

Public Hearing #2
United States Olympic &
Paralympic Committee
NGB Certification Review Group

November 18, 2025



Opening Remarks – CEO Becky Fleischauer



Today's Presenters

- Becky Fleischauer
- Candice Appleby
- Sara Pflipsen
- Kip Sheppard
- Laura Bren
- Tracy Axel
- Robert Fasulo
- Brett Simpson

Athlete's Perspective - Candice Appleby



- USA Surfing board member
- Team USA Athletes' Commission representative for surfing
- World's most decorated women's SUP racing athlete
- Former USA Surfing Junior Team member
- Believes that including athletes in decisions that impact them directly ensures efficacy and integrity

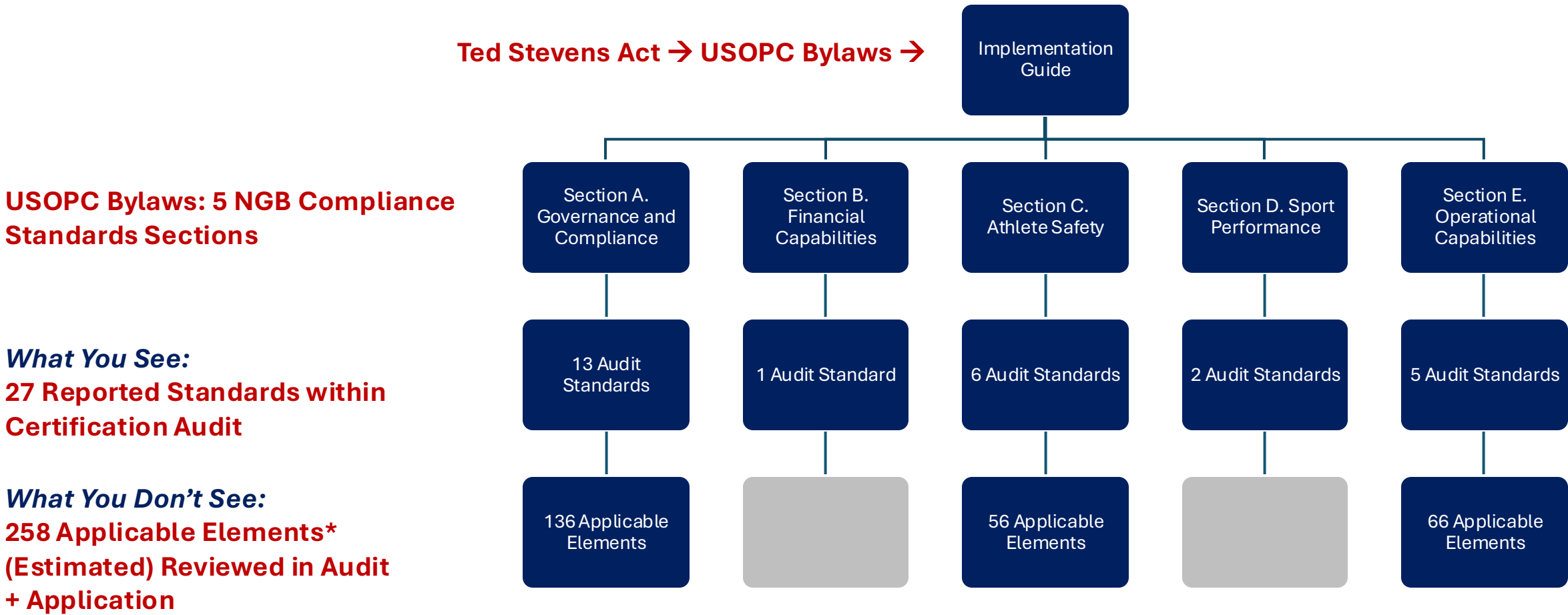
Audit & Compliance - Sara Pflipsen



- Worked at the USOPC for over 12 years within the Ombuds and Legal Departments and took part in every NGB application process during that time
- Served as a voting member of the USOPC Certification Review Group.
- Contributed to the development of the USOPC compliance standards.
- Worked alongside the legal counsel who assisted drafting the Ted Stevens Act, gaining firsthand insight into its intent and application, in particular with NGB compliance
- Led USA Surfing's compliance overhaul, revising all policies and procedures and directing and responding to the USOPC audit



Overview of the USOPC Compliance Audit Process

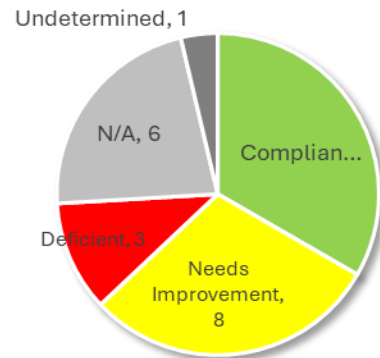


**This is estimated from our very best judgment by counting the requirements in the implementation guide and Audit checklists*



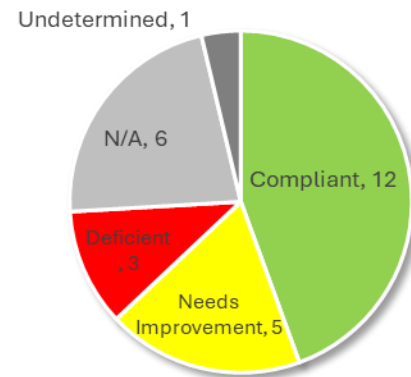
USA Surfing's Contended Remediation Progress since June 2025

Compliance Audit Results
October 3, 2025
(based on June Submissions)

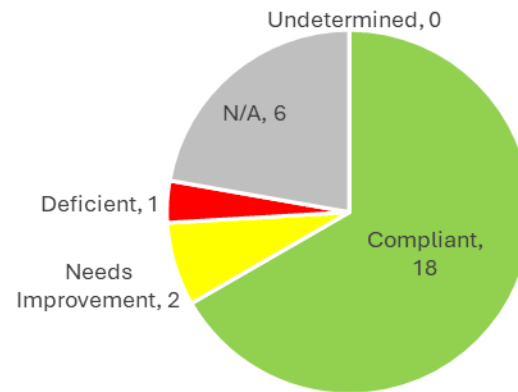


9 out of 21 Applicable Standards

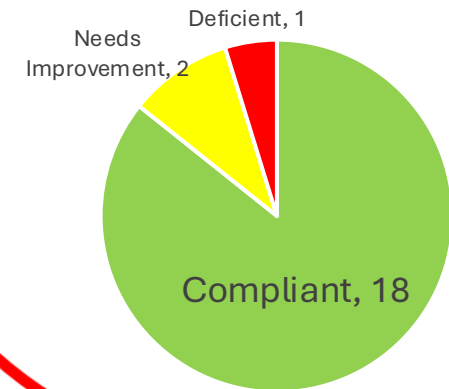
Compliance Audit
October 3, 2025
USOPC Confirmation
of Remediation



Compliance Audit
Present
USA Surfing Assertion
of Remediation



Compliance Audit
Present
USA Surfing Assertion of Remediation
Without N/A Standards



18 out of 21 Applicable Standards



Section A: Governance and Compliance: USA Surfing's Remediation Assertion for Current Compliance Totals



Compliance Audit Results

October 3, 2025
(based on June Submissions)



USA Surfing assertion of compliance
through remediation

Present

NGB Compliance Standards Section A							
Title	Compliant	Needs Improvement	Deficient		Compliant	Needs Improvement	Deficient
Athlete Representation		X	X				X
Independent and Affiliate Representation		X			X*		
International Federation Affiliation	X				X		
Membership Requirements	X				X		
Athlete Advisory Council		X				X	
Board Governance		X			X		
Board Development		X			X*		
Code of Conduct	X				X		
Conflicts of Interest Policy		X			X		
Gifts and Entertainment Policy	X				X		
Diversity Equity & Inclusion Requirements							
Equal Pay for Team USA							
Ombuds' Policy	X				X		
Total	5	5	1		9	1	1

*USOPC acknowledgement of remediation

Governance & Compliance: USOPC-Recognized Remediation & USA Surfing's Asserted Remediation



FINDINGS:

1. Updates needed to Bylaws re: committee terms, and election process

2. COI disclosure form needed more details

3. AAC must disclose felonies and other periods of ineligibility in sport

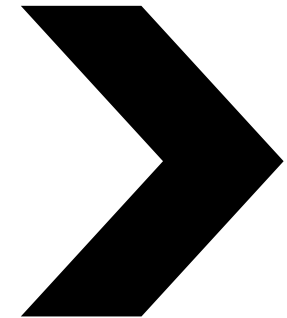
USOPC Recognized Remediation:

- ✓ 1. Independent Representation Standard
- ✓ 2. Board Development Standard

Actions Taken for Contended Remediation:

- ✓ 1. **Board Governance Standard**
 - Revised Bylaws:
 - Committee term and term limits
 - Election safeguards
- ✓ 2. **Conflict of Interest Policy Standard**
 - Ethics Committee Training
 - Revised management direction letter
- ✓ 3. **Athletes' Advisory Council Standard (One Other Finding*)**
 - Verified athlete disclosures
 - Revised COI disclosure form

**Total Contended
Remediation
5 → 9**



C
O
M
P
L
I
A
N
T

** One other finding is still TBD, so this standard is not fully remediated*

Governance & Compliance: USA Surfing Remediation Efforts – Seeking Approval



FINDINGS:

1. AAC contains 2 ineligible athletes (para)

2. Updates to Bylaws needed for athlete eligibility requirements

3. Athletes must be elected and not appointed to the Board and committees

Where We Are:

1. AAC – Para Athlete Representation Inclusion Request

- ➔ **Seeking Approval from Athlete Representation Review Working Group (ARRWG)**
- USA Surfing requesting an exemption to allow Para athletes on its AAC.

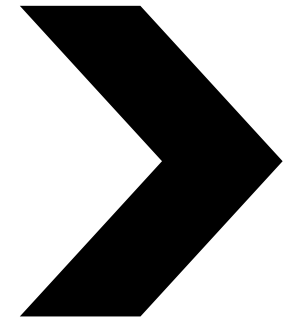
2. Athlete Representation – Bylaws Updates

- ➔ **Seeking Approval ARRWG**
- USA Surfing requesting an exemption to expand its pool of eligible “10 year” and 10 year +” athletes

Revised Bylaws to go into effect upon NGB Certification

3. Athlete Representation – Election Application

- ➔ **Commitment to conducting compliant elections for athlete representative to board and committees going forward**



T
B
D

T
B
D

Section C: Athlete Protections & Rights: USA Surfing's Remediation Assertion for Current Compliance Totals



Compliance Audit Results

October 3, 2025
(based on June Submissions)



*USA Surfing assertion of
compliance through remediation*

Present

NGB Compliance Standards Section C							
Standard Title	Compliant	Needs Improvement	Deficient		Compliant	Needs Improvement	Deficient
Child Protection and US Center for SafeSport	N/A				N/A		
USOPC Athlete Safety Requirements			X			X	
Anti-Doping Policies		X			X*		
Anti-Doping Policy Language		X			X		
Athlete Agreements	X				X		
Athlete Support Criteria			X		X		
Total	1	2	2		4	1	0

**USOPC acknowledgement of remediation*



Athlete Protections & Rights: USOPC-Recognized Remediation & USA Surfing's Asserted Remediation

C
O
M
P
L
I
A
N
T

USOPC Recognized Remediation:

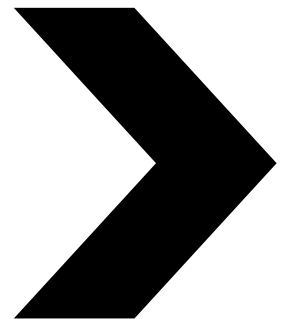
- ✓ 1. Anti-Doping Policies Standard

Actions Taken for Contended Remediation:

- ✓ 1. Anti- Doping Policy Language Standard
 - Created a membership agreement with required anti-doping language
- ✓ 2. Athlete Support Criteria Standard
 - Revised and posted Athlete Support Criteria to include:
 - Mandatory evaluative events
 - Timeframe for when services begin

Total Contended
Remediation

1 → 4



FINDINGS:

1. USA Surfing did not have anti-doping language in an agreement, release or waiver.

2. Athlete Support Criteria needed: evaluative events and timeframe for when services began

Athlete Protections & Rights: USA Surfing's Remediation Efforts



FINDINGS:

1. USA's Surfing must provide timely written determinations after redlight review hearings

2. Athlete Support Criteria needed: evaluative events and timeframe for when services began

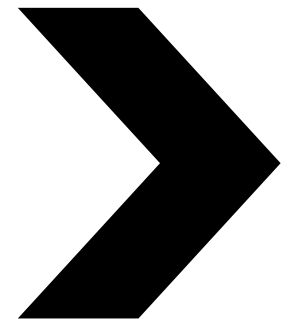
Where We Are:

1. Redlight Review Written Determination

- ➔ **Created internal guideline to implement safeguards to ensure timely written communication.**
 - 3 internal departments with visibility and checks and balances
 - Provided to USOPC

2. Background Checks

- ➔ **Created additional review steps**
 - Added layers of compliance assurance with additional individuals to sign-off on participation prior to competition.
- ➔ **Commitment to compliance going forward**



T
B
D

Section D: Sport Performance: No Audit Conducted – Not Applicable



USOPC Bylaws: NGB Compliance Requirements

Topic	Requirements
High performance plan	Maintain and execute on a strategic plan that is capable of supporting athletes in achieving sustained competitive excellence, and in growing the sport
Published selection procedures	Publish athlete, coach, and staff participation criteria for all Protected Competitions (e.g., eligibility requirements and deadlines, conditions of participation, and selection criteria where applicable)
Fair/clear/approved selection procedures	Where selection to participate in Protected Competition applies, establish selection procedures for athletes, coaches, and staff that are: a. developed and approved by a Designated Committee b. fair, clearly articulated in writing, and properly communicated and published in a timely manner
Submit Delegation Event procedures	Timely submit for corporation approval athlete, coach, and staff selection procedures for Delegation Events
Apply and conduct selection processes	Consistently apply and effectively conduct, in accordance with applicable selection procedures, a selection process
Nominate individuals for Delegation Events	Competently and timely nominate to the corporation athletes and team officials for Delegation Event teams as applicable
Other	Satisfy such other requirements as are set forth by the corporation

Sport Performance: No Audit Conducted

- 1 of 5 USOPC Compliance Sections
- Key provisions of the Act
- Athlete rights

“Not Applicable”

NGB Compliance Standards Section D			
Standard Title	Compliant	Needs Improvement	Deficient
High-Performance Plan Submission	N/A		
Event Sanctioning	N/A		
Total	0	0	0

Section E: Operational Capabilities: USA Surfing's Asserted Remediation



NGB Compliance Standards Section E							
Title	Compliant	Needs Improvement	Deficient		Compliant	Needs Improvement	Deficient
Managerial and Board Capability	X				X		
Whistleblower and Anti-Retaliation Policy	X				X		
Complaint Resolution and Hearing Procedures	X				X		
USOPC Trademark Protection	N/A				N/A		
Strategic Planning		X			X		
Total	3	1	0		4	0	0

FINDINGS:

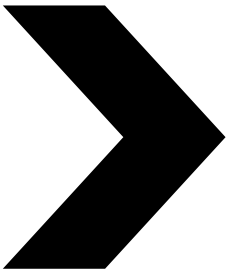
1. USA Surfing's strategic plan was not being monitored

Actions Taken for Contended Remediation:

- Strategic Plan Standard**
 - Monitoring framework created and commitment for updates to board with inclusion on board agenda specifically for strategic plan

Total Contended Remediation

3 → 4



C O M P L I A N T

USA Surfing's Audit Results: Recap of USA Surfing's Remediation Efforts



Standard	USOPC Finding - General	Remediation	Current Status
Independent Representation	Minor bylaw language update needed	Board-approved bylaws contain compliant language for independence requirements during a director's term. 7 words were inserted for clarification.	USOPC- recognized: Remediated
Board Development	No written CEO evaluation	Written CEO evaluation provided	USOPC-recognized: Remediated
Anti-doping Policies	Needed language re: enforcement of anti-doping sanctions.	New stand-alone board-approved USA Surfing Anti-Doping Policy created; updated Bylaws.	USOPC-recognized: Remediated
Board Governance	Needed: Committee terms and term limits; election language updates	Board-approved Bylaws include (i) committee terms and term limits and (ii) language that states elections will be handled fairly and free of conflicts.	USA Surfing: Remediated
Conflict of Interest Policy	Not enough detail in Ethics Committee direction letters	Additional training provided to Ethics Committee; updated template for management direction letters to provide additional details.	USA Surfing: Remediated
AAC	Explicit athlete disclosures needed for periods of ineligibility/felonies	USA Surfing went back to AAC members for required disclosures: none had any; Conflict of Interest form updated to include requirements for AAC disclosures.	USA Surfing: Remediated
Anti-Doping Policy Language	Needed anti-doping language in an agreement	USA Surfing created a stand-alone membership agreement with required anti-doping language	USA Surfing: Remediated
Athlete Support Criteria	Basic services needed additional information	USA Surfing" Basic Services was updated to state: (i) evaluative events and (ii) timeframe for when services would begin.	USA Surfing: Remediated
Background Check - Application	Timeliness needed for written determination; 3 officials not cleared	Internal procedures created for (i) redlight review process and (ii) background check tracking to ensure additional visibility across multiple departments for checks and balances and safeguards; commitment going forward	TBD: need USOPC approval if sufficient action steps.
AAC	2 ineligible athletes on AAC	The 2 ineligible athletes are para reps; seeking exemption from AARWG	Seeking approval from AARWG
Athlete Representation	Athlete eligibility and election issues	USA Surfing seeking an exemption from AARWG to expand athlete pool for 10Y and 10Y+; board-approved bylaws to go into effect upon NGB status; athletes will be properly elected going forward	Seeking approval from AARWG; will go into effect upon NGB certification

Different Perspective: “Element-Level” View of USA Surfing’s Compliance



USA Surfing’s Analysis of Meeting Compliance “Elements”

Governance and Compliance

Standard	USA Surfing Total	USOPC Total Requirements	Percentage
Athlete Representation (and application)	19	25	76%
Independent and Affiliate Representation	13	14	93%
International Federation Affiliation	1	1	100%
Membership Requirements	1	1	100%
Athletes’ Advisory Council	4	6	80%
Board Governance	22	24	92%
Board Development	3	4	75%
Code of Conduct	18	18	100%
Conflict of Interest Policy	29	29	100%
Gifts and Entertainment Policy	13	13	100%
DEI			
Equal Pay			
Ombuds Policy	1	1	100%
TOTAL:	124	136	91%

Athlete Protections & Rights

STANDARD	USA SURFING TOTAL	USOPC TOTAL REQUIREMENTS	PERCENTAGE
Child Protection and US Center for SafeSport			
USOPC Athlete Safety Policy	33	33	100%
Anti-doping Policies**			
Anti-doping Policy Language	9	11	82%
Athlete Agreements	4	4	100%
Athlete Support Criteria	6	8	75%
TOTAL	52	56	93%

Operational Capability

STANDARD	USA SURFING TOTAL	USOPC TOTAL REQUIREMENTS	PERCENTAGE
Managerial and Board Capability	10	10	100%
Whistleblower and Anti-Retaliatioin Policy	28	28	100%
Complaint Resolution/Hearing Procedures	21	21	100%
USOPC Trademark Protection			
Strategic Planning	6	7	86%
TOTAL	65	66	98%

Funding/Financial Support – Kip Sheppard



- Lead representative of investor alliance that has committed \$3-5+ million in the lead up to and through 2028
- Brings business acumen and innovation
- The responsibility to invest back into our sport and community is a core covenant for investor alliance leadership

Financial Stability – Laura Bren



- USA Surfing board member and Treasurer
- Parent of Junior National Team member
- Forensic bookkeeping, enacted financial policies and controls that meet NGB standards
- Commissioned independent audit report

Audit Results Financial Capability



*“USA Surfing provided ... financial statements that reported **financial stability** for current operations”*

Source: USOPC NGB Compliance Audit, October 3, 2025

Undetermined	
7	Financial Capability
	B.1 a: USOPC audit will verify that the NGB demonstrates financial capability to administer its sport. FINDING: USOPC Audit noted that USA Surfing does not have audited financial statements, which would include an attestation by an independent, external auditor that reasonable assurance¹ was obtained over the fair and accurate presentation of the financial information presented therein. However, USOPC Audit reviewed USA Surfing's 2024 unaudited financial statements, 2025 budget-to-actual variance analysis through June 2025, and 2026 financial forecast. USA Surfing provided unaudited financial statements that reported financial stability for current operations, however unaudited financial statements do not provide the level of assurance necessary for USOPC Audit to make a definitive determination. In addition, USA Surfing does not currently manage the high-performance program for the Olympic discipline of shortboard surfing. At this time, USOPC Audit is unable to assess if USA Surfing has sufficient cash flows to maintain operations should the high-performance program for the Olympic discipline of shortboard surfing be overseen by USA Surfing.



②

Requirement B: Financial Standards & Reporting



NGB must demonstrate financial capability to administer its sport

- ☒ Board approved financial policies and procedures
- ☒ Sufficient cash flow
- ☒ Positive net asset accumulation over the prior quad
- ☒ Satisfactory solvency and liquidity ratios
- ☒ Diversified revenue streams beyond any USOPC funding

2026 High Performance Investment -\$1.1M



- High Performance **Staffing**
- Support for **64 athletes** across 6 ISA disciplines
- **9 event qualifying series** including Prime Series, USA Surfing Championships & USA Surfing Junior Championships
- **4 domestic training camps** and **3 international scrimmages**
- **Tech and Innovation program** – Coaching AI, video analysis, and sports science insights
- **Medal incentives** for ISA delegation events



2022-24 USOPC High Performance Investment \$1.1M



2022 Sport Benefits Statement Surfing (USOPC)	
Allocation of Resources by Sport USOPC 990 Reported Support: Additional Support:	
Athlete Excellence	
Athlete Competitive Excellence	Athlete 360 \$0
	Athlete Stipends \$0
	High-Performance Grants \$134,272
	High-Performance Special Grants \$0
	Operation Gold \$20,000
	Sport Science Services \$0
	Tech and Innovation \$0
	Toyota Paralympic Fund \$0
Athlete Training Facilities	Colorado Springs, Colorado \$0
	Lake Placid, New York \$0
	Salt Lake City, Utah \$0
Athlete Well-Being	Athlete Development & Engagement \$0
	Athlete Marketing Platform \$3,000
	Athlete VIX Grants \$449
	Medical Benefits \$23,519
	Medical Services \$0
	Service & Hope Awards \$0
Games Support	Airfare \$0
	Apparel \$0
	Freight \$0
	Ground Transportation \$0
	High-Performance Centers \$0
	Predeparture COVID Testing \$0
	USOPC Support \$0
	Grand Total \$181,240
Sport Advancement	
Administration/Operations	\$0
Coaching Education	\$0
Development Grants	\$0
Governance	\$0
Grassroots	\$0
*Marketing/Fundraising	\$0
USOF Investment Management Offset	\$0
Grand Total	\$0
Community Growth	
Communications Support Program	\$0
*Digital Media Agreement (teamusa.org)	\$0
International Relations Grants	\$0
White House Visit	\$0
Grand Total	\$0
*Amounts include shared marketing initiatives.	
Sport Characteristics	
USA Surfing managed through May 2022	
Athletes receiving high-performance support: 6	
Number of events at most recent Games: 2	Competing athletes at most recent Games: 4
NCAA Sport? No	Athletes receiving ADE support: 0

2023 Sport Benefits Statement Surfing (USOPC)	
Allocation of Resources by Sport NGB Direct \$302,763 Athlete Direct \$55,336 Indirect \$62,754	
Athlete Excellence	
Athlete Competitive Excellence	Athlete 360 \$5,020
	Athlete High Performance Special Grants \$0
	Athlete Stipends \$0
	NGB High Performance Grants \$302,763
	NGB High Performance Special Grants \$0
	Operation Gold \$26,250
	Sport Science Services \$3,265
	Tech and Innovation \$0
Athlete Training Facilities	USOPC Training Centers \$0
	USOPC Training Sites \$0
Athlete Well-Being	Athlete Development & Engagement \$0
	Athlete Development & Engagement Grants \$0
	Athlete Development & Engagement Services \$267
	Medical Benefits \$29,086
	Medical Services \$9,916
Games Support	Airfare \$9,144
	Apparel \$4,828
	Freight \$18,376
	Ground Transportation \$0
	High-Performance Centers \$0
	USOPC Support \$11,938
Grand Total	\$420,853
Sport Advancement	
Administration/Operations	\$0
Coaching Education	\$0
*Commercial Activation	\$0
Development Grants	\$0
USOPE Investment Management Offset	\$0
Grand Total	\$0
Community Growth	
Communications Support Program	\$0
*Digital Media Agreement (teamusa.com)	\$0
International Relations Grants	\$0
Grand Total	\$0
*Amounts include shared marketing initiatives.	
Sport Characteristics	
USOPC manages the Olympic sport program	
Athletes receiving high-performance support: 5	
Number of events at most recent Games: 2	Competing athletes at most recent Games: 4
NCAA Sport? No	Athletes receiving ADE support: 0

2024 Sport Benefits Statement Surfing (USOPC)	
Allocation of Resources by Sport NGB Direct \$718,088 Athlete Direct \$65,468 Indirect \$224,114	
Athlete Excellence	
Athlete Competitive Excellence	Athlete 360 \$0
	Athlete High Performance Special Grants \$0
	Athlete Stipends \$0
	NGB High Performance Grants \$718,088
	NGB High Performance Special Grants \$0
	Operation Gold \$37,500
	Sport Science Services \$3,541
	Performance Innovation \$0
Athlete Training Facilities	USOPC Training Centers \$0
	USOPC Training Sites \$0
Athlete Well-Being	Athlete Development & Engagement Grants \$4,451
	Athlete Development & Engagement Services \$0
	Medical Benefits \$23,517
	Medical Services \$13,361
Games Support	Airfare \$21,652
	Apparel \$25,002
	Freight \$0
	High-Performance Centers \$0
	USOPC Support \$160,558
Total	\$1,007,670
Sport Advancement	
Administration/Operations	\$0
Coaching Education	\$0
*Commercial Activation	\$0
Development Grants	\$0
USOPE Investment Management Offset	\$0
Total	\$0
Community Growth	
Communications Support Program	\$0
*Digital Media Agreement (teamusa.com)	\$0
International Relations Grants	\$0
White House Visit	\$0
Total	\$0
*Amounts include shared marketing initiatives.	

2026-28 High Performance Investment -\$4.1M

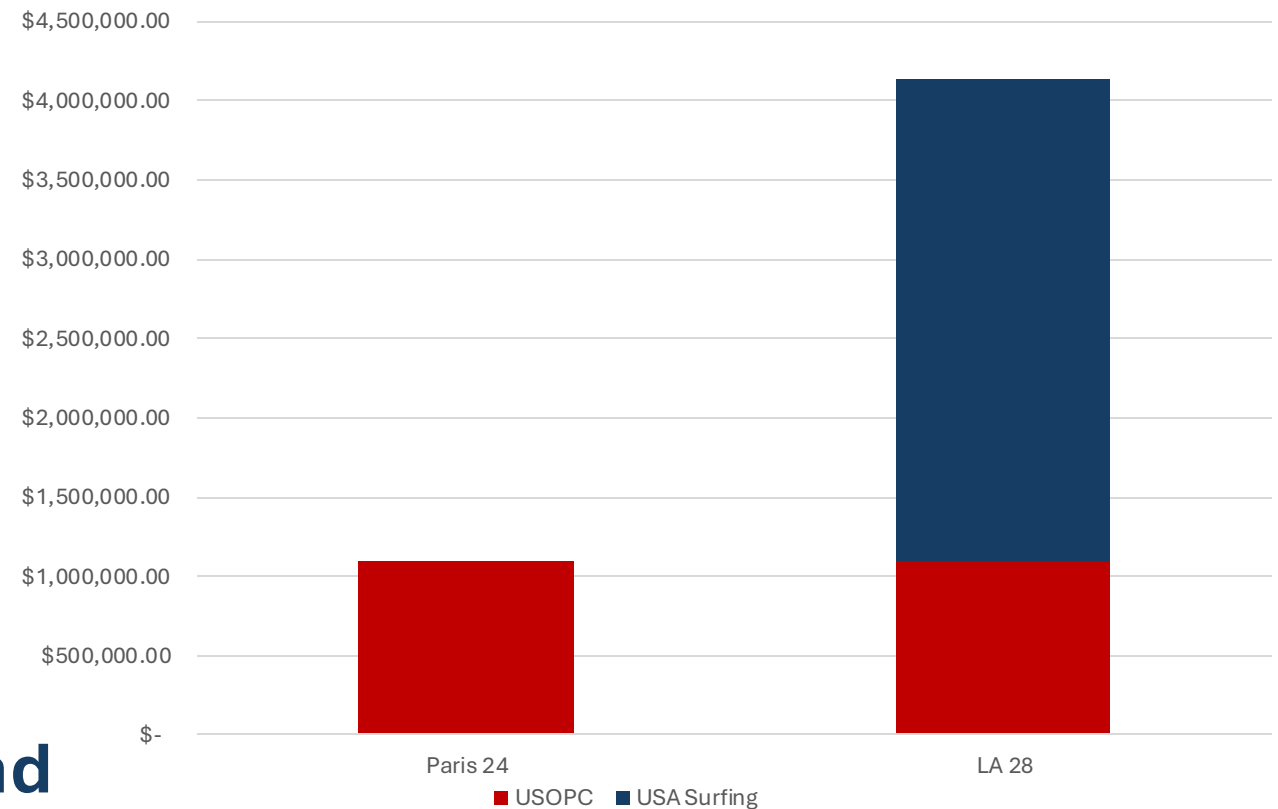


2026 Budget - \$1,105,000

2027 Budget - \$1,377,000

2028 Budget - \$1,612,000

3X the investment over prior quad



Financial Summary



- We've successfully scaled operations, **doubling revenue** from 2024 to 2025
- We're **reinvesting strategically** in compliance and high-performance initiatives
- Our financial policies, procedures, and stewardship ensure **readiness for potential USOPC funding**
- We remain committed to **delivering the resources needed** to support American surfing—from grassroots pipeline to podium success—and to strengthening the Olympic shortboard program.



Tracy Axel – High Performance Director



- USA Surfing high-performance director
- Worked for the USOPC and has an abiding respect and working relationship with USOPC's High Performance Team 5
- Supported 2020 and 2024 Olympic surf teams with Carissa Moore and Caroline Marks winning back-to-back Gold Medals
- Supported 2023 Pan Am Games, where USA's team of four won three Gold Medals
- Supported the last seven U18 USA Surfing Championship at Lowers

USA Surfing Paving the Path to Olympic Surfing



Surfer	USA Surfing	CT Qualification Year	Olympic Team
 Carissa Moore		2010	Team USA 2021, 2024
 John John Florence		2011	Team USA 2021, 2024
 Kolohe Andino	2006-2011	2012	Team USA 2021
 Kanoa Igarashi	2007-2014	2015	Team Japan 2021, 2024
 Tatiana Weston-Webb	2008-2013	2015	Team Brazil 2021, 2024
 Griffin Colapinto	2010-2015	2017	Team USA 2024
 Caroline Marks	2013-2017	2017	Team USA 2021, 2024
 Brisa Hennessy	2011-2016	2018	Team Costa Rica 2021, 2024
 Caity Simmers	2017-2021	2021 <i>(Deferred 'til 2023)</i>	Team USA 2024
 Luana Silva	2015-2019	2024	Team Brazil 2024

USA Surfing Junior Podium to the Championship Tour



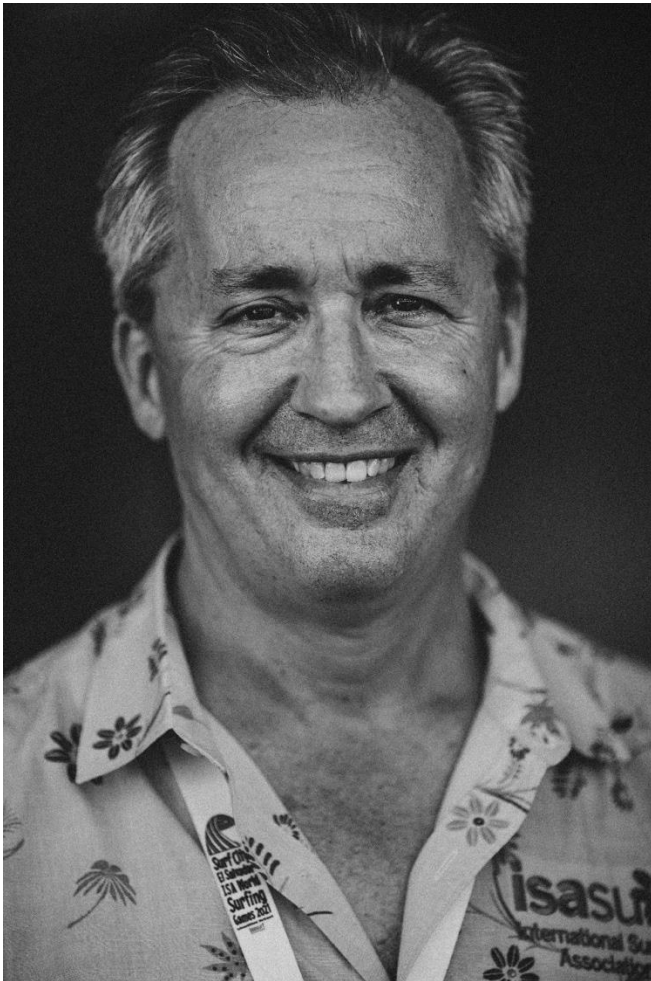
Surfer	USA Surfing	CT Qualification Year
Nat Young	2005-2008	2012
Courtney Conlogue	2006-2010	2010
Sage Erickson	2006-2008	2020
Ian Gentil	2007-2012	2022
Keanu Asing	2007-2010	2015
Conner Coffin	2009-2011	2015
Lakey Peterson	2009-2011	2012
Imaikalani Devault	2010	2022
Jake Marshall	2010-2015	2022
Ezekiel Lau	2010	2017
Seth Moniz	2011-2014	2019
Barron Mamiya	2012-2016	2022
Cole Houshmand	2012-2017	2023
Kade Matson	2013-2018	2024
Gabriella Bryan	2013-2018	2022
Alyssa Spencer	2014-2021	2024
Crosby Colapinto	2016-2019	2023
Sawyer Lindblad	2016-2022	2023
Betty Lou Sakura Johnson	2017-2021	2021
Jackson Bunch	2017-2019	2025
Bella Kenworthy	2021-2023	2024

2026-28 High Performance Investment -\$4.1M



- **Personal coaches** included in the team for ISA World Surfing
- CT participation at **training camps** & HP Summits
- **Exclusive Olympic training sessions** at Lower Trestles
- **Coaching tool insights** for heat tactics and strategy
- Progressive **financial stipend** to support nominated Olympians
- **Non-village housing** for Pan American Games & Olympic Games

International Surfing Association – Robert Fasulo



isasurf
International Surfing Association

Olympic Podium Success – Brett Simpson



Our Focus, Commitment & Track Record



BACK TO BACK GOLD MEDALS

Caroline Marks continued the tradition begun in 2021 by Carissa Moore at the Tokyo games by winning Olympic Gold at Teahupo'o. The top three women in the world for several years running have been USA Surfing alumnae.



EXEMPLARY RISING TALENT

In 2024, USA had the most rookies on the WSL Championship Tour in history: more than any other nation. Surfer magazine called it "America's delta force." The camaraderie and commitment to progression stems from their USA Surfing competition years and is setting a positive example for the next generation of American surfers.

Sawyer Lindblad and Crosby Colapinto were named WSL Rookies of the Year for their excellent season debuts.

WORLD LEAGUE SURF CHAMPIONS

USA Surfing alum are also World Surf League Champions. Caity Simmers won the title as the youngest champion in history, and John John Florence won the WSL world title while representing his country on back-to-back Olympic teams.

