TO: USA Swimming Board of Directors

FROM: Chuck Wielgus, Executive Director

DATE: April 27, 2015

COPY: LSC General Chairs & Committee Chairs
International Relations Committee
Staff & Others

SUBJECT: GENERAL UPDATE

This "General Update" memo is loaded with detailed information. I hope you don't find it too overwhelming, but we simply have so much going on right now and there is a lot of information to share with you. In addition to this information, there will be several staff presentations during the May 2nd Board meeting. These presentations will include the following:

- Website Upgrading Plans — Mike Unger
- Diversity & Inclusion Strategic Plan — MJ Truex
- USA Swimming Productions Update — Matt Farrell
- New Program Proposal: Swimjitsu — Jim Fox
- National Team Summer Meets — Frank Busch
- College Swimming Update — CW & Joel Shinofield

Addendums at the end of this memo include information on the proposed website upgrade plans and the Diversity & Inclusion Strategic Plan.

MEMBERSHIP

Through the end of March, USA Swimming's Year-round Athlete membership stands at 313,117; which is down 1,581 from the same time last year. Outreach Athlete membership is 6,720; which is up 911 members from this time last year. Non-athlete membership is 33,941; which is up 990 members from last year. We now have 2,898 member clubs; up 22 from last year.

BUILD THE BASE

Swimposiums: USA Swimming funded three Swimposiums in April – Inland Empire, Minnesota, and Wisconsin Swimming each hosted a Swimposium. Lake Erie will host one

on May 2nd. Over 500 athletes will have participated in the swim clinics at these events, which are now conducted by Josh and Shantel Davis as part of the Mutual of Omaha Breakout Swim Clinics. USA Swimming and Mutual of Omaha provide a gift bag to each athlete that contains a swim cap and t-shirt to be autographed by the Olympian who conducts the clinic, DVDs and posters. The LSC coordinates registration for the event and local media coverage for the swim clinic. David Benzel, a founder of Champions for Life, is also collaborating with USA Swimming and is addressing athletes, coaches, parents, and athletes with their parents, at three of the four Swimposiums. David spoke at a Club Development convention workshop last year and has been in demand ever since. We are using the Swimposium program to fund his travel and appearance fee to get him out into the LSCs. The Swimposiums also include clinics for coaches, parents and officials. Over 300 coaches and 300 officials will participate in these four spring Swimposiums.

Juan Caraveo - New Sport Diversity and Inclusion Consultant: We are very pleased to report that Juan Caraveo has joined the USA Swimming staff in the role of Sport Diversity & Inclusion Consultant. Juan comes to Colorado Springs from the Houston area where he has served as the Head Coach of Pearland Aquatics since 2003 and part-owner of the Pearland Swim Academy since 2006. Active in the Gulf LSC doing committee work and as a member of the coaching staff of multiple all-star teams, Juan served as the Head Coach of USA Swimming's National Diversity Select Camp in 2014. In his new position, Juan will serve as a field service consultant and educator for diverse coaches and clubs as well as helping lead organizational efforts to grow multi-cultural participation in USA Swimming.

Women's Leadership Conference: Conducted the weekend of April 11-12, the Spring Women's Leadership Conference (WLC) brought together 28 coaches and staff members from across the country for a weekend of growth both personally and professionally. The summit was designed for women to connect, brainstorm, problem solve and network with each other. The main focus areas included:

- Professional development sessions that build communication skills
- Determining best "coaching" styles
- Honing goal setting and visioning skills
- Creating a personal and professional development plan

Our Fall WLC will be held in Kansas City just prior to the USAS Convention.

2015 Club Excellence Grants: We are in the grant award phase of the annual Club Excellence program. Grant requests from 20 Gold and 80 Silver Medal clubs have been reviewed and scored. Announcement letters were distributed the week of April 13 and, as Letters of Agreement are returned, we will begin to distribute $448,175 in grant awards. The average Gold level grant for 2015 is $10,587 and the average Silver level grant is $2967.

LSC Consulting: Spring and summer are busy times for LSC leaders across the country as many are participating in a variety of educational workshops facilitated by USA Swimming's LSC Governance Consultants. LSC board members and club leaders in Michigan, Montana, Sierra Nevada, and Ohio will be engaged in Session I of the LSC strategic planning program where they will study the principles of effective governance and begin the strategic planning process by revisiting the LSC's core values, vision, and mission as well as identifying and developing several short-term initiatives. Each LSC will then complete Session II of the strategic planning process next fall when it will construct a full 3-5 year strategic plan for the LSC. LSCs that have recently completed session I of the strategic planning process and are currently scheduled for Session II include North Dakota, Snake River, and West Virginia.

In early May, LSC leadership teams from New Mexico, West Texas, and Border will be meeting in Roswell, New Mexico, for a one-day shared services seminar facilitated by a team of USA Swimming representatives including consultants and volunteer leaders. At the workshop, participants will explore potential partnership opportunities to improve efficiency and expand services in their LSCs. Included in the workshop is the construction of a plan to develop and execute agreed upon initiatives.

Other spring and summer LSC activities include LEAP Level 2 workshops where LSC leaders receive guidance with the requirements of LEAP Level 2 and construct a strategy for developing LSC programming to meet those requirements. LSCs participating in the LEAP Level 2 workshops include Midwestern, Alaska, Arkansas, Montana, and Ohio.

LEAP Update: The final phase of LEAP 1 re-certification is on-going during 2015, with the final group of LSC's due to submit in November. The re-certification process has progressed smoothly for LSCs overall. Feedback from LSCs has been very favorable and most report that LEAP has been an effective tool to assist them with "getting their house in order."

To date, nine LSCs have earned LEAP 2 status, with an additional 32 LSCs working to complete LEAP 2, with submission deadlines ranging from November of 2015 through May of 2017. Maryland has completed LEAP 3 and Illinois will likely pass in the next few weeks. Six other LSCs are currently working on submitting LEAP 3; Allegheny Mtn., Indiana, Lake Erie, Middle Atlantic, North Carolina, Virginia.

The LEAP 2/3 workshop has proven to be an amazingly effective program that facilitates LSCs with a desire to pursue level 2/3. The ½ day workshop helps LSCs organize their submission and create a timeline plan for completion. The format involves several members of the LSC in the process, a factor that significantly increases their chance for a successful submission.

2015 Zone Select Camps: In late May and early June, 224 athletes (28 male and 28 female per Zone) will participate in the 2015 Zone Select Camps. Girls selected are age 12-13 at the

time of performance and selected boys are age 13-14 at the time of performance. The camps include a combination of educational, motivational, and training experiences structured to mirror a national team experience. Following are the sites, dates and lead staff for the 2015 Zone camps:

Central Zone
May 21-24
University of Cincinnati, Cincinnati OH
Site Director: Matt Ense
Head Coach: Todd Tucker
Head Manager: Alexis Keto

Southern Zone
May 21-24
Gulf Coast University, Ft. Myers, FL
Site Director: Neal Studd
Head Coach: Bill Martin
Head Manager: Heather Fort

Western Zone
May 28 – 31
Arizona State University, Tempe AZ
Site Director: Dan Kesler
Head Coach: Chris Anderson
Head Manager: John Fedena

Eastern Zone
June 4-7
UMBC, Baltimore MD
Site Director: Chad Cradock
Head Coach: Robert Pinter
Head Manager: Mickey Murad

2015 Open Water Select Camp: On June 2-6, USA Swimming will conduct the 2015 National Open Water Select Camp in Ft. Myers, FL. The camp is viewed as a unique opportunity to introduce accomplished in-the-pool distance swimmers to Open Water swimming. Since the inception of this camp, a significant percentage of finalists in the annual 5K and 10K Open Water National Championships have been participants in this camp program.

Twenty-four athletes have been selected for the 2015 camp. The camp will include long course workouts, salt water workouts and fresh water workouts, in addition to educational sessions. The following individuals will serve as this year's camp staff:

Head Coach:	Grant Holicky, Rally Sport Aquatic Club
Assistant Coach:	Lauren McCorey, NOVA of Virginia Aquatics, Inc.

Assistant Coach:	Lauren Morford, Hydroquatics
Assistant Coach:	Aaron Mahaney, University at Buffalo
Head Manager:	Eric Stefanski, Unattached
Assistant Manager:	Dale Porter, Bolles School Sharks
Assistant Manager:	Heather Fort, Waves Bloomington/Normal Y S.T.
Elite Athlete Rep:	Emily Brunemann
USOC Sports Dietician:	Alicia Kendig
National Team Doctor:	TBD
Sport Psychologist:	Lenny Wiersma
Camp Director:	MJ Truex
Camp Coordinator:	Morgan Weinberg

Regional Build-a-Pool Conferences: The first of six 2015 Regional Build-a-Pool Conferences was conducted in Colorado Springs on April 16-17. This conference attracted 42 attendees including coaches, team leaders, community officials, architects and industry vendors. They participated in a two-day format that provided information about:

- Programming pools for financial sustainability
- Renovating and upgrading existing pools
- Expanding or adding on to pools
- Designing and building new facilities

Looking forward, the schedule of conferences for the remainder of this year includes:

- May 8-9 Sarasota, FL
- June 13-14 West Hartford, CT
- Sept 12-13 Cleveland, OH
- Oct 10-11 Scottsdale, AZ
- Nov 7-9 Atlanta, GA

Coach/Owner Seminar: On April 17-19, USA Swimming conducted the 2nd Coach/Owner Seminar. Twenty-four participants enjoyed the opportunity to hear five very successful coach-owners "tell their story" and share wisdom and advice about their experiences with the coach-ownership model. Featured speakers included Tom Ugast from NCAP; Dave Anderson and Matt Miller from the Schroeder Aquatic Center; and Rick and Lori Klatt from Fresno Dolphins and America's Kids. First offered in 2013, this seminar is conducted every two years at the Olympic Training Center in Colorado Springs.

Regional Coaches' Clinics: The Regional Coaches' Clinics continue to be very popular and attract the grassroots level coaches, particularly assistant coaches, whom the program is designed to serve. New components for the Spring 2015 clinics include a Safe Sport presentation and a brief introduction to the Club & LSC Dashboard.

Following are the registration numbers for the four Regional Coaches Clinics this April:

Seattle, WA	April 10-12	127 participants
Atlanta, GA	April 10-12	106 participants
Elkhart, IN	April 24-26	84 registrations
Billerica, MA	April 24-26	117 registrations

Looking ahead, sites and dates for the 2015 Fall Regional Coaches' Clinics are:

Norfolk, VA	August 14-16
Austin, TX	August 21-23
Tulsa, OK	September 18-20
Fairfield, CA	October 23-25

PROMOTE THE SPORT

#1VolunTeam Month: Throughout the month of March, we used social media and web stories to recognize the important role our volunteers play within USA Swimming. Both the website and social media consisted of survey results that we received from volunteers across the country. As a result, we had a reach of over 1.2 million on Facebook and Twitter throughout the month of March. The #1VolunTeam concept was created by the LSC Development Committee with special thanks to Arlene McDonald of Indiana Swimming and Bob Crundstedt of Minnesota Swimming. The Executive Director's blog also addressed the topic of volunteers and was published as a guest commentary in the Colorado Springs Business Journal.

#CoachesAre: To follow-up on Volunteer Recognition Month, April marks the beginning of Coaches Recognition Month. Throughout the month we will be posting content on social media and usaswimming.org to highlight the hard-work and positive influence our coaches have using the hashtag #CoachesAre. As of April 6, we have reached over 280,000 people on Facebook and Twitter just a few days into the campaign.

New SwimToday Partners: We recently announced two new partners to the SwimToday campaign: Counsilman-Hunsaker and the USA Swimming Foundation. Now, 13 organizations, along with 12-time Olympic medalist Dara Torres, have partnered to support SwimToday. Partners include the following. Gold Level: Arena, Speedo, TYR and USA Swimming; Silver Level: American Swimming Coaches Association, Colle+McVoy, Colorado Time Systems, *Counsilman-Hunsaker (new),* National Swimming Pool Foundation, *Swimming World* Magazine, TeamUnify, *USA Swimming Foundation (new)* and U.S. Masters Swimming.

#Narwhal Swim Cap: On April 1, the SwimToday campaign had a little social media fun by introducing the Narwhal Swim Cap as an April Fool's joke. Savvy calendar watchers got it, but we did have a few others hook, line and sinker (sorry). You can check out the comments

on the SwimToday Facebook page of the #NarwhalSwimCap hashtag. Also, it was featured in several industry wrap-ups including Adweek, Ad Age, Swimming World, SwimSwam and several other blogs. Below is the before and after shot:

SwimBiz: USA Swimming concluded its first-ever club marketing conference titled *#SwimBiz: Social Media, Sponsorship and Swimming*. The *#SwimBiz* conference attracted 150 attendees, representing 50 USA Swimming teams and 15 other sport organizations and governing bodies. The three-day conference was held at the U.S. Olympic Training Center in Colorado Springs. During the conference, USA Swimming announced eight #SwimBiz Club Marketing Awards that recognized the best local marketing and promotional efforts in the sport. Award winners were:

- *Best Use of Social Media*
  Winner: Sunkist Swim Team; Flowood, Mississippi

- Best in Sponsorship
  Winner: Texas Ford Aquatics; Frisco, Texas

- *Best in Fundraising*
  Winner: SwimMAC Carolina; Charlotte, North Carolina

- *Best in Multicultural Marketing*
  Winner: Buffalo City Swim Racers; Buffalo, New York

- *The SwimToday Award*
  Winner: Pelican Athletic Club; Mandeville, Louisiana

- *Marketing Club of the Year*
  Winner – 1-150 Swimmers: Sunkist Swim Team; Flowood, Mississippi
  Winner – 151-300 Swimmers: King Marlin Swim Club; Oklahoma City, Oklahoma
  Winner – 301+ Swimmers: SwimMAC Carolina; Charlotte, North Carolina

Swimjitsu: Building from the "funnest" attitude of the SwimToday program, we have developed a new entry point to the sport. Think of youth competitions such as football's Punt, Pass and Kick; baseball's Pitch, Hit & Run; and golf's Drive, Pitch & Putt as fun ways to introduce kids to these respective sports. Then, throw in some "Wipeout" and "American Ninja Warrior" and you have the Swimjitsu concept. Swimjitsu will feature a large, custom inflatable obstacle course where "Swimjas" will master the three sacred traits – Speed, Agility and Wisdom. It is a mix of obstacle course with stretches of traditional swimming to test real swimming skills. More than anything, however, Swimjitsu is intended to be a fun way to attract new kids to the sport of swimming. In 2015, we will try pilot programs in eight locations around the country beginning in June. It is being done in partnership with the North American Sports Group which manages "Hoop it Up" for the national circuit of 3-on-3 basketball tournaments basketball, "Kick It" for soccer, and "Sticks Up" for lacrosse. Marketing Director, Jim Fox who helped lead the creation of the highly successful Deck Pass program is our point person for Swimjitsu and Jim will be sharing a presentation with you at the Board meeting.

Athlete Partnership Update: Five new swimmers joined the Athlete Partnership Agreement after successful NCAA careers: Missy Franklin, Ivy Martin, Emma Reaney, Nic Fink and Kevin Cordes. There are more than 20 appearances already scheduled for April and May.

Missy Going Pro: Several members of the staff had the opportunity to meet Missy Franklin's new agent – Mark Ervin of IMG. Mark and his team made a special point to come to Colorado Springs to meet with USA Swimming and the USOC within the first 48 hours of signing Missy to start those relationships off on a strong foot. In the coming weeks, we will be working on long-term plans for how to best work with Missy and her representation to keep her strongly involved in our programs and the sport.

AT&T: Through the work of Scott Leightman and Mandy Rick, we have agreed to terms with AT&T to entitle the new "online social media hub." Attendees at #SwimBiz got a sneak peak at a social media board that aggregated social media comments in a fun, interactive way (see below). This year-round social activation is focused on USA Swimming events and programs and ties back to AT&T's "mobilizing your world" tagline. AT&T and USA Swimming tested this technology around the 2014 AT&T Winter Nationals and the 2014 Phillips 66 National Championships in 2014. Fan engagement with the event hashtag increased 333% over 2013 and potential reach increased 425% over 2013 as well.

Marriott Renewal: We have extended our partnership through the end of 2015 with Marriott. They are going through a major marketing staff re-organization, so we completed a short-term extension and will begin longer-term renewal talks late this summer.

Mutual of Omaha Sponsorship Renewal: Our current sponsorship contract with Mutual of Omaha expires at the end of 2016. Renewing this sponsorship is extremely important to us. Aside from the baseline sponsorship relationship, Mutual of Omaha has also been the title sponsor of the Duel in the Pool and the Presenting Television Sponsor of the Pan Pacific Swimming Championships. Further. Mutual of Omaha sponsors at least 17 National Team athletes. Our primary contact at Mutual of Omaha has been John Hildenbiddle, Senior Vice President for Brand Management. John is retiring in July and understandably he feels he should leave the renewal decision to his successor. However, we are working closely with John to determine the most effective way for USA Swimming to continue this very important and impactful corporate partnership.

Merchandise Sales Status: With our new ecommerce partner SwimOutlet.com, we created a new line of USA Swimming fan apparel and collaborated with TYR and Arena to create two new lines of USA Swimming licensed apparel. Since January we have had a 186% increase in revenue from our USA Swimming fan gear and licensed apparel after the first quarter. However, we are 36% behind sales on meet supplies including rule books, DQ slips, relay entry cards and educational DVDs which we are looking how to correct. In Q2 we will be releasing new t-shirt designs to support the SwimToday campaign. These designs were created in-house and capture the #funnestsport. The store is located at shop.usaswimming.org.

Speedo 30-Year Anniversary with USA Swimming: The Speedo and USA Swimming partnership dates back to 1985 and we plan to celebrate the exciting 30-year milestone, in collaboration with Speedo. Mandy Rick is leading the planning process to include PR outreach, event activations, retail, and social media content are planned.

#SwimShowdown: Coinciding with the NCAA Basketball Tournament, USA Swimming conducted a bracket-style tournament of its own, dubbed #SwimShowdown, to determine the top American swimmer of all-time. Featuring 64 greats (32 men, 32 women), the online bracket voting ran from March 19-April 6. Nearly 35,000 total votes were cast and the contest generated a reach of 835,510 impressions via social media posts to date. In a tightly-contested final, Michael Phelps edged Katie Ledecky, 51 percent to 49 percent. One registered voter will be chosen at random to receive a prize pack from USA Swimming.

College Media: Early media outreach in the combined USA Swimming, CSCAA and ASCA effort to preserve and protect college scholarship swimming has produced several stories in major national outlets. In addition to a story in *Swimming World*, there were articles in The New York Times and Yahoo! Sports. Additional media outreach continues. Data from

surveys with Division I coaches is being analyzed and will provide another wave of quality information to share the value of college scholarship swimming with media nationwide.

SXSW Trends: As part of the SXSW conference, Chief Marketing Officer, Matt Farrell presented on a panel titled "Battling Tradition to Reinvent Youth Sports," along with representatives from the PGA of America and the U.S. Tennis Association. The panel was hosted by USA TODAY columnist Christine Brennan. USA Swimming staff also attended numerous sessions on topics such as social media, content generation, diversity, millennials and much more. A summary on some of the top trends our staff observed may be found here.

The Last Gold: Except for a few follow-up interviews, all filming is completed and we are now in the midst of the editing process. This includes conducting an enormous amount of research to locate archival footage that individual athletes may have and that we can use to help bring the story to life in a more interesting way. We expect to have a first rough cut of the film in-hand by mid-summer. Our discussions with NBC as a possible distribution partner continue. We are also beginning to explore what options we might have by submitting the film for consideration by various film festivals, which is a standard form for the audition and sales of film projects.

USA Swimming Productions: Our staff working group continues to hold regular meetings studying how USA Swimming might be best served with its own video production facilities and enhanced strategies for promoting our athletes, events and our sport. Matt Farrell will make a short presentation at the Board meeting to update you on our progress.

ACHIEVE SUSTAINED COMPETITIVE SUCCESS

Athletes & Teams Training at OTC: Starting on March 26 about 20 National Team athletes attended a camp held at the Olympic Training Center (OTC) with workouts run by Jon Urbanchek, Bruce Gemmell and Jack Roach. This was a great opportunity for many athletes to train together and to meet several members of our USOC team, who will be with the Olympic Team in Rio. April is one of the busiest months of the year for National Team athletes coming to the OTC. Additionally, the Jr. Team Camp was held April 8-12 and had 85 athletes attended.

On April 10, 30 sports medicine practitioners came to the OTC for the annual Sports Medicine Conference. We are providing additional education for those practitioners who are traveling with us this summer and who attended the Pan Pacs last summer. This is a great way to provide further education for our medical practitioners who are supporting our athletes at the highest level competitions. The Open Water Nationals were held April 24-26 and were the selection meet for international competitions this summer. The 10K at the World Championships in Kazan, Russia will be the main Olympic Qualifier for the 2016 Rio Games.

National Team Coaches at the OTC: The Steering Committee met prior to the National Team Coaches meeting which was held for the last time this quad, April 27-29. There were 133 National Team and National Junior Team coaches at the seminar. In 2016 we will host an "Impact Coaches Meeting" in Mesa for those coaches who have athletes in the top three on the National Team to help prepare for Rio.

Summer International Competitions:

- On June 29, the first international team leaves for competition this summer. The World University Games team will compete from July 4-11 (Open Water July 12) in Gwangju, Korea.
- The Open Water Pan American Games team leaves for Toronto on July 5 for competitions July 11 and *12.* The Pool team will leave on July 9 for competition July 14-18.
- The Open Water World Championship team will leave for camp in Slovenia on July 13 for competition in Kazan starting on July 25. The Pool team will leave for camp in Croatia on July 21 for competition in Kazan starting on August 2.
- Finally, the World Junior Championships team will leave for Singapore on August 20 for competition starting August 25. The World Junior Championships team will be selected from Nationals in San Antonio this summer.

Elite Athlete Grants: In early April, $200,000 was sent out to 37 athletes who qualified and applied for Elite Athlete Grants. The grants ranged from $2500-7700.

SAFE SPORT

Training Sessions: USA Swimming Safe Sport Staff have been busy conducting in-person trainings this spring. Staff presented at each of the four April Regional Coaches Clinics, the Junior National Team Camp, and the SwimBiz Conference. We will round out the spring with our annual LSC Safe Sport Chairs Workshop June 6-7 in Denver.

FBI Supervisors Conference: Susan Woessner will travel to Seattle, WA in May at the invitation of Michael Osborn, FBI Violent Crimes Against Children Unit Chief, to co-present with Osborn and Malia Arrington, USOC Director of Ethics and Safe Sport, at the FBI Supervisors Conference on how the VCAC Regional Task Forces can work together with the USOC and the NGBs against those who commit child sexual abuse.

Safe Sport Leadership Conference: This year's conference concluded in February and was a rousing success. Over 150 attendees from 35 LSCs, seven other NGBs, and the USOC spent two days learning tangible, actionable skills to take home to affect immediate change at the local level. The post-event survey showed that 96% of attendees rated the conference as "Good" or "Excellent" and 95% of attendees agreed or strongly agreed that the conference provided them with usable tools for their club/LSC/NGB.

Safe Sport Website: The Safe Sport section of the website recently got a facelift! Check out www.usaswimming.org/protect for an easier navigation menu, brand new Resource Library, and clear directions on how to report a Safe Sport concern.

DIVERSITY & INCLUSION

USA Swimming Diversity & Inclusion Strategic Plan: One of the more exciting initiatives currently underway at the National Office involves a small "Diversity & Inclusion" working group, being led by MJ Truex. I am participating with this working group along with Matt Farrell, Scott Leightman, Pat Hogan, Manny Banks, Shaun Anderson and Juan Caraveo. Just this past week we conducted a half-day educational program for the entire staff; the purpose of purpose of which was to raise awareness and grow our engagement. Our ultimate 30-year goal is to have the membership demographics of USA Swimming mirror those of our country.

In order to give you some idea of how important, and how daunting this challenge is, I have invited MJ Truex to make a short presentation to you at the coming board meeting. I hope this presentation will expand your understanding about what we are doing in this "D&I" space, and why it is so important to the long-term future of our sport.

NYCPR Partnership: Initiated in September of 2014, the partnership with the New York City Park & Recreation Department has now completed its first season. A total 639 athletes are registered as Outreach members. They practice at 13 different P&R pools under the tutelage of 54 USA-S coach members. Most locations offer 3-4 practices per week. NYCPR athletes participated in five different Metro LSC sanctioned meets this past short course season and three athletes qualified for and participated in the Metro Junior Olympics.

2015 Diversity Select Camp: The 2015 Diversity Select Camp will take place May 7-10 at the Olympic Training Center in Colorado Springs. Forty-eight athletes ages 14-16 have been selected to participate in the camp. The purpose of the camp is to instill a vision of success and inspire athletes from ethnically underrepresented populations to become leaders and achievers in the sport. The excellent camp staff includes:

Head Coach: Brian Nabeta – Davis Arden Racing Team, Sacramento CA

Assistant Coaches: Heather Brand- DC Wave
Sarah Dawson- Mission Viejo Nadadores
Chadli Fernandez- City of Hialeah Storm Swim Team
Michael Norment- The Metro Atlanta Aquatic Club

Women's Manager: Kathy Mendez- King Marlin Swim Club
Men's Manager: Julian Wilkins – Harris County Aquatic Program
Elite Athlete Rep: Micah Lawrence

INTERNATIONAL RELATIONS

Much has been written lately questioning the governance and management of FINA. These opinion pieces – copies and links having been previously sent to you by President Sheehan – have come from ASCA, WSCA and SwimVortex, a swimming news website.

There has been much in the substance of these writings with which I would agree. Specifically, calls for governance, management and fiscal reviews are initiatives that every organization should consider from time to time. USA Swimming has put itself through numerous reviews, some conducted by internal appointed task forces, and others conducted by outside independent consultants. In each case, these reviews have led to reforms and improvements.

However, the tone and style of much of these recent writings has been inflammatory and accusatory. USA Swimming has been challenged to step forward and speak in support of the calls for major reforms to FINA. While we can certainly speak to the positive results that can come from organizational reviews by outside consultants, the manner in which WSCA has "demanded" that FINA respond is an approach with which I do not agree, nor would I recommend that USA Swimming support.

Furthermore, I am greatly concerned that much of the current rhetoric has the potential to lead to significant negative consequences for USA Swimming. Members of the IOC, the USOC and others have expressed concerns and it is especially difficult for those outside of the United States to understand the distinctions between USA Swimming and others who are speaking on behalf of another swimming organization, or just speaking for themselves. To a degree, we are painted with the same brush.

I will share my views and concerns on this topic further with the International Relations Committee at its meeting, and then be prepared to do likewise at the May 2 Board meeting.

USA SWIMMING FOUNDATION

In my year-end performance review, I was asked to spend more time working with Foundation activities and programs. On March 20th, I met with the Foundation's leadership team and we reviewed the goals, strategies and accomplishments. I provided you with a briefing report following that meeting, and this report included specific details about progress being made toward each of the Foundation's three primary goals: Expand Major Gifts; Grow the Annual Fund; and Build the Base through Make a Splash. These review meetings will continue on a quarterly basis. Following are recent highlights of Foundation activities.

Expand Major Gifts:

- Debbie Hesse and Casey Keiber visited with 22 major donor prospects and some current donors the past four months- in California (twice), Florida, Texas, New Jersey, and New York.
- A fundraising reception was held April 19 in Mesa following Arena Pro Swim Series at the home of Bart and Linda Wear – Foundation Trustees.

- The Foundation is incorporating donor events into its Make a Splash Tour presented by Phillips 66, in Chicago and San Antonio.

Grow the Annual Fund:

- Champions Club: The 2015 Champions Club Solicitation was mailed in late March to approximately 900 people. We have 37 current Champions Club members to date: 25 at the *Member* level ($1,000), 5 at the *Patron* level ($2,500) and 7 at the *VIP* level ($10,000).
- Performance Camp: The USA Swimming Foundation's Performance Camp dates have been set. The youth camp will be held over Labor Day Weekend, September 4-7 and the Adult Camp will take place October 16-18. While we are still in the process of solidifying our special guests, we can report that that the youth camp will feature Coach Bruce Gemmell and Olympic Gold Medalist Nathan Adrian. The adult camp will include Cullen Jones and Jason Lezak.
- Direct mail: The Foundation team is exploring new solicitation practices and funding opportunities to help bolster the annual fund. The next general solicitation mailing is planned for early summer.

Swim-a-Thon:

- The Swim-a-Thon fundraising program moved to the USA Swimming Foundation in 2012 and since then, teams have raised gross revenue of $17,504,875. To date, $904,849 in revenue has been collected by the USA Swimming Foundation.
- In 2014, clubs hosting Swim-a-Thon's raised $6,075,718, resulting in net revenue to the USA Swimming Foundation of $331,739 collected from the 5% donation of gross proceeds from each Swim-a-Thon. We had 18 teams contribute more than 5% and in some cases, 100% of their proceeds to the Foundation.

Build the Base through Make a Splash:

- By the Numbers: More than 800,000 kids participated in a Make a Splash local partner program last year, with 13% receiving scholarships.
- 2015-2017 Make a Splash business plan: The Business plan is in final stages of review with the primary Goals: Build the Brand, Support USA Swimming, Increase Donor Base
- 2015 USA Swimming Foundation Make a Splash Grant award recipients announced March 24, 2015:
    - 150 applications received
    - Awarded $300,960 to 50 grant recipients in 23 states
    - 15 programs (30%) received funding for the first time
    - Funding estimated to serve 12,300 children
    - Grant dollars awarded to date $3,603,115
- Make a Splash Tour presented by Phillips 66 Dates and Locations: <u>Let us know if you have an interest in helping out!</u>
    - June 4—Freeport, TX (Phillips 66)
    - June 5—Alliance, LA (Phillips 66)
    - June 12-13—Chicago, IL
    - June 22—San Antonio, TX

U.S. National Team Alumni Social:

- The first National Team alumni social of the 2015 season took place at the Men's NCAA Swimming & Diving Championships at the University of Iowa. A new Patron level Champions Club donor was acquired at the event.
- The USMS Spring Nationals, April 23-26, in San Antonio was the site of another alumni social.

WEBSITE UPGRADE

At the Board meeting, Mike Unger is going to making a presentation about the need to put our website through a complete infrastructure overhaul and redesign. I have always made it a priority to keep USA Swimming's information technology resources and capabilities at an exceptionally high level. Over the years, we have made substantial investments to our IT systems, and now it is time both protect and enhance those past investments. Following is background information about what Mike will be talking with you about at the meeting.

USA Swimming
Website Infrastructure Overhaul and Redesign

The USA Swimming website is perhaps our organization's most valuable non-human asset. There may be no other method of communication that reaches more members than the USA Swimming website. The website affects everything that we do, and serves as the information source for so many aspects of our sport – times, news, general information, rules, education, programs, competition information, events…the list goes on and on.

The current USA Swimming website and underlying infrastructure have been in place since 2004, using essentially the same technology since that point. It is highly unusual for a website to have lasted this long. While we have made upgrades to the site over the past 5-6 years, we are long overdue for a complete overhaul, with the underlying technology used for the infrastructure of the site, as well as with the look and feel. As an aside, when ESPN unveiled its new website last month, critics were amazed that it had been five years since ESPN had changed the site.

About 50 percent of the users of usaswimming.org now access it through mobile devices, either smart phones or tablets – a phenomenon that has quickly increased in the last few years. Our current site does not have the capability of responding to these types of users and therefore the user experience is often frustrating. When querying google.com about whether usaswimming.org is "mobile friendly," our site gets the unfortunate grade of "not mobile friendly."

USA Swimming staff is proposing that we completely redesign and modernize the technical infrastructure for the usaswimming.org website. Our hope and intention would be to complete this over the next 8-10 months and have it ready for the 2016 Olympic Trials and Olympic Games.

Background

- USA Swimming's current website technology has been in place since 2004. In the world of IT, this is an incredibly long period of time.
    - Our site has had some upgrades and improvements, but it still rests on the same technology platform as it did in 2004.
    - The Content Management System (CMS) that we started with in 2004 (Rainbow) is now rarely used in the industry. It is no longer supported technically and will soon not run on browsers such as Internet Explorer. It also does not support mobile devices.
    - We have made some modifications over the past years (ex. we upgraded the front page look this past year), but our "car" now has 300,000 miles on it, and while we've been giving it oil changes, it's time for a new car.
    - 11 years in the IT world is truly a lifetime.
    - Most websites are re-launched every four years.

Proposal

- We envision a new website and website platform (including CMS) that is mobile-friendly.
- We will work with IT consultants (Statera and Spire Media) to develop the right product, look and feel.
- The new operating platform will be more modern and powerful from a technology aspect, in order to serve USA Swimming for years to come.
- We will begin with a discovery project to ensure we have properly identified all needs, constraints, options and plan to make this project successful and timely.
- This is not just a technology project. The new website redesign will address marketing and branding at the same time.
- This project will also help DeckPass and DeckPassPlus with modifications and upgrades.
- The project will also ensure that USA Swimming Productions has the most effective platform on which to operate.

Timing

- The plan would be to launch the new site by the end of January 2016.
- In order for this to happen, we'd need to start the project very soon, likely in the second quarter of 2015.
- We wish to take advantage of the timing within the quadrennial. If we have this project completed before the Trials and Games, we put ourselves in a much better position to help grow the sport.

Budget

- The exact budget for this is not yet known. Given some very general estimates (prior to discovery), it will likely be in the $1 million to $1.5 million range. Note:

the website redesign in 2004 cost over $800,000. The site features have grown significantly since 2004 and this redesign will encompass a broader scope than what was undertaken in 2004.

- Our proposal is to amortize this over 4-5 year period which would run from 2016-2020.