

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
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 **CEO'S WELCOME**

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

46

47 **BOARD CHAIR'S REMARKS**

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

51

52 **MINUTES**

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

55

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

58

59 **GUEST SPEAKER – DAVID PATTERSON USOPC**

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

63

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

69

70 Mr. Patterson provided a report on USA Swimming's current compliance areas and noted
71 that USA Swimming is doing well. He made recommendations on how the organization
72 should approach national committees, including committee reporting structure, which
73 committees should be making organizational decisions, and which should just provide
74 recommendations. Mr. Patterson noted that USA Swimming has an abundance of
75 committees.

76

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

83

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

86

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

89

90 **FOUNDATION UPDATE**

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

93

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

99

100 **USA SWIMMING – MASTERS MOU**

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

104

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

107

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

111

112 **DIRECTOR CONFIRMATION**

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

115

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

118

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

122

123 **BYLAWS UPDATE AND APPROVAL**

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

125

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

129

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

132

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

134

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

138

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

144

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

148

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

154

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

157
158 Mr. Unger provided a debrief on the 2020 Golden Goggle Awards in which many were
159 honored, including the 1980 Olympic Swimming Team, COVID-19 front line workers, USA
160 Swimming clubs, and USA Swimming Award winner, Jon Urbanek.

161
162 Belle McLemore, Managing Director of Communications, presented on USA Swimming’s
163 integrated marketing campaign, Saving Lives Is Always In Season, which targeted six
164 communities that were struggling with access to pools and lessons. In partnership with
165 Phillips66, the goal of the campaign was to create national public awareness of the need for
166 access to learn-to-swim programs.

167
168 **BOARD PROCESS**
169 **INTRODUCTION OF VICE CHAIR OF FISCAL OVERSIGHT CANDIDATES**
170 Bob Vincent introduced the candidates for Vice Chair of Fiscal Oversight, Kenneth Chung and
171 Kathy Fish.

172
173 Kathy Fish and Kenneth Chung provided an overview of their professional backgrounds, as
174 well as the skills they would bring to the position of Vice Chair of Fiscal Oversight.

175
176 **NOMINATING COMMITTEE APPOINTMENTS**
177 Bob Vincent presented the Nominating Committee appointments, Jennifer Gibson and Mary
178 Wallack.

179
180 **MOTION:** *To approve the appointments of Jennifer Gibson and Mary Wallack to the*
181 *Nominating Committee. Seconded. APPROVED.*

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

186
187 **MOTION** *To approve updates to Article 1.1, Description of Organization, of the USA Swimming*
188 *Corporate Bylaws. Seconded. APPROVED.*

189
190 **MOTION** *To approve updates to Article 2.7, Fees, of the USA Swimming Corporate Bylaws.*
191 *Seconded. APPROVED.*

192

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

195

196 **HOD LEGISLATION BOARD POLICY MANUAL UPDATE**

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

200

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

203

204 **GOVERNANCE USOPC COMPLIANCE TASK FORCE**

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

208

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

211

212 **TECHNICAL RULES TASK FORCE**

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

215

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

219 **POLICY & PROCEDURES MANUAL DISCUSSION**

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

222

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

225

226 **ENDS/PRIORITY RESULTS MONITORING**

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

229

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

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

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

234

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

239

240 **POLICY 1.4 RECOGNITION OF USA SWIMMING**

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

242

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

247

248 **KEEPING ATHLETES FIRST**

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

254

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

257

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

263

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

266

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

270

271 **MANAGEMENT PARAMETERS MONITORING**

272 **POLICY 3.0 GENERAL MANAGEMENT CONSTRAINT**

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

274

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

279

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

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

282

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

287

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

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

290

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

295

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

299

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

302

303 **POLICY 3.6: FINANCIAL PLANNING AND BUDGETING**

304 Bob Vincent presented Policy 3.6, Financial Planning & Budgeting (Attachments 20 - 23) and
305 reminded the Board that the budget is within Policy 3.6.

306

307 ***MOTION:** To approve that the performance monitoring report on Policy 3.6, "Financial*
308 *Planning and Budgeting," conveys (a) interpretations of the policy that are reasonable, and (b)*

309 *that the report reasonably substantiates compliance with the policy requirements, consistent*
310 *with the CEO's interpretations. Seconded. APPROVED.*

311
312 Eric Skufca presented the “quad” business plan summary (2017-2021) noting the material
313 fluctuations, certainties, and uncertainties as the organization heads into an Olympic year in
314 2021 continuing to adjust and be financially fluid during the COVID-19 pandemic.

315
316 Mr. Skufca explained that the organization is variable expense heavy, meaning the
317 organization can pivot priorities to adjust to the current landscape and current revenue
318 projections during these unique times to make the best financial decisions. Mr. Skufca
319 additionally described the details regarding revenue from the U.S. Olympic Trials -
320 Swimming.

321
322 **POLICY 3.7 COMPENSATION AND BENEFITS**

323 Bob Vincent presented Policy 3.7, Compensation and Benefits (Attachment 24).

324
325 Tim Hinchey mentioned how the organization is working as a team and doing a lot more with
326 less.

327
328 **MOTION:** *To approve that the performance monitoring report on Policy 3.7, “Compensation*
329 *and Benefits,” conveys (a) interpretations of the policy that are reasonable, and (b) that the*
330 *report reasonably substantiates compliance with the policy requirements, consistent with the*
331 *CEO's interpretations. Seconded. APPROVED.*

332
333 **POLICY 3.11: USA SWIMMING FOUNDATION MANAGEMENT**

334 Bob Vincent presented Policy 3.11, USA Swimming Foundation Management (Attachment
335 25).

336
337 **MOTION:** *To approve that the performance monitoring report on End 3.11, “USA Swimming*
338 *Foundation Management,” conveys (a) interpretations of the policy that are reasonable, and*
339 *(b) that the report reasonably substantiates achievement of the policy requirements, consistent*
340 *with the CEO's interpretations. Seconded. APPROVED.*

341
342 **MOTION:** *To approve changing the report due date to Spring Meeting. Seconded. APPROVED.*

343
344 **STAFF UPDATES**

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

346
347

348 **EVENTS**

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

352
353 Lindsay Mintenko, Managing Director of the National Team, noted that from the National
354 Team perspective, the U.S. Open was a success with the ability to add two new National Team
355 members as well as 15 new Junior National Team members.

356
357 Joel Shinofield added there was a lot of excitement before and after the meet from the
358 officials, coaches, clubs, and athletes.

359
360 Mr. Unger remarked on the 18 & Under Winter Championships that will occur from
361 December 1-13, 2020 at multiple sites as well as the 2021 TYR Pro Swim Series where the
362 hope is to get back to a “normal” meet.

363
364 The Board discussed protocols that were followed and not followed as well as a few possible
365 COVID-19 exposures at the U.S. Open meet sites.

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

370
371 **DIGITAL TRANSFORMATION**

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

380
381 Mr. Shinofield presented a three-phased financial roadmap to achieve the digital
382 transformation the organization needs to better service the membership, which includes
383 internal funds and funds already approved by the Board of Directors.

384
385 The Board engaged in brief discussion regarding digital transformation, including details
386 around re-architecting SWIMs, the financial dollars coming from operational funds within

387 the budget, and the need to take six weeks to assess SWIMs in its current form in order to
388 understand all the fixes and financial needs.

389

390 **CLOSING ROUNDTABLE**

391 **NEXT MEETING / EVENTS**

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

394

395 **MEETING ASSESSMENT**

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

399

400 **CLOSED SESSION (2.3.6)**

401 **LITIGATION UPDATE**

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

403 **VICE CHAIR OF FISCAL OVERSIGHT ELECTION**

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

406

407 Kenneth Chung was elected Vice Chair of Fiscal Oversight.

408

409 **COMPENSATION COMMITTEE UPDATE**

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

412

413 **ADJOURN**

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

415

416 Respectfully submitted:



Lucinda McRoberts, CAO & General Counsel



Bob Vincent, Board Chair

USA Swimming Board of Directors Minutes Attachments

November 20, 2020 / Virtual Zoom Conference Call

Attachment 1	Page 1 – Agenda: November 20, 2020
Attachment 2	Page 2 – DRAFT BOD Minutes September 25, 2020
Attachment 3	Page 2 – DRAFT BOD Minutes September 26, 2020
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 3 – USA-S Foundation Board Nominee Bios
Attachment 9	Page 4 – Foundation Bylaws Update
Attachment 10	Page 5 – Proposed USA-S Bylaws Update
Attachment 11	Page 6 – USA-S Policy Memo – HOD Advocacy
Attachment 12	Page 6 – USA-S Policy Manual References
Attachment 13	Page 6 – 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 8 – Policy 3.6 Budget
Attachment 21	Page 8 – 2020 Budget vs. 2020 Projection
Attachment 22	Page 8 – Business Plan Summary 2017-2021
Attachment 23	Page 8 – USA Swimming 2021 Budget
Attachment 24	Page 9 – Policy 3.7 Compensation and Benefits
Attachment 25	Page 9 – Policy 3.11 USA Swimming Foundation Management
Attachment 26	Page 9 – Staff Update for the Board of Directors