous day, including approval of the
97 2021 Foundation budget, a Memorandum of Understanding (MOU) with U.S. Masters
98 Swimming, additional and new Board members, and the appointment of Mike McCaffery to
99 the Investment Committee (Attachments 4 - 6).

100

101 **USA SWIMMING - MASTERS MOU**

102 Dr. Cecil Gordon briefly provided background on how the USA Swimming Foundation and
103 U.S. Masters Swimming formed their partnership through the work of a task force that
104 included members of the Foundation Board (Attachment 7).

105

106 Tim Hinchey further spoke to the development of the partnership with U.S. Masters
107 Swimming, including partnering in other areas such as commercial.

108

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109 Dr. Gordon noted that with the new partnership and MOU, the Foundation Board added two
110 new Board positions to include members of U.S. Masters Swimming, and the Foundation
111 Board also recommended Cullen Jones to replace Maya Andrews (Attachment 8).

112

113 **DIRECTOR CONFIRMATION**

114 **MOTION:** *To approve one (1) new Foundation Board member – Cullen Jones – to fill Maya*
115 *Andrews’ vacancy. Seconded. APPROVED.*

116

117 **MOTION:** *To approve two (2) new Foundation Board members – Jay DeFinis and Jeff Moxie –*
118 *per MOU with USMS. Seconded. APPROVED.*

119

120 Dr. Cecil Gordon presented a revision to the Foundation Board of Directors Bylaws in which
121 the U.S. Masters Chief Executive Officer will serve as a member of the Foundation Board of
122 Directors in a non-voting, ex-officio role (Attachment 9).

123

124 **BYLAWS UPDATE AND APPROVAL**

125 **MOTION:** *To approve USA Swimming Foundation Bylaws revision. Seconded. APPROVED.*

126

127 Dr. Gordon thanked Chief Operating Officer Mike Unger and the rest of the staff for the
128 success of the virtual 2020 Golden Goggle Awards and additionally noted the generosity of
129 several Board members to the Foundation.

130

131 Scott Usher, Director, Development Fundraising and Alumni Affairs, provided a brief update
132 on the Golden Goggle Awards silent auction, which had currently raised over \$61K to date.

133

134 Dr. Gordon introduced the Four Pillars of the Foundation Board.

135

136 Tim Hinchey updated the Board on the Raise Money pillar, including the creation of a
137 DigiDeck platform and discussions regarding products and services to offer both larger
138 audiences and directly to Champion Club Members, as well as major gift donors.

139

140 Joel Shinofield, Managing Director of Sport Development, reported that through the Make a
141 Difference in Communities pillar, the organization is exploring ways to expand opportunities
142 for competitive swimming through additional grants to learn-to-swim providers with the
143 goal of funding this program by 2028 in the same manner in which the organization funds
144 the Make-A-Splash program.

145

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146 Shana Ferguson, Chief Commercial Officer, stated that everyone who has ever been a USA
147 Swimming member will be engaged as an alumnus, not just Olympians and former National
148 Team members, through the Engage Alumni pillar.

149
150 Mike Unger noted that the focus for the Support Facilities and Pools pillar is providing access
151 and opportunities for pools to be open. Mr. Unger reported that his group is working to
152 create a database of pools throughout the country and additionally work in partnership with
153 Sigma Gamma Rho on their goal of building and refurbishing 100 pools over the next eight
154 years.

155
156 Dr. Gordon briefly touched on the USA Swimming Foundation “Ends” that were approved at
157 the Foundation Board meeting.

158
159 Mr. Unger provided a debrief on the 2020 Golden Goggle Awards in which many were
160 honored, including the 1980 Olympic Swimming Team, COVID-19 front line workers, USA
161 Swimming clubs, and USA Swimming Award winner, Jon Urbanek.

162
163 Belle McLemore, Managing Director of Communications, presented on USA Swimming’s
164 integrated marketing campaign, Saving Lives Is Always In Season, which targeted six
165 communities that were struggling with access to pools and lessons. In partnership with
166 Phillips66, the goal of the campaign was to create national public awareness of the need for
167 access to learn-to-swim programs.

168
169 **BOARD PROCESS**
170 **INTRODUCTION OF VICE CHAIR OF FISCAL OVERSIGHT CANDIDATES**
171 Bob Vincent introduced the candidates for Vice Chair of Fiscal Oversight, Kenneth Chung and
172 Kathy Fish.

173
174 Kathy Fish and Kenneth Chung provided an overview of their professional backgrounds, as
175 well as the skills they would bring to the position of Vice Chair of Fiscal Oversight.

176
177 **NOMINATING COMMITTEE APPOINTMENTS**
178 Bob Vincent presented the Nominating Committee appointments, Jennifer Gibson and Mary
179 Wallack.

180
181 **MOTION:** *To approve the appointments of Jennifer Gibson and Mary Wallack to the*
182 *Nominating Committee. Seconded. APPROVED.*

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183 **USA SWIMMING BYLAWS**

184 Lucinda McRoberts explained the housekeeping updates to the USA Swimming Corporate
185 Bylaws Articles 1.1, Description of Organization; 2.7, Fees; and 2.8, Delinquent Dues and Fees
186 (Attachment 10).

187

188 **MOTION** To approve updates to Article 1.1, Description of Organization, of the USA Swimming
189 Corporate Bylaws. Seconded. **APPROVED.**

190

191 **MOTION** To approve updates to Article 2.7, Fees, of the USA Swimming Corporate Bylaws.
192 Seconded. **APPROVED.**

193

194 **MOTION** To approve updates to Article 2.8, Delinquent Dues and Fees, of the USA Swimming
195 Corporate Bylaws. Seconded. **APPROVED.**

196

197 **HOD LEGISLATION BOARD POLICY MANUAL UPDATE**

198 The Board engaged in discussion regarding steps and strategic approaches they can utilize
199 to engage and communicate with the House of Delegates on Board recommended legislative
200 proposals.

201

202 **MOTION** To approve the Board Governing Policy Manual Updates (Attachment 11). Seconded.
203 **APPROVED.**

204

205 **GOVERNANCE USOPC COMPLIANCE TASK FORCE**

206 Bob Vincent reported that the Governance Committee will identify where the organization
207 falls short on compliance with the USOPC Bylaws and will form a task force to identify
208 solutions for compliance.

209

210 Lucinda McRoberts added that this compliance process will be expedited due to the May
211 deadline for legislative changes.

212

213 **TECHNICAL RULES TASK FORCE**

214 Bob Vincent provided background on why the Technical Rules task force was formed,
215 including the emergence of new technology.

216

217 Joel Shinofield described the charge of the task force as evaluating technology as it relates to
218 the technical rules of competition and provided examples of recent technology changes with
219 swimsuits, Wi-Fi, pacing technology and new open water technology.

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220 **POLICY & PROCEDURES MANUAL DISCUSSION**

221 Lucinda McRoberts previewed the comprehensive review of the Operating Policy Manual
222 (Attachment 12).

223
224 Ms. McRoberts additionally presented the “library” of USA Swimming documents and briefly
225 described how each fit into governing the organization.

226
227 **ENDS/PRIORITY RESULTS MONITORING**

228 Bob Vincent explained the process by which Ends monitoring reports are produced,
229 distributed, and discussed prior to Board meetings.

230
231 **POLICY 1.2 SUCCESSFUL ATHLETES, COACHES AND CLUBS**

232 Bob Vincent presented Policy 1.2, Successful Athletes, Coaches and Clubs (Attachment 13).

233
234 Joel Shinofield reported that the KPIs within Policy 1.2 will be revised to reflect the current
235 grassroots climate.

236
237 ***MOTION:** To approve that the performance monitoring report on Policy 1.2, “Successful*
238 *Athletes, Coaches and Clubs,” conveys (a) interpretations of the policy that are reasonable, and*
239 *(b) that the report reasonably substantiates compliance with the policy requirements,*
240 *consistent with the CEO’s interpretations. Seconded. **APPROVED.***

241
242 **POLICY 1.4 RECOGNITION OF USA SWIMMING**

243 Bob Vincent presented Policy 1.4, Recognition of USA Swimming (Attachment 14).

244
245 ***MOTION:** To approve that the performance monitoring report on Policy 1.4, “Recognition of*
246 *USA Swimming,” conveys (a) interpretations of the policy that are reasonable, and (b) that the*
247 *report reasonably substantiates compliance with the policy requirements, consistent with the*
248 *CEO’s interpretations. Seconded. **APPROVED.***

249
250 **KEEPING ATHLETES FIRST**

251 Lucinda McRoberts provided an overview of the Keeping Athletes First initiative from the
252 approval of Board designated funds in November 2019 to the working group composition to
253 the cadence of the group’s meetings. Ms. McRoberts presented a summary of the cashflow
254 for the initiative, noting that spending was slightly less than anticipated due to unanticipated
255 adjustments for the COVID-19 pandemic.

256

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257 Ms. McRoberts reported updates on each of the four initiatives including timelines, as well
258 as components and action items for each.

259

260 Ms. McRoberts briefly described how USA Swimming's member database, SWIMS, effects
261 critical pieces within the Keeping Athletes First initiative and how a new version of SWIMS
262 is needed to successfully facilitate those various pieces. Ms. McRoberts asked that the
263 financial resources are moved into one "bucket" as opposed to four with the intention of
264 using part of the funds for updating SWIMS.

265

266 Bob Vincent added that the original financial numbers were estimates and that adjusting the
267 use of funds is encouraged to continue being good financial stewards.

268

269 **MOTION:** *To approve the use of the \$5M in Board Designated Funds to accomplish the four*
270 *identified initiatives, with the advice and consent of the Board of Directors and Keeping Athletes*
271 *First Working Group. Seconded. APPROVED.*

272

273 **MANAGEMENT PARAMETERS MONITORING**

274 **POLICY 3.0 GENERAL MANAGEMENT CONSTRAINT**

275 Bob Vincent presented Policy 3.0, General Management Constraint (Attachment 15).

276

277 **MOTION:** *To approve that the performance monitoring report on Policy 3.0, "General*
278 *Management Constraint," conveys (a) interpretations of the policy that are reasonable, and (b)*
279 *that the report reasonably substantiates compliance with the policy requirements, consistent*
280 *with the CEO's interpretations. Seconded. APPROVED.*

281

282 **POLICY 3.1 TREATMENT OF MEMBERS AND CUSTOMERS**

283 Bob Vincent presented Policy 3.1, Treatment of Members and Customers (Attachment 16).

284

285 **MOTION:** *To approve that the performance monitoring report on Policy 3.1, "Treatment of*
286 *Members and Customers," conveys (a) interpretations of the policy that are reasonable, and (b)*
287 *that the report reasonably substantiates compliance with the policy requirements, consistent*
288 *with the CEO's interpretations. Seconded. APPROVED.*

289

290 **POLICY 3.4: FINANCIAL CONDITION & ACTIVITIES**

291 Bob Vincent presented Policy 3.4, Financial Condition & Activities (Attachments 17 - 19).

292

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293 **MOTION:** *To approve that the performance monitoring report on Policy 3.4, "Financial*
294 *Condition & Activities," conveys (a) interpretations of the policy that are reasonable, and (b)*
295 *that the report reasonably substantiates compliance with the policy requirements, consistent*
296 *with the CEO's interpretations. Seconded. APPROVED.*

297
298 Eric Skufca, Chief Financial Officer, reported on the organization's revenue and expense
299 variances, including total revenue reductions as well as total expense reductions across the
300 board leading to a current operating surplus projection for 2020.

301
302 Mr. Skufca presented and summarized the current organizational balance sheet while
303 highlighting cash and cash equivalents, accounts receivable, and long-term investments.

304
305 **POLICY 3.6: FINANCIAL PLANNING AND BUDGETING**
306 Bob Vincent presented Policy 3.6, Financial Planning & Budgeting (Attachments 20 - 23) and
307 reminded the Board that the budget is within Policy 3.6.

308
309 **MOTION:** *To approve that the performance monitoring report on Policy 3.6, "Financial*
310 *Planning and Budgeting," conveys (a) interpretations of the policy that are reasonable, and (b)*
311 *that the report reasonably substantiates compliance with the policy requirements, consistent*
312 *with the CEO's interpretations. Seconded. APPROVED.*

313
314 Eric Skufca presented the "quad" business plan summary (2017-2021) noting the material
315 fluctuations, certainties, and uncertainties as the organization heads into an Olympic year in
316 2021 continuing to adjust and be financially fluid during the COVID-19 pandemic.

317
318 Mr. Skufca explained that the organization is variable expense heavy, meaning the
319 organization can pivot priorities to adjust to the current landscape and current revenue
320 projections during these unique times to make the best financial decisions. Mr. Skufca
321 additionally described the details regarding revenue from the U.S. Olympic Trials -
322 Swimming.

323
324 **POLICY 3.7 COMPENSATION AND BENEFITS**
325 Bob Vincent presented Policy 3.7, Compensation and Benefits (Attachment 24).

326
327 Tim Hinchey mentioned how the organization is working as a team and doing a lot more with
328 less.

329

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330 **MOTION:** *To approve that the performance monitoring report on Policy 3.7, "Compensation*
331 *and Benefits," conveys (a) interpretations of the policy that are reasonable, and (b) that the*
332 *report reasonably substantiates compliance with the policy requirements, consistent with the*
333 *CEO's interpretations. Seconded. APPROVED.*

334

335 **POLICY 3.11: USA SWIMMING FOUNDATION MANAGEMENT**

336 Bob Vincent presented Policy 3.11, USA Swimming Foundation Management (Attachment
337 25).

338

339 **MOTION:** *To approve that the performance monitoring report on End 3.11, "USA Swimming*
340 *Foundation Management," conveys (a) interpretations of the policy that are reasonable, and*
341 *(b) that the report reasonably substantiates achievement of the policy requirements, consistent*
342 *with the CEO's interpretations. Seconded. APPROVED.*

343

344 **MOTION:** *To approve changing the report due date to Spring Meeting. Seconded. APPROVED.*

345

346 **STAFF UPDATES**

347 Tim Hinchey submitted a written report to the Board (Attachment 26).

348

349 **EVENTS**

350 Mike Unger provided a summary of the Toyota U.S. Open that included 1,136 athletes and
351 370 teams at nine sites across the country. Mr. Unger also reported on the safety protocols
352 that were followed with suggestions for future competitions.

353

354 Lindsay Mintenko, Managing Director of the National Team, noted that from the National
355 Team perspective, the U.S. Open was a success with the ability to add two new National Team
356 members as well as 15 new Junior National Team members.

357

358 Joel Shinofield added there was a lot of excitement before and after the meet from the
359 officials, coaches, clubs, and athletes.

360

361 Mr. Unger remarked on the 18 & Under Winter Championships that will occur from
362 December 1-13, 2020 at multiple sites as well as the 2021 TYR Pro Swim Series where the
363 hope is to get back to a "normal" meet.

364

365 The Board discussed protocols that were followed and not followed as well as a few possible
366 COVID-19 exposures at the U.S. Open meet sites.

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367 Mr. Unger noted that there is a list of decisions still to be made regarding holding the U.S.
368 Olympic Team Trials – Swimming, including spectator and athlete capacities, and alternative
369 meet sites. Mr. Unger reported on a panel of experts that will be assembled to assist with the
370 decision making for Trials.

371

372 **DIGITAL TRANSFORMATION**

373 Joel Shinofield spoke about USA Swimming’s need to utilize technology to provide services
374 to our membership, including IT assets we currently rely on for member services and how
375 they are utilized. Mr. Shinofield explained the existing value and where value can be created
376 for members and non-members with new technology as well as improvements of our current
377 technology. Mr. Shinofield reported on the various issues within the organization’s current
378 technology that need to be solved for the organization to implement and progress initiatives
379 such as Keeping Athletes First, as well as any future initiatives to build and successfully
380 service membership.

381

382 Mr. Shinofield presented a three-phased financial roadmap to achieve the digital
383 transformation the organization needs to better service the membership, which includes
384 internal funds and funds already approved by the Board of Directors.

385

386 The Board engaged in brief discussion regarding digital transformation, including details
387 around re-architecting SWIMs, the financial dollars coming from operational funds within
388 the budget, and the need to take six weeks to assess SWIMs in its current form in order to
389 understand all the fixes and financial needs.

390

391 **CLOSING ROUNDTABLE**

392 **NEXT MEETING / EVENTS**

- 393 • Board Meeting – Friday, February 5, 2021 (likely virtual)
- 394 • Foundation Board Meeting – TBD

395

396 **MEETING ASSESSMENT**

397 The Board engaged in a round table discussion assessing the day’s meeting, including
398 expressing appreciation for the USOPC presentation on compliance, the success of the Toyota
399 U.S. Open, and gratitude for the work staff is doing.

400

401 **CLOSED SESSION (2.3.6)**

402 **LITIGATION UPDATE**

403 The Board went into closed session, so Lucinda McRoberts could provide a legal update.

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404 **VICE CHAIR OF FISCAL OVERSITE ELECTION**

405 The Board remained in closed session so the Board could elect a Vice Chair of Fiscal
406 Oversight. All staff except Lucinda McRoberts and Paula D’Amico left the meeting.

407
408 Kenneth Chung was elected Vice Chair of Fiscal Oversight.

409
410 **COMPENSATION COMMITTEE UPDATE**

411 The Board remained in closed session for compensation discussions. All remaining staff left
412 the meeting.

413
414 **ADJOURN**

415 Bob Vincent adjourned this meeting at 2:34 p.m. Mountain Time.

416
417 Respectfully submitted:



Lucinda McRoberts, CAO & General Counsel



Bob Vincent, Board Chair

DRAFT

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USA Swimming Board of Directors Minutes Attachments

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Attachment 4	Page 3 – USA-S Foundation Q3 2020 Financial Statement
Attachment 5	Page 3 – Foundation 2020 Budget vs. 2020 Projection
Attachment 6	Page 3 – Foundation 2020 Projection vs. 2021 Projection
Attachment 7	Page 3 – USA Swimming Foundation – Masters MOU
Attachment 8	Page 4 – USA-S Foundation Board Nominee Bios
Attachment 9	Page 4 – Foundation Bylaws Update
Attachment 10	Page 6 – Proposed USA-S Bylaws Update
Attachment 11	Page 6 – USA-S Policy Memo – HOD Advocacy
Attachment 12	Page 7 – USA-S Policy Manual References
Attachment 13	Page 7 – Policy 1.2: Successful Athletes, Coaches and Clubs
Attachment 14	Page 7 – Policy 1.4: Recognition of USA Swimming
Attachment 15	Page 8 – Policy 3.0: General Management Constraint
Attachment 16	Page 8 – Policy 3.1: Treatment of Members and Customers
Attachment 17	Page 8 – Policy 3.4 Financial Condition and Activities
Attachment 18	Page 8 – Q3 2020 USA-S Combined Investment Review
Attachment 19	Page 8 – USA Swimming - Q3 2020 Financial Statement Report
Attachment 20	Page 9 – Policy 3.6 Budget
Attachment 21	Page 9 – 2020 Budget vs. 2020 Projection
Attachment 22	Page 9 – Business Plan Summary 2017-2021
Attachment 23	Page 9 – USA Swimming 2021 Budget
Attachment 24	Page 9 – Policy 3.7 Compensation and Benefits
Attachment 25	Page 10 – Policy 3.11 USA Swimming Foundation Management
Attachment 26	Page 10 – Staff Update for the Board of Directors