

Committee Name:	Board of Directors	Session #:	1 and 2
Committee Chair:	Ed Coates		
Minutes recorded by:	Carrie Stolar	Date/time of meeting:	7/19/25 8:30 AM ET

Actions Taken:

1. Approved: The amended June BOD meeting minutes.
2. Approved: To accept the audit report as presented.
3. Approved: The 990-tax return as presented with the updated mission statement.
4. Adopted: The rules of the HOD as presented.

Number of committee members in-person:	14	Virtual:	4	Guests:	9
Committee members present/virtual (list all, including chair and vice chair): Ed Coates – President; Julie Dussliere - VP of Administration; Kenny Brisbin - VP of Community Services; Crystie McGrail - VP of Local Operations; Carrie Stolar - Secretary; Teddy Decker – Treasurer; Peter Guadagni (Immediate Past President); Dawson Hughes – CEO; At-Large Directors: Sam Kraft (Breadbasket); Guy Davis (Colonies); Rob Heath (Northwest); Phyllis Quinn (Oceana); Nicole Christensen (South Central); Trey Taylor (Southeast).					
Virtual: Jeff Commings (Southwest); Robin Smith - VP of Programs. C.J. Rushman (Great Lakes); Katie Kenyon (Legal Counsel);					
Guests: Jessica Reilly, Jay Eckert, Kyle Deering, Colton Martin, Bill Brenner, Daniel Paulling, Bethany Burchill, Erica Totten, Gary Keehner, Alex Calendo (auditor), Mindy Sauter (McGuire Woods - legal counsel), Paul Walker (public relations and communications consultant), Brian Robbins (GUS), James Williamson (IT/system contractor)					

Minutes

The meeting was called to order at 8:39 AM ET.

1. Ed welcomed everyone to the meeting and talked about the GUS meet that the BOD participated in on Friday.
2. Agenda review and declarations of conflict of interest (Ed): The agenda for Saturday has been modified by adjusting the timing and order of some topics, and the session with outside legal counsel and our public relations advisor was added/lengthened. The updated agenda is posted in the forum. There were no conflicts of interest.
3. Introductions (Dawson): Dawson introduced the staff that are in attendance. He explained that, on a day-to-day basis, the staff work remotely but try to meet 3 times per year (January in Sarasota, a summer meeting, and the senior staff meeting in the fall). They met yesterday in advance of the summer BOD meeting.
4. Approval of the minutes (Carrie): **MSA for approval of the amended June 9, 2025 BOD meeting minutes.** Discussion: none. **The motion passed unanimously.**
5. Strategic Focus (Ed, Dawson): Ed thanked everyone for their prework feedback.
 - a Ed shared a summary of the prework. (Shared on the forum).
 - i Top 4 opportunities/programs with potential.
 - 1 **CCS:** Direct pipeline to USMS membership, engaging younger swimmers leading to a long-term growth potential.
 - a Do we know what current members were previously CCS members? We don't manage the CCS registration system, so it has been difficult to connect CCS members to USMS. Now all CCS members are in our system as bridge members. We currently don't know how many USMS members came from CCS. If we have CCS registration in-house we will be able to collect data and track membership and understand how many are graduating, participating in nationals, swimming in meets, and participating in GUS. CCS members run CCS with USMS oversight. We are still working on the balance of how much our volunteers get involved on the LMSC level. Local level involvement is difficult because of

the 2 registration systems and the understanding of the group. One suggestion is to have a college club liaison at the LMSC level that understands CCS (perhaps an alum of CCS). There are challenges in how to communicate with CC swimmers to invite them to local USMS meets. Some LMSCs have been reaching out but the local CCS clubs are not responding. CCS is also run by volunteers and have student schedules. The national office is willing to connect the LMSC and local CCS clubs via email. Per Dawson, the connections will grow organically. The CCS website is currently hosted by Club Assistant. CCS is meeting our mission, and the goal is to breakeven

- 2 **GUS:** Opens doors to new members and participation.
 - 3 **ALTS:** Valuable community service that could become more impactful with better integration into USMS membership. Serves as member retention for instructors. Engaging experience.
 - a Guy asked if there is a communication/content/marketing strategy piece for ALTS? Dawson answered that once we are clearly defined who we are focused on, we can start the messaging. Guy said that the strategic challenge is to take content and marry the right messages and focus with the right audience and asked how do we develop the right strategic tools to be relevant in a noisy messaging environment? Dawson said that it is a challenge that is constantly evolving and can be solved with the right resources. The staff is working on it. The infrastructure is in place, but the technical integration isn't quite there.
 - i Kyle: How can the membership can be segmented for messaging and products: OW, pool, triathletes, LTS, non-competitive, etc.? Members don't like to be categorized but we can look for patterns in their member journeys. The starting point is self-identified by the member. Now we have right product mix with LaneMate and GUS and we can define next best action for each member.
 - 4 **Partnership with USA Swimming:** The continuation of the collaboration efforts on national/OW events and Olympic Trials enhances visibility and mission alignment.
- ii Top 4 things to eliminate or restructure.
- 1 **Gold Club designation:** Seen as outdated and inconsistent in quality,. It is recommended for overhaul, not elimination. It is an exercise of checking off boxes versus indicating the quality of the club. It does tie "try masters swimming" and club membership together, but it also has its strategic challenges. Gold Clubs do provide some consistency. There are 257 Gold Clubs, but some are at capacity. Some clubs are tied to it, but there is no replacement/solution if it is eliminated. Many who sign up for "try master swimming" never get contacted. Discussion about the difference between a certified coach and coach on deck. Kyle remarked that the best club experience may not line up with a gold club, and there is often a difference between what we can measure and what people say they are doing.
 - a What are the characteristics of our best clubs? Kenny suggested that the coaches committee could have a discussion on this topic. Gold clubs didn't improve the conversion rate from "try masters swimming" to membership. The BOD had a general discussion on how to incentivize teams to become Gold Clubs. Ed asked if Gold Clubs are a badge for stability for being a top club or a reward for doing certain things? Dawson said that the Gold Club designation gets clubs to think about what the club experience is like for a new/potential member. Crystie commented that there is too much variability in what our clubs look like to create standards.
 - 2 **Virtual Championships:** There are logistical issues for many clubs to participate in the virtual championships, like pool access, and there can be results integrity issues. Participation in and enthusiasm for the virtual championships are declining. Some of the funds from the virtual championships go to grants for clubs.
 - 3 **LMSC Structure:** Some boundaries are inefficient. Merging underperforming LMSCs could strengthen governance.
 - 4 **In-person annual meetings/HODs:** Viewed as expensive and ineffective. Virtual alternatives and BOD control over the bylaws is preferred. This year there is a very light legislation agenda. At this

point, all the elections are unopposed. The meeting is expensive, and only 60% of delegates will be meeting in-person. A portion of our membership contains members that love convention in its previous form, NOT the annual meeting. In 2027, should we have an in-person annual meeting, move to virtual or have a different structure? Dawson said that we are loosely committed to a hybrid structure in 2027. It is worth noting that LMSCs are paying \$120,000 in travel money for the annual meeting that could go to other uses. The most critical part of the meeting is the board election, but again, right now, all are running unopposed. Several BOD members asked why don't we have more people running for office? Changing the rules as to who is qualified to run for a national office should help broaden the candidate pool. BOD members talked about members gathering annually, which is happening every year at Relay. Best practices/mission building /programming take place at Relay every year, and it brings in new faces and volunteers. LMSCs should also think about succession planning when determining relay participation. Relay is currently a path to be engaged rather than governance.

The BOD took an 8 minute recess and paused discussion on prework for later in the meeting

6. Financial Audit and 990 report (Auditors, Gary, Dawson): Kerkering, Barberio & Co. (KB&C)

- a One of the primary duties of the BOD is to make sure the organization is financially sound. Besides our financial committees, our auditors ensure this. Our auditors, Kerkering, Barberio & Co., have reviewed our organization and documents from last year. Alex Celendo of KB&C shared the deliverables (which are posted in the forum) with the BOD and said that it was a smooth audit. The auditors found no material weaknesses or significant deficiencies. More detailed information was shared with the USMS financial committees.
 - i Financial statement trends: Assets increased by \$500k over last year due to an increase in cash on hand (investments) and increase in prepaid expenses (insurance premiums). We used reserves last year to fund operations, so we didn't utilize incoming cash from November and December to cover operating expenses. A general financial overview of USMS was shared. For revenue, membership dues increased by \$400,000 (increase in membership price and number of members), while everything else was consistent versus the previous year. Membership increased from 56,309 to 57,830 from 2023 to 2024. Total expenses increased by \$300,000, mostly from an increase in compensation expenses, and it was a significant jump from 2021 (COVID year) when there was limited staff, limited competitions, etc. Gary reviewed the allocation of resources and revised breakout of functional expenses for 2024. This affected some of the year over year differences in several categories. (like CCS). The breakouts are now considered more accurate representations of staff time allocations/focus, and next year should be consistent with 2024. Both revenue and expenses are trending up, and investment returns relatively consistent vs 2023. Guy asked if there was a risk review and Teddy responded that that is significant part of the audit. There are no significant risks identified in our procedures and processes. **MSA to accept the audit report as presented.** Discussion: none. **The motion passed unanimously.**
 - ii 990-tax return (Gary): The audit document integrates directly into the 990-tax return. The Audit Committee reviewed the 990-tax return and recommends it for acceptance. Teddy said that 990s are very specialized, and she and Gary are always happy to answer questions about them. She explained that we are a non-profit organization, so we are exempt from taxes, and the 990 is an information document that we complete to retain our exempt status. The narratives and descriptions are the important parts of the document. One necessary modification of the 990 presented is to update the mission to the current one. **Motion to approve 990-tax return as presented with the updated mission statement.** Discussion: Gary said that if we engage in business outside of our tax exempt status we do pay taxes (i.e. some of our marketing), but we have had losses or carry overs each year, so have not needed to pay any tax. He also shared that the 990 is a public document. Julie gave kudos to Gary and Teddy on the quality of the 990. Teddy also remarked that we are fortunate in the quality of our audit and finance committees. **The motion passed unanimously.**
 - iii 2025 Q2 forecast: June financials: Gary said that USMS is tracking well to the budget.
 - iv 2026 Business planning: Dawson explained the change in the business and budget timeline and approval process that occurred over the last few years. For 2026, LMSCS will get \$10 and USMS will get \$65 of the registration fee, compared to \$12 and \$63 for 2025. A rough estimate is being completed based on June financials and projections that they did last year. The goal is to get back to breakeven (plus or minus \$100,000), including capital expenses and GUS. This year we are planning on a slight loss. Membership is better than last year, but below the estimate of 59,000. We are forecasting a cash loss of about \$80,000 for the year. There are no plans for any significant program overhauls for next year. The rough numbers are

\$100,000 in profit and 60,000 members using numbers and assumptions from last year's 3-year assumptions. We might need to look at some scenarios for the future given the issues at hand which will have a membership impact. A buffer of 3% in membership is built in. The BOD discussed potential legal fees which aren't built into the preliminary budget. We don't have a good sense of the impact of the current situation on the overall organization, but, in general, we are in a healthy financial position.

7. Legal and Public Relations review: Dawson gave an introduction to the next topic: Mindy Sauter (law firm partner from McGuire Woods), , will join us in the next session. Ed's teammate, Paul Walker, will also join us. He has been giving USMS advice from a public relations and communication strategy perspective.

The BOD took a 7-minute recess

8. Legal issues and Interim Competition Policy (Dawson and Jay):

- a Mindy is our lead partner and has been coordinating our legal responses.
 - i Dawson and Mindy gave an overview and timeline of the events in Texas and answered questions from the BOD.
 - ii All USMS policies are public and listed on the website.
 - iii Dawson and Mindy gave an overview about the situation in Florida and answered questions from the BOD.
- b Ed introduced his teammate, Paul Walker, who has a long career in Public Relations/marketing/strategic communications (crisis communications). He has been reviewing communication plans and helping with strategy. Paul talked about the recent communications from USMS and a plan going forward. The group also talked about what could happen in Federal Way at LC Nationals.
- c The BOD talked about organizational values. Our communication strategy will change moving forward. We will be consistent and factual.
Paul and Mindy exited the meeting

The BOD took a 15-minute break at 12:18 and resumed at 12:34.

- d CCS risk: CCS are on campuses and affiliated with universities.
 - i CCS might need to follow NCAA's policy as the executive order applies to educational institutions.
 - ii We don't approve the CCS rule book, but they adopt our rules.
 - iii The CCS registration year starts Aug 1. USMS will meet with the CCS board prior to that.
 - iv If their members crossover to USMS meets, they will follow USMS policy.
- e Summer Nationals (Jay, Dawson, Ed)
 - i Conversations with Federal Way: potential protests and security
 - 1 Federal Way has experience with NCAAs this past spring.
 - 2 Facility director is aware of the issues.
 - a Protocols are in place.
 - b Engagement with law enforcement is happening.
 - 3 Planning on issuing deck credentials to all participants.
 - 4 Glass doors from public seating areas will be closed for HVAC purposes and to control access points to the pool.
 - 5 Facility recommended a employing a security company: USMS will absorb the extra security cost.
 - a USMS Staff will be available to answer questions.
 - b General security/scenarios discussions.
 - 6 Federal Way is a county facility so it can't prohibit protests.
 - 7 Bathroom: One gender neutral changing area is available.
 - 8 The communication plan includes nationals content plus other prepared content.
 - 9 1100 swimmers are entered in the meet.
 - 10 Media credential request discussion.
 - 11 Communication: Kyle, Daniel, Ed, Dawson are the spokespeople for the organization.
 - f Proposed legislation affecting interim eligibility policy: An LMSC has submitted legislation to require USMS to follow the World Aquatics transgender policy.
 - i Legally: We are following it. It would not be in the organization's best interest to have this discussion in the HOD.
 - 1 It is suggested that we have it in writing from legal counsel so that the discussion is tabled.
 - 2 BOD can take emergency action as HOD until the next HOD session to address the issue.
 - g Coming soon: USOPC will probably adopt the executive order definitions of sex for all of their NGBs starting in August.

- h Discussion of possible paths for USMS moving forward
 - i Organizational sustainability
 - 1 How do we protect the assets of the organization?
 - a An extra insurance policy?
 - b Future related issues (insurance renewal, etc.).
 - 2 Directors are personally covered by insurance and the BOD discussed organizational coverage levels.
 - 3 USMS activity/events in TX and FL
 - i We are mission and value-based organization but also need to protect the organization/financial assets.
 - j The auditors were informed in May of the initial TX AG action. Do we need to circle back with KB&Co. about disclosure of subsequent events/likelihood of potential financial events.? Gary will ask KB&Co. Teddy replied that we still don't know enough. The BOD decided to add a sentence to the auditor's report that we have unknown repercussions moving forward.
 - k Early discussions with TX AG on the interim policy included an acknowledgement of the policy during registration and confirming the sex assigned at birth. The information requests from the TX AG were also discussed.
 - i Should we include a "No Plans to Compete" field for those that don't plan on competing?
 - l Discussion took place about some of the communications that have been received by BOD members. Communication and messaging options were discussed.

- 9. The BOD moved into executive session at 1:51 PM to discuss the status of the eligibility reviews that came out of the protests from spring nationals until 2:12 PM.

The Board took a break until 2:45.

10. National Office Updates

- a CCS website (Kyle): We are in phase 1. The bridge membership is complete. Now we will upgrade the digital side of CCS. Club Assistant initially built the website. CCS now has nearly 10,000 members. Enhancements are needed on the website. Now all CCS members are in our database and we can track them and have one communication platform in future. Kyle walked through the website and explained that there is an update that will launch Aug 1. The functionality is based on the USMS website. A social media mode was added and it has an updated look. The data side is still on Club Assistant and will be part of the next phase. The communication and backend systems are yet to come. When the data is on our side, we could integrate USMS events into the CCs events.
- b Events: New sanctions system: The current sanctions system has an outdated, separate databases. The calendar of events will be updated. It will be tested in August and go live in Sept/Oct.
 - i Kyle walked the BOD through the differences between a calendar listing vs sanctioned event vs recognized event.
 - 1 A calendar listing. It is a event that will be sanctioned in the future and a will be shown on the calendar for promotion of an event before it is sanctioned (for planning purposes). It is listed for awareness and only provides basic meet information is provided. Later it can be upgraded to a sanction listing with additional information. If it doesn't get upgraded, it will eventually be pulled down, but remain stored in the database so that race directors can add to it in the future. You can also edit listings but will then need to redo the approval process.
 - 2 Other event: An event that will not be sanctioned, like a clinic or an event sanctioned by another governing body.
 - a USMS staff will be approvers of other events.
 - 3 Sanction/recognition event.
 - a All information needed to sanction the events are ready.
 - ii Location section: This is a unified locations database. It has the location/pool/courses that are certified/measured integrated into the database. The locations that pop up will show those in the database that are measured and certified and qualify to be host/sanctioned, or what status they are in. For bulkhead courses, the bulkhead measurements will be applicable for that event, and then the sanctioner should anticipate a bulkhead measurement form
 - 1 USMS certification s/measurement are stricter than USA-S. (potential legislation forthcoming to align).

- 2 Certification form: Measurements on all lanes and lanes and all conform and are eligible for records. The first step is to measure. May not be able to be certified if there are pool irregularities (length).
 - 3 Course description will let them know if it is a bulkhead course.
 - 4 Sanction and recognition section: Can only use existing courses that have been approved (from the database). Allow for a week to get new or updated course measurements approved. The sanction request will be saved as incomplete if you have to back out due to not having your course approved.
- iii Kyle walked the BOD through the pool and OW listing process.
- 1 The use of the standard template is encouraged.
 - 2 Once submitted, emails are sent to the sanctions chair to review, and the event director receives a submission confirmation, (OW to the LMSC), and the LMSC sanctions chair receives an email with all event information. The sanction email goes directly to sanction email address. If approved, an email is triggered to the event director on status. The OW process slightly different. Updates are given as the process continues until approved. Top Ten will get an alert that event is coming. The sanctions chairs have 11 days to approve and then moves to national office.
 - 3 Once the event concludes, follow up emails on next steps are sent.
- iv Training and communication plan for sanctions chairs: Perhaps at Relay and the annual meeting: training via videos, tutorials, documents with pictures.
- v Events will be searchable on the website
- vi Consolidated calendar: A grid or a list will be visible on the website.
- vii If an event is cancelled, contact the National Office. Then emails will be sent out to the relevant people.
- viii Event search will default to a 500-mile range based on your IP address.
- c Digital Projects (James):
- i Overview of Digital projects by year through 2027:
 - 1 2025: Sanctions, Single location project for Club, CCS information into Salesforce (read only) which ties to the launch of CCS phase 1.
 - 2 2026: Marketing system updates to facilitate USMS, LaneMate, CCS and GUS; Move classes and certifications out of the legacy system; and allow for bulk member registration by clubs.
 - 3 2027: Results and rankings, CCS registration into Salesforce, etc.
 - 4 After 2027: Next gen of the flog, etc.
 - ii Big picture: Adjust according to resources and priorities.
- d GUS (Brian):
- i BOD members' impressions of GUS meet last night: Fun!
 - ii Overview of GUS.
 - iii Marketing message is NOT that it is a feeder program to USMS: The GUS brand is very different than USMS.
 - iv GUS swimmers return year after year.
 - v Each season there are 3-4 regular season meets, 1 championship, social afterward.
 - vi Putting more resources into marketing/social media.
 - vii 2025 objectives: 4800 swimmers, 29 leagues.
 - viii Goal is to grow USMS partnership and continue word of mouth growth.
 - ix Started the year with 34 league directors on paper. Now down to 32.
 - x The numbers: 27 active leagues; 64 meets so far this summer and 3359 registrations (28% USMS members). \$220,000 in revenue.
 - xi Challenges to league directors to grow leagues each year.
 - xii Northern Virginia, Houston, and East Bay on paper have the biggest potential to rival Atlanta's success. (Atlanta has 786 registered) but Chicago, Indy, South Florida, and Long Island also have big potential.
 - xiii Currently at 69% of membership goal, 89% Year on Year membership growth
 - xiv Demographics: Age group: 40 – 44 is biggest. Multi-generational relays bring people back and engaged.
 - xv Virtual onboarding for league directors and team captains was completed in the offseason. Will do one for the BOD as well.
 - xvi Will probably be better than forecasted (budget). On track to breakeven by year 3.

11. The BOD moved into Executive Session at 5:20 PM to talk about the bandwidth of our programming and staff capacity.

The meeting recessed at 5:54 PM ET.

The meeting resumed on Sunday at 8:32 AM ET.

Attendees: Kyle, Jess, Crystie, Nicole, Phyllis, Trey, Kenny, Rob, Peter, Dawson, Ed, Teddy, Guy, Sam, Julie, Carrie, Melanie (in-person). Robin and Jeff (virtual)

1. Annual Meeting

a Rules/Legislation/Long Distance

i The BOD put through 2 proposals.

1 The Legislation Committee approved sunsetting the History & Archives Committee.

a The History and Archives Committee has met and presented a draft job description for the historian to Ed. He and the committee have starting to work on candidate identification.

2 Remove from the bylaws that the requirement that Standing Committees are required to meet in conjunction with the annual meeting. The Legislation Committee has concerns that the three committees with rules responsibilities would not hold forums, so the committee voted to not recommend. Per Julie:

a Some of the committee members didn't understand that it would be optional.

b There is a general mistrust of putting Rules, Legislation and Long Distance Committees into policy.

c Ed will draft a Board Policy related to committees meetings in conjunction with the annual meeting.

d Making these meetings optional will help streamline the process for the annual meeting.

3 The Long Distance Committee's proposals focus on removing procedures.

4 The Rules Committee meets on Tuesday to consider their slate of proposals. .

b Rules of the HOD

i Paige (chair of the Governance Committee) and Rob Copeland (Parliamentarian) reviewed the proposed rules of the HOD. The definition of a member of the HOD was modified so that it is consistent throughout the document. Another change was to clarify that the zoom link is a customized link for each delegate.

MSA to adopt the rules of the HOD as presented. Discussion: The House of Delegates will need to accept them on night one of the annual meeting. **The motion passed unanimously.**

c Elections: The candidates will do their introductory videos and there will be a Meet the Candidates session at the annual meeting.

d Jessica request: Please encourage your LMSC to send delegate lists ASAP.

e Committee reports due to VP's by Aug 1 and shortly after to Jessica.

2. Zone Calls

a All calls have been completed except for the Breadbasket Zone.

b Take-Aways:

i Summary from Ed: (Potential actions are listed in the Forum)

1 Membership and Event Recovery post-COVID: Many LMSCs are still rebuilding membership and event participation. Urban areas face high pools costs and limited facility access.

2 Volunteer Engagement and Succession Planning: Many LMSCs face difficulty in finding volunteers, especially for leadership roles.

3 Sanctions and Top 10 Management: General support for streamlining the sanctioning process and possibly using regional roles. Concerns exist about maintaining simplicity, avoiding bottlenecks and retaining local control. However local control hinges on one volunteer

4 Pilot a program in Texas due to volunteer turnover? Transgender Athlete policy update.

5 Rulebook and governance simplification: Strong support for separating procedures from rules and moving them online. Some concern about accessibility and visibility of relocated content.

6 Coaching and ALTS development: Difficulty expanding coaching pools, especially in sparsely populated areas. Many LMSCs offer ALTS certification weekends and free clinics.

7 Relay and annual meeting representation: Broad interest in Relay and the annual meeting with a focus on sending both veteran and new delegates. Suggestions to prioritize in-person attendance for newer volunteers.

8 Innovative member engagement initiatives: Notable ideas include financial incentives for club participation in LMSC meetings, social events, etc.

- 9 LMSC bylaws and policy review: Some LMSCs are reviewing bylaws due to board turnover or structural changes.
 - 10 Communication gaps with volunteers: Difficulty ensuring role-specific communication without overwhelming volunteers.
 - ii Attendance: Not everyone was clear about what this meeting was. Some meetings were better attended than others and had different levels of engagement. Encourage the BOD of each LMSC to attend. This also sets the tone for future volunteers.
 - iii Will get input from the Breadbasket Zone meeting and include it in the summary.
3. LaneMate/stroke analysis:
- a Testing was done in January (soft launch prior) and promoted to USMS+. Twenty others signed up for stroke analysis but not all have gone through the process.
 - b The infrastructure is in place.
 - c Need focused time/marketing. Ongoing capacity and distractions struggle.
 - i Megan will work on this, especially the stroke analysis.
 - ii LaneMate will launch this fall.
 - iii Some revenue to date, but less than expected (also reduction in expenses).
 - iv Need to have automated communication set-up.
 - v Coaches are in place to perform video stroke analysis.
 - vi Promotion as a member benefit is needed.
 - vii Some have completed the stroke analysis and their feedback is positive.
 - viii Session plan: 2 separate sessions about a month apart.
 - a So participants can act on the feedback.
 - ix Slower ramp up process than anticipated.
 - x Can LaneMate be offered to international swimmers?
 - 1 It is available to anyone but will focus domestically currently to gage capacity..
 - xi We would like to do more promotion but don't want to overtax the system. We have 3 coaches now: Meghan, Jacky, Bonnie Adams.
 - xii LaneMate has not been promoted yet.
 - 1 Kyle has done some testing.
 - 2 Not enough volume to do any analysis of subscriptions.
 - 3 Do a test market?
 - 4 The incentive is access to the workout library (behind the paywall).
 - 5 We don't want LaneMate to cannibalize USMS.
 - 6 Coaches need to be able to do the technology.
 - 7 Potential additions to the workout library: training for nationals, emailed daily workouts.
 - a The app is available from swim.com.
 - i They are collecting the workout data and sending it to us.
 - ii We want to control the data and build what we want.
 - iii Flogs is dated
 - iv We don't want to be a tech company.
 - 8 Lots of potential.
4. The reports from the VPs are posted in the BOD packet.
- a Officials Charie Mike Abegg has resigned effective July 1. Omar de Armas (vice chair) will fill the role for the remainder of the year.
 - i John King will assist as vice chair for the remainder of the year. EC approval was obtained.
 - b Jeff: The D&I Committee's report was cut off in the document. Kenny provided clarification.
5. LMSC Development
- a LMSC standards
 - i A few LMSCs did not submit a survey. The honor system is the guide for those that complete it.
 - ii The results are now being categorized, and the summary is completed.
 - iii Goal: Educational piece this year.
 - iv Ultimately we don't have rules or policies to enforce the standards.
 - 1 LMSC Development Committee is investigating: What needs to be changed to be more effective?

- a For those not meeting the standards of bylaws: Need enforcement mechanism.
 - i Should we have terms limits for LMSC leaders in our bylaws?
 - ii BOD discussed term limits, lack of enforcement mechanisms, and combining LMSC,s,
 - 1 As a BOD or LMSC Development Committee, we need an outreach effort to LMSCs with bylaws issues, lack of events, etc.
 - iii Poorly management LMSC could put non-profit status of LMSCs on state level at risk.
- b Overall governance structure
 - i What authority does HOD, LMSCs have etc.?
 - ii Risk to organization, especially the non-profit status
- b Relay 2025: Schedule finalized and most speakers are confirmed.
 - i For some of the optional sessions: VPs might be pulled in to help/speak.
 - ii Working on lunchtime keynote speaker.
 - iii Attendee lists are due by Sept 19.
 - iv Communication schedule has been established by Jessica.
 - v BOD member attendance check in: About half the BOD are not able to attend.
 - 1 Potential governance/HR/Finance orientation for new BOD members prior to the meeting.
 - vi BOD members and members of the LMSC Development Committee are fully funded.
- c Clarification: For the annual meeting BOD, Committee chairs, Zone Chairs: these positions are fully funded for the annual meeting and are automatic delegates.

Continuation of Strategic Focus from Saturday:

- 6. Strategic Focus (#5 continued from Saturday): Working template for the BOD in the coming years.
 - i Top 4 threats to the organization
 - 1 Legal risks and lawsuits: Rising concerns over transgender policy and external legal threats, including from state AGs.
 - 2 Member attrition/negative PR: Non-renewals and vocal dissatisfaction due to political/policy decisions threaten reputation and finances. Guy said that we need a PR strategy, resources, and allies. We are doing the best that we can in this environment for swimming/inclusivity. We need to use allies to reinforce our position. Be vocal but be careful. Draft an editorial and publish it in our world (Swimswam or Swimming World). Identify and utilize members to support our mission and set the record straight.
 - 3 Governance structure issues: Fragmented authority undermines strategic cohesion.
 - a Bylaws – change the process.
 - b Address rules in different manner (part 1) vs other sections of rulebook.
 - c The structure is 30 years old.
 - d Need a task force with legal support to redo the bylaws.
 - 4 Lack of succession planning: Challenges in finding future leaders at both the national and LMSC levels, risking long-term sustainability.
 - a Sense that there will be a high turnover in committee leadership this year.
 - b Committee leaders need to be project managers.
 - c Committee roles are difficult volunteer jobs.
 - d CEO succession planning.
 - e We need to change our messaging around what we need in volunteers based on where the organization is today.
 - f National committees need a clear charge and direction.
 - g The organization did not structure a plan when the National Office was set up to transition tasks from committees to staff. The current friction is the fallout.
 - h Reframe and refocus committees to be a value-add for members / LMSCs.
 - i Review governance work from ~2018/19 to see what has changed since then and what might be applicable currently [volunteer task force].
 - ii Top 4 things to change immediately

- 1 Clarify USMS identity and mission: Reassess organizational purpose in today's climate (inclusivity, fun, health, community).
 - a What is our posture in the current environment?
 - b Set the right tone
 - c Conversation around the interim transgender policy.
- 2 Governance reform: Streamline bylaws, limit rule change proposals to BOD, and adopt board-led governance.
- 3 Calendar year seasons and standards: Align with World Aquatics (i.e. age calculation, season format, relay age classification).
 - a Remove from part one of the rulebook and put it in policy/procedure.
 - b BOD needs to socialize and promote the change.
- 4 Pause on new initiatives: Recommend a 2-year moratorium on launching new programs; focus on strengthening and improving current ones.
 - a Prioritize and avoid distractions.

The meeting adjourned at 11:04am ET.

Respectfully Submitted,

Carrie Stolar, Secretary