



U.S. MASTERS SWIMMING

Board of Directors Candidate Application Form

Date Submitted Tuesday, July 15, 2025

Section 1: Candidate Information

Board Position Title **Treasurer**

Candidate Name (as on USMS registration) Denise Dombay

LinkedIn Profile URL www.linkedin.com/in/denise-dombay-68b0106



Section 2: Qualification Questions

I am a current USMS member in good standing in this election year.

Yes

I have completed ONE of the following in the past five years: A) Attended one or more annual meetings, B) Been on a standing committee or permanent committee of the Board of Directors, or C) Been a member of my LMSC Board of Directors.

Yes

USMS annual meetings attended in the last 5 years

Year Attended
0

LMSC Board position(s) served on in the last five years

Position
Potomac Valley Treasurer

I plan to attend the Annual Meeting this year.

Yes

I plan to attend all Annual Meetings, Board of Director meetings, and other assigned meetings during my tenure.

Yes

I have the technological capability to fully participate in USMS videoconference meetings.

Yes

Section 3: Nomination and Recommendations

First Nominator and Recommender

Recommender 1: Name

Mark Walters

Recommender 1 LMSC

Potomac Valley

Second Recommender

Recommender 2: Name

Jeff Strahota

Recommender 2 LMSC or N/A

Potomac Valley

Section 4: USMS Background

USMS Permanent Member Number 036EM

USMS Profile URL <https://www.usms.org/people/036EM>

Current LMSC

Potomac Valley

Years as a USMS Member 17

Service at the LMSC Level

How many years have you served your LMSC? 1-5

LMSC Service History

LMSC Position/Committee	Length of Service (Years)
Treasurer	1

Service at the Zone Level

How many years have you served at the Zone level?

0

Service at the National Level

How many years have you served at the National level?

0

Section 5: General Questions for all Candidates

Please state why you are interested in serving on the USMS Board of Directors.

I joined USMS in 2008 after not competitively swimming for almost 20 years. My Germantown Masters swim team became my tribe, as I worked through job changes, raising kids, and many other challenges. I have worked professionally as an auditor and accountant and want to share these skills with this organization that has supported my adult swimming career.

I am a CPA and have held various managerial roles throughout my career. I'm very familiar with and comfortable with financial reporting, investing, and governance. I have served on other non-profit boards, so I have experience working with board members and organizational staff to achieve objectives.

My parents raised me to give back to my community. My dad was either starting or timing at all of my swim meets and my mom was my first swim coach. I've been around the sport my whole life and want to help provide the opportunity to learn and grow with swimming for all adults. I also opened my own swim school in 2018 and it's still operating today, providing learn to swim lessons for kids and adults, as well as competitive stroke analysis. I love seeing those who are new to swimming succeed and excel.

I believe I can share my knowledge and experience with USMS and continue to improve and enhance the organization.

Please share a personal story about what USMS's mission means to you.

In 2012 I was facing several challenges at home and at work. My masters team, Germantown Masters, was my one constant. I knew I would see my friends at 5:15 three days a week and have the opportunity to 1) swim/exercise and 2) talk to a group of people who supported me and were outside of my day-to-day circle of colleagues. It was a safe space to talk, cry and vent. In this way, USMS has helped me improve my life through swimming!

There were days back then when I wasn't really sure I wanted to get out of bed. But knowing that my teammates were at the pool and would ping me afterward if I missed practice, got me up and to the pool. My swim friends have always been there for me--without question or judgment. I hope that others find the same "safe space" that I have found in Masters Swimming.

I also find that just the act of getting in the pool and moving brings me joy. The water is where I'm most comfortable and swimming has given me confidence and comfort.

What do you consider to be USMS's greatest opportunities for the next 2-4 years? How might the Board support these opportunities?

I know USMS means different things to different people--from those adults just learning how to swim, to those swimming for fitness, and to those swimming to compete. I think USMS has several opportunities:

1. To promote the brand and build awareness about adult swimming. Whether that's encouraging adults to learn how to swim or inviting former swimmers back to the pool, I think increasing our reach will always be an opportunity.
2. Continuing to find ways to attract young swimmers. The addition of Grown Up Swimming and College Club Swimming has definitely helped with this effort, and I think we can continue to encourage those younger swimmers to join and get actively involved in their teams and LMSC activities.

3. Enhance club development by sharing best practices across all clubs and possibly holding forums for clubs to meet in person or virtually. I'm sure this is happening to some point already, but I know in my LMSC we can do a better job of sharing information and supporting new teams.

I've reviewed the online strategic priorities and see value in driving all of those goals.

Section 6: Position-Specific Questions

What makes you a good candidate for USMS treasurer? What education, training, or certifications in the financial sector do you have? What other skills, experiences, and attributes do you have that will contribute to the success of USMS?

I have over 35 years of experience in financial accounting and auditing role. I started my career in public accounting at Arthur Andersen and EY, providing internal and external audit services to public and private companies of various sizes. For 6 years I worked at Marriott International as the Chief Audit Executive, reporting to the CFO and the Board of Directors. For 2 years, I was a finance business partner (controller) at Marriott for the Information Technology group (a \$400 million annual operation). I then spent 4 years opening and running my own swim school, with annual revenue of approx. \$1 million, employing 2 full time and 20+ part time staff. I am now the Chief Audit Executive at FINRA, the regulator for broker dealers in the US as well as stock market surveillance.

Throughout my career I've had reporting relationships to the Board of Directors/Governors at my companies. I've managed teams ranging from 3 to 40 people, and department budgets up to \$8 million annually. In my role as audit executive, I report directly to the Audit Committee of the Board and interact regularly with all Board members.

In addition, I have experience with non profit management, having been on several Boards including:

1. Capital Area Food Bank--served on the Board for over 10 years including time as Audit Committee Chair and Vice Chair. (\$129 million annual revenue 2024)
2. Darnestown Swim & Racquet Club--served as Treasurer of this local swim club for 5 years, helping the organization get through challenging financial times and the COVID pandemic. I rolled off in 2024 after identifying and training my successor.
3. Germantown Masters Swim Team--served as Treasurer for approximately 7 years. Supported the president as we worked through a head coach transition, that included a revision to our operating model (coach "owned" vs. team managed).
4. George Washington University--currently serve as Athletic Council Chair, working directly with the Athletic Director to drive alumni engagement
5. PV Masters--recently took on the Treasurer role.

In the treasurer position, you will need to work with a number of different committees and you will hear various opinions on how to allocate USMS's funds. Describe an experience of how you have (or would have) navigated a situation where you needed to accommodate a variety of viewpoints.

At our local swim club, we struggled to get the organization through COVID. Finances were already tight when COVID hit and membership was low. After a significant Board effort to 1) drive membership and 2) manage expenses, we finally reached a point where we had cash in the bank. I worked with the President of the Board to develop a reserve policy and we began allocating a portion of our revenue to the reserve annually. When setting up the reserve, I developed a specific process for utilizing these funds and the Board has followed those guidelines; however, we periodically had Board members and club members come to us with ideas for leveraging those funds. When those uses did not align with the policy we had approved, I had to manage expectations and communicate when those uses were not appropriate. This required thoughtful and careful communication. While we often got to agreement at the Board level, we would then have to communicate these decisions to membership.

I recognize and appreciate that the Treasurer often has to tackle these difficult decisions and conversations and feel confident that I can successfully work through this with Board members, committees and other stakeholders.

Section 7: Agreements and Submission

Election Operating Guidelines	Accepted
Board Standards	Accepted
Conflict of Interest Policy and Questionnaire	Accepted
Code of Conduct	Accepted
Unsporting Conduct	Accepted
Attestation	Accepted
Consent to Publish	Accepted
Consent to Run	Accepted
Signature	
Date Signed	Tuesday, July 15, 2025



U.S. MASTERS SWIMMING

Board of Directors Nomination/Recommendation Form

Submitted on

Tuesday, July 15, 2025

Section 1: Nominator/Recommender Information

Name

Mark Walters

LMSC or N/A

Potomac Valley

Zone or N/A

Colonies

USMS Permanent Member Number

0363U

Section 2: Candidate Information

Board Position Title

Treasurer

Candidate Name (as on their USMS registration)

Denise Dombay

Section 3: Nomination & Recommendation

How do you know the candidate?

Denise and I served together for years on the Board of Directors of Germantown Maryland Masters Swim Team (Germantown Maryland Masters Swimming, Inc. is the non-profit name since incorporation in 2018). I am the President and she was the Treasurer. We are a larger than average team.

What makes this person a good candidate for this position? What skills, experiences, or attributes do they bring that will contribute to the success of USMS in this role?

She has been treasurer for Potomac Valley LMSC for a short time, and for GERM for a long time. I believe her career also includes a lot of financial experience and responsibility. For GERM, she had oversight responsibility for major transactions including renting a pool and paying people for the USMS meet we host annually, renting lanes at private and public pools, and paying our coaches. She knows the responsibilities of Treasurer well, takes the job seriously, does a good job of overseeing transactions by the other team leaders (including me) and does not make mistakes.

Section 4: Agreements & Submission

Nominator/First Recommender

Accepted

Attestation

Accepted

Consent to Publish

Accepted

SignatureA handwritten signature in black ink that reads "Mark C. Walters". The signature is written in a cursive style with a horizontal line extending from the end.**Date Signed**

Tuesday, July 15, 2025



U.S. MASTERS SWIMMING

Board of Directors Nomination/Recommendation Form

Submitted on

Tuesday, July 15, 2025

Section 1: Nominator/Recommender Information

Name

Jeff Strahota

LMSC or N/A

Potomac Valley

Zone or N/A

Colonies

USMS Permanent Member Number

0372g

Section 2: Candidate Information

Board Position Title

Treasurer

Candidate Name (as on their USMS registration)

Denise Dombay

Section 3: Nomination & Recommendation

How do you know the candidate?

I've known Denise for many unknown numbers of years as a fellow swimmer and for the last few as our Treasurer in waiting and now Treasurer.

What makes this person a good candidate for this position? What skills, experiences, or attributes do they bring that will contribute to the success of USMS in this role?

Denise came highly recommended by her teammates as someone adept at fundraising, good with accounting, and the ability to help guide a herd of "well aged 8&unders w/ credit cards" (aka masters swimmers) with sound financial guidance and advice on their club finances.

One of her top visible achievements is helping her club's signature meet grow to not only hit the max entry limit but also move from a barely break-even to a well-in-the-black financial situation.

For her role on our LMSC board, she's helped enact and carry out several policies to help support our clubs, coaches, and swimmers, including expanding on some of our current offerings to streamline how we support these groups.

Section 4: Agreements & Submission

Nominator/First Recommender

Accepted

Second Recommender

Accepted

Attestation

Accepted

Consent to Publish

Accepted

Signature

A handwritten signature in black ink, consisting of several overlapping loops and a horizontal line extending to the left.

Date Signed

Tuesday, July 15, 2025