



2025 USA SWIMMING SUMMIT AND ANNUAL BUSINESS MEETING

SEPTEMBER 25 - USA SWIMMING WELCOME SESSION, KEYNOTE AND FIRESIDE CHAT

Laurie and I attended the welcome session with the Keynote speaker Steve Shenbaum with Game On. He is a very interesting speaker who engages the audience and fosters communication and connection. This is a good example of his work:

[Steve Shenbaum - Game On in Action](#) – YouTube Link

There was a lot of interaction and laughter, no lectures, just trying to connect and share in a special moment. His talk used communication and improvisation to empower others by bringing up members of the audience to model cooperation, support, and confidence building. He is a big proponent of “We’re more alike than we are different” and getting vulnerable and having the opportunity to laugh with each other can help bridge that divide and build connections.

Right after Steve’s activities, Cullen Jones came up to lead us through a quick introduction of the new USA Swimming CEO Kevin Ring. You can see that interview in the link below.

[USA SWIMMING FIRESIDE CHAT WITH KEVIN RING](#) – YouTube Link

SEPTEMBER 26 - USA SWIMMING SUMMIT

On Friday I attended the General Chair track in the AM with Lehla Irwin and Beau Caldwell.

General Chairs Session 1: Finding the Middle Lane - Navigating LSC Disputes

This class introduced a variety of potential challenges an LSC might experience and tested our knowledge regarding who to report the issues to, and who has the authority to resolve or respond to the issues. Our LSC has navigated every kind of LSC dispute, so we had a lot of experience to share in this session. Also, it was revealed that about half of the LSCs do not have any sort of Administrative Review Board, and that recruiting concerns are handled by the Safe Sport staff of USAS.

General Chairs Session 2: Fees with a Purpose – Funding What Matters

This class presented the services provided by LSCs and information on the range of LSC membership fees. This was eye-opening as there are LSCs that don’t charge the clubs any portion of the entry fees, just a larger flat sanction fee, and there are some LSCs that charge \$40 over the USAS membership fee. But these variations were presented without any relevant information regarding the LSC, so it wasn’t comparing factors such as

geographical similarities, income levels, etc., and how these affect the choices made. Those leading the workshop implied that perhaps a decrease in fees might lead to support growth. They also suggested that it may be better to redistribute funding at some point, or charge less and decrease programming because there is little return on that investment. We could certainly decrease the meet host entry fees if we raised the membership fee an additional \$20.00, but whether we could continue to sustain our other programming like travel support, grant funding, etc., is unclear. We did have a lot more services than most LSCs.

SESSION: Financial Year-In-Review

This session was led by Kenneth Chung, USAS Fiscal Oversight and Nick Eaton, Goldman Sachs Wealth Advisor (San Rafael, CA). USAS and the USAS Foundation put out an RFP (Request For Proposal) in 2024 for a new fund manager and Goldman Sachs was selected by the Investment Committee. The transition took place in January 2025 and the portfolio update as Q3 was close to ending was \$28M in USAS endowment and \$20M in USAS Foundation endowment, a total of \$48M. The asset allocation in these two accounts is somewhat similar, but USAS is positioned to be slightly more liquid. The 2025 YTD returns were at about 11%, which pleased the committee and Nick Eaton after all the volatility from April stock market decline, which has been clawed back as of the of Q3. The discussion included briefing the attendees on the move to invest about 24% of the assets from US Equities to Private Equity over the next 3 years for better long-term yields with less risk (usually at least 10 years committed). Towards the end of the meeting, Bob Vincent and Kevin Ring popped in to say hello and meet the committee members and Nick Eaton. The meeting ended soon after, but there were a lot of questions regarding the private equity rate of investment and what sort of private equity opportunities were available.

General Chairs Session 3: Breaking Barriers – I came in very late to this class after the Financial Year in Review, but this session held several group discussion sessions that reviewed the following barriers to the success of swimming – there were several roundtables established to review facilities and pool space, costs, internal conflicts, other sports and sanctions. Our LSC has experienced challenges with facilities, rising costs, and other sports as barriers to growing our sport over the last several years.

General Chairs Session 4: Diving into Data. – The LSC Chair received a packet of comparative data for all the LSCs in USA Swimming. Please see Lehl Irwin's write up on this session (on the HOD page of our website – General Chair report) to see more details about this data or find a copy of it [here](#).

Please find attached at the end of my report the slide decks for the General Chair sessions.

SEPTEMBER 27 - USA SWIMMING SUMMIT

On Saturday morning I attended the LSC Development Committee meeting. This committee reviewed the new iteration of the upcoming LEAP certification process, which is simpler and a way to share best practices and LSC successes. Since this is a new LEAP process, Pacific Swimming is one of the first LSCs to pilot this updated version. Lehla and I met recently with Jane Grosser to begin this process, and the project is expected to be completed no later than the end of November.

After the LSC Development Committee Meeting, I attended the Western Zone Meeting where Sally Taggart was elected as Non-Coach Zone Director. I also attended the House of Delegates Meeting. Lehla has a detailed recap of these meetings on her General Chair's Report.

Respectfully,

Cindy Rowland



FINDING THE MIDDLE LANE

NAVIGATING LSC DISPUTES

General Chair Track

8:30-10 am

Finding the Middle Lane: Navigating LSC Disputes

10:30-Noon

Fees with Purpose: Funding What Matters

1:30-3 pm

Breaking Barriers Together: Coaches and General Chairs
collaborate for Growth

3:30-5 pm

Diving into Data: SWIMS: Insights for Smarter LSC Decisions

Bring your computer to this session!





Panel Members

- Ruth-Ann Bode- Southern ZSAP Coordinator
- Nicki Cicalo-DeCaro- NJ General Chair
- Derek Paul- USA Swimming, Associate General Counsel
- Jamie Platt- MA Executive Director
- Lynne Shine- OH ARB Chair
- Paul Stauder- Central Zone Safe Sport Chair

Moderators:

Jane Grosser- Lead Advisor, LSC Services

Gracie Mensay- Coordinator, LSC Services



To Find the Truth Game





A member of a club steals from their club (usually a treasurer or staff member), the team has filed a police report. Where should the team also report the complaint?



During an LSC committee meeting, the chair complains that athlete members are mandated to serve on the committee and criticizes their lack of knowledge and inability to provide relevant input. Following the meeting, other members wanted to report the committee chair for potentially abusive behavior toward the athletes. Where should this complaint be directed?



A meet sanction request is submitted by a club to the LSC and denied by LSC. The team wants to appeal the decision, where should it be directed?



**At an LSC meeting, someone challenges the direction of the LSC.
Where is the appropriate place to address the concern?**



Two LSCs were assigned to attend a different Zone meet than they had anticipated. They had already made travel arrangements, etc. to attend the other meet in the Zone. They were in fact assigned to the other meet. Who should they go to for help with resolving the matter?



The head coach of large club, asks the parents and coaches to let him know about any families who are looking for a club to join. He is told by one family that they know of an athlete from their former club who is looking for a stronger training program. They pass along the athlete's cell phone number. The coach reaches out to the athlete. If the athlete, his parents or his current coach seeks to bring a complaint, where should it be filed?



A coach member attends a meet drunk or high on drugs and you have evidence of this intoxication. Where should you report the incident?



Two male swimmers are accused by a female swimmer on another team of sending inappropriate text messages of a sexual and threatening nature. All athletes are minors; the coaches of both teams are working with all parties involved. The female reported to the Center for SafeSport and an investigation is underway, but no ruling has been made. Police have taken reports and investigated but taken no other action in either case. The coaches have alerted the LSC that in both cases, the parents have mentioned legal action if the boys are not allowed to swim at the LSC championship meet. Where should the coaches report the alleged behavior of the male athletes?



Bad behavior between parents happens in the stands of a meet. Police are called, break up the fight and remove the parents from the meet. It is reported to the LSC BOD. The BOD suspends the parents from attending future championship meets for 1 year. The parents want to appeal the decision of the BOD. Where can they file an appeal?



A father (who is also a member of USA Swimming) punches an official at a meet because they made a call against his son that he disagrees with.



The LSC BOD revises the fee structure for fines and penalties in the P&P. A club violates the provisions of both the P&P and the Meet Announcement during a meet. The club is fined by the BOD. The Club challenges the fine, alleging that they are egregious and refuses to pay them. Could the club file a complaint? What would be the appropriate venue?



A team in the LSC is “known” for stealing swimmers from another team. So much alleged recruiting has gone on that both teams now refuse to allow the others to attend their regular in-season meets. Where should this issue be addressed? What are the options if either of the teams don’t agree with the decision?



An incident occurs at a Zone meet between minor athletes. It is sexual in nature. Where should this incident be reported and who is responsible for reporting it?



2 clubs bid for the same LSC meet; one club is awarded the meet according to LSC procedures. During the HOD, the losing club brings forth a proposal to rescind the original bid winner and make a motion to move the meet to a different location, and it passes. Is this appropriate? Where should the original team file an appeal of the decision?



A parent, who is timing at a meet is removed from the deck after repeatedly using a cell phone behind the blocks to film her daughter during her races. The Meet Referee activated the Meet Jury who ruled on the situation. The parent wants to protest the removal so she can remain on deck for the next days events. Who should she call to file her protest?



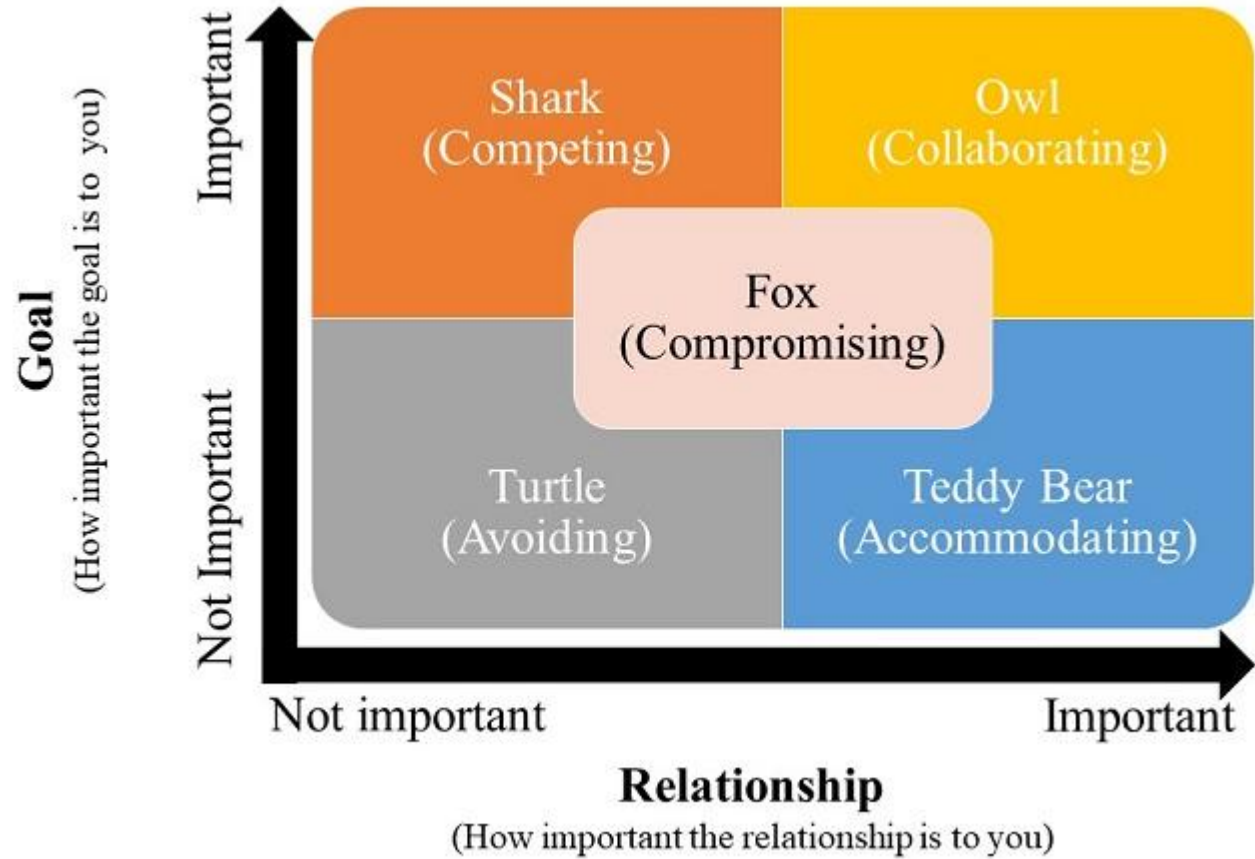
An LSC denies travel reimbursement of athletes from a team as it didn't adhere to established LSC policies for reimbursement. The LSC denies the reimbursement request, the LSC doesn't have an ARB. What other options are available to the team to appeal the decision of the BOD?

Conflict Resolution: Animal Style

- Shark (aggressive)- Go to the front right
- Owl- (collaborative/accommodating) Go to the rear left
- Turtle- (withdrawn/avoidance) Go to the front left
- Teddy Bear- (Accommodating) Go to the rear right
- Fox- (Compromising) Go to the center of the room



Conflict Resolution: Animal Style



Conflict Resolution: Animal Style

Turtle: (avoiding)

- When confronting the issue is unlikely to make any difference
- When the costs of confronting the issue are greater than any benefits
- When it could be better to wait until things cool down, there is more information, or other things have been addressed first.



Conflict Resolution: Animal Style

Shark: (competing)

- When facing an emergency or a decision needs to be made very quickly
- When the stakes are very high, and the potential consequences are significant
- When you are being stood over, threatened, or treated unjustly.



Conflict Resolution: Animal Style

Teddy Bear: (Accommodating)

- When the issue is more important to the other person than to you
- When strengthening relationships are more important than achieving specific goals
- When you have little hope of achieving your goals and you can accept the consequences



Conflict Resolution: Animal Style

Fox: (compromising)

- When a compromise is OK
- When there is a history of mistrust and long-term conflict
- When compromising helps to move on with a complex issue.



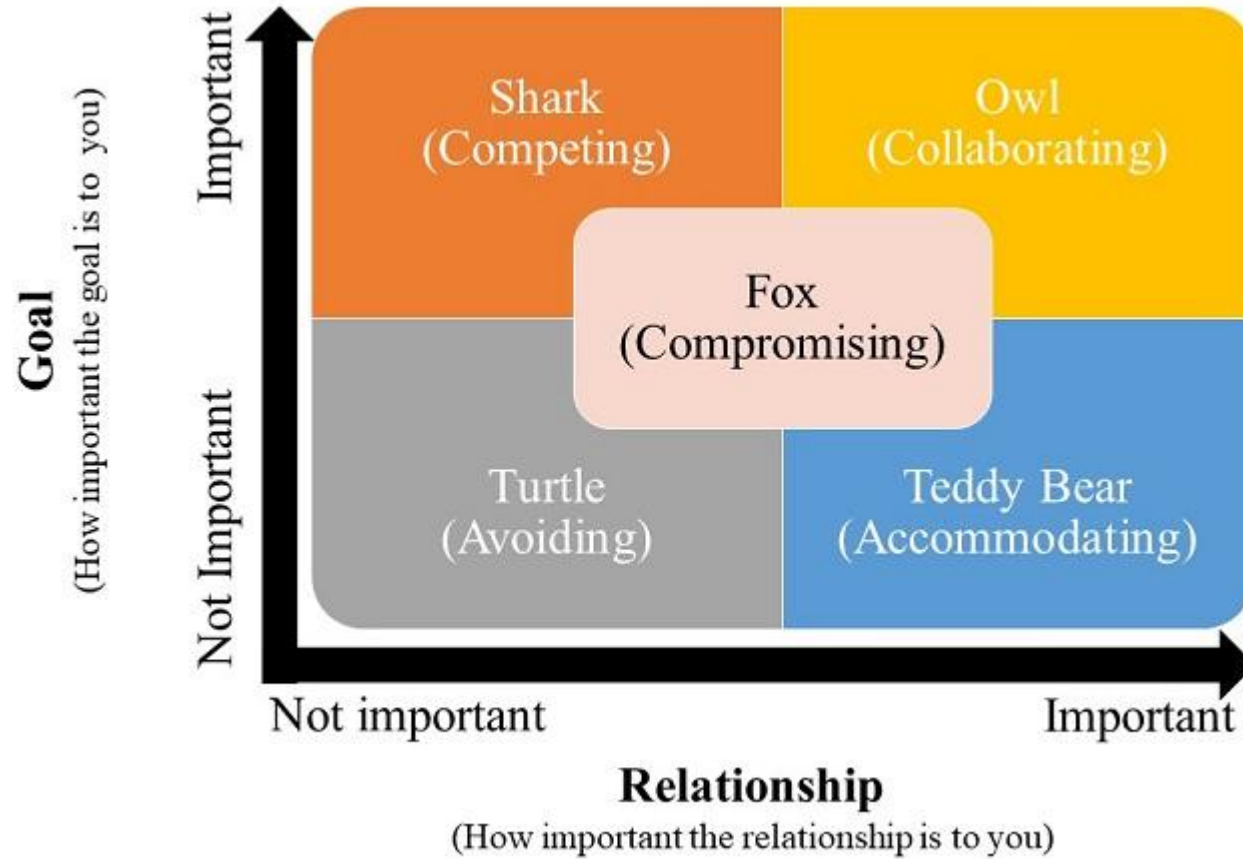
Conflict Resolution: Animal Style

Owl: (collaborating)

- When your goals and your relationships are both important
- When outcomes depend on everybody's commitment
- When you need to work through difficult issues that have been damaging relationships



Conflict Resolution: Animal Style



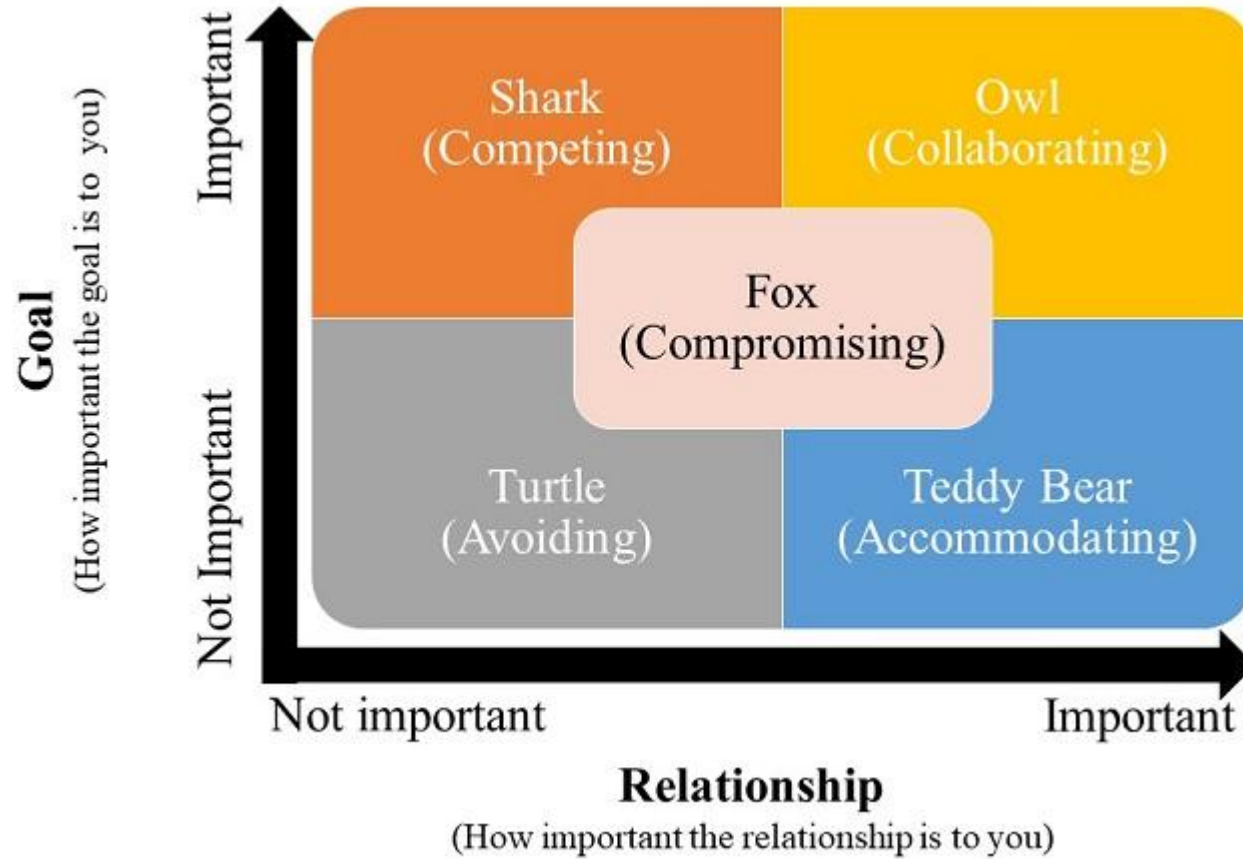
LSC Table Discussion

At your table discuss the best way to approach:

1. An internal BOD conflict among members
2. An external complaint from a Team/Coach



Conflict Resolution: Animal Style



Slido Questions with answers

1. USA Swimming Staff- A member of a club steals from their club (usually a treasurer or staff member), the team has filed a police report. Where should the team also report the complaint?
2. LSC/Zone Safe Sport- During an LSC committee meeting, the chair complains that athlete members are mandated to serve on the committee and criticizes their lack of knowledge and inability to provide relevant input. Following the meeting, other members wanted to report the committee chair for potentially abusive behavior toward the athletes. Where should this complaint be directed?
3. ZSAP chair- A meet sanction request is submitted by a club to the LSC and denied by LSC. The team wants to appeal the decision, where should it be directed?
4. LSC General Chair- At an LSC meeting, someone challenges the direction of the LSC. Where is the appropriate place to address the concern?
5. Zone Director- Two LSCs were assigned to attend a different Zone meet than they had anticipated. They had already made travel arrangements, etc. to attend the other meet in the Zone. They were in fact assigned to the other meet. Who should they go to for help with resolving the matter?
6. USA Swimming Staff- The head coach of large club, asks the parents and coaches to let him know about any families who are looking for a club to join. He is told by one family that they know of an athlete from their former club who is looking for a stronger training program. They pass along the athlete's cell phone number. The coach reaches out to the athlete. If the athlete, his parents or his current coach seeks to bring a complaint, Where should it be filed?
7. USA Swimming staff- A coach member attends a meet drunk or high on drugs and you have evidence of this intoxication. Where should you report the incident?
8. LSC/Zone Safe Sport- Two male swimmers are accused by a female swimmer on another team of sending inappropriate text messages of a sexual and threatening nature. All athletes are minors; the coaches of both teams are working with all parties involved. The female reported to the Center for SafeSport and an investigation is underway, but no ruling has been made. Police have taken reports and investigated but taken no other action in either case. The coaches have alerted the LSC that in both cases, the parents have mentioned legal action if the boys are not allowed to swim at the LSC championship meet. Where should the coaches report the alleged behavior of the male athletes?

9. LSC BOD/ARB- Bad behavior between parents happens in the stands of a meet. Police are called, break up the fight and remove the parents from the meet. It is reported to the LSC BOD. The BOD suspends the parents from attending future championship meets for 1 year. The parents want to appeal the decision of the BOD. Where can they file an appeal?
10. USA Swimming Staff- A father (who is also a member of USA Swimming) punches an official at a meet because they made a call against his son that he disagrees with.
11. LSC ARB Chair- The LSC BOD revises the fee structure for fines and penalties in the P&P. A club violates the provisions of both the P&P and the Meet Announcement during a meet. The club is fined by the BOD. The Club challenges the fine, alleging that they are egregious and refuses to pay them. Could the club file a complaint? What would be the appropriate venue?
12. LSC General Chair- A team in the LSC is “known” for stealing swimmers from another team. So much alleged recruiting has gone on that both teams now refuse to allow the others to attend their regular in-season meets. Where should this issue be addressed? What are the options if either of the teams don’t agree with the decision?
13. Zone/LSC Safe Sport, Center for SafeSport, Law Enforcement- An incident occurs at a Zone meet between minor athletes. It is sexual in nature. Where should this incident be reported and who is responsible for reporting it?
14. LSC ARB- 2 clubs bid for the same LSC meet; one club is awarded the meet according to LSC procedures. During the HOD, the losing club brings forth a proposal to rescind the original bid winner and make a motion to move the meet to a different location, and it passes. Is this appropriate? Where should the original team file an appeal of the decision?
15. USA Swimming, Rules Chair, NBOR- A parent, who is timing at a meet is removed from the deck after repeatedly using a cell phone behind the blocks to film her daughter during her races. The Meet Referee activated the Meet Jury who ruled on the situation. The parent wants to protest the removal so she can remain on deck for the next days events. Who should she call to file her protest?
16. LSC General Chair- An LSC denies travel reimbursement of athletes from a team as it didn’t adhere to established LSC policies for reimbursement. The LSC denies the reimbursement request, the LSC doesn’t have an ARB. What other options are available to the team to appeal the decision of the BOD?



Fees with Purpose - Funding what matters

Expectations

- Engage
- Collaborate
- Be curious
- Provide Insight
- Communicate Post-Summit



Strategic Plan

- What are the LSC's priorities to achieve your mission?
- In what ways do your current fees support these priorities?
- Where do you see gaps or underfunded areas that directly impact members?



Pair Share!

Are your LSC fees transparent and well understood by clubs and families?

Fees and Spending Need a Purpose

- Who is the target
- What is the expected result?
- How long?
- How do you measure?
- Communicate!



Fee Allocation

Budget Category	Approx. % of Annual Budget	Examples of What It Supports	Notes/Impact
Athlete Development		Camps, Travel Support, Incentives	
Coach Education & Support		Clinics, Certifications, Stipends	
Meet Operations		Officials' support, Equipment, Subsidies	
Governance/Admin Costs		Staff, Tech systems, Insurance	
Outreach & DEI Programs		Access Programs, Scholarships	
Reserves/Contingency Fund		Emergency savings, long-term stability	



Fee Structure

Fee Type	Current Amount	Who Pays? (Club, Athlete, etc.)	Frequency	Notes/Comments
LSC Athlete Registration			Annual	
Club Membership Dues			Annual	
Meet Surcharge			Per Meet	
Admin/Technology Fee			Annual	
Other (Specify)				

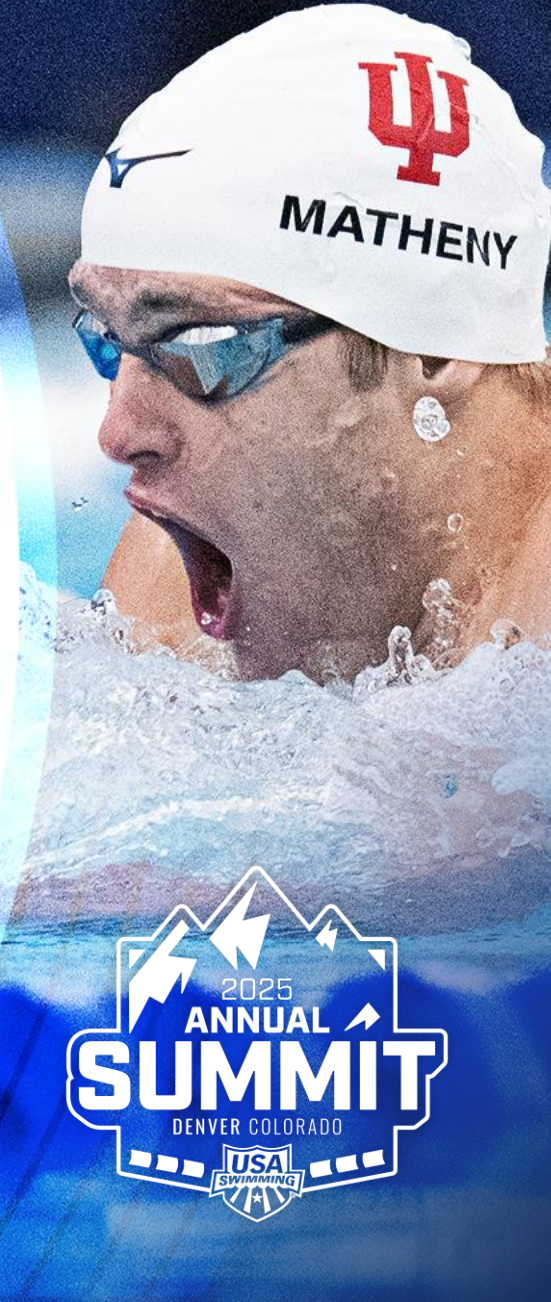


Pair Share!

What trade-offs have you made (or avoided) when adjusting fees in the past?

Tracking Effectiveness

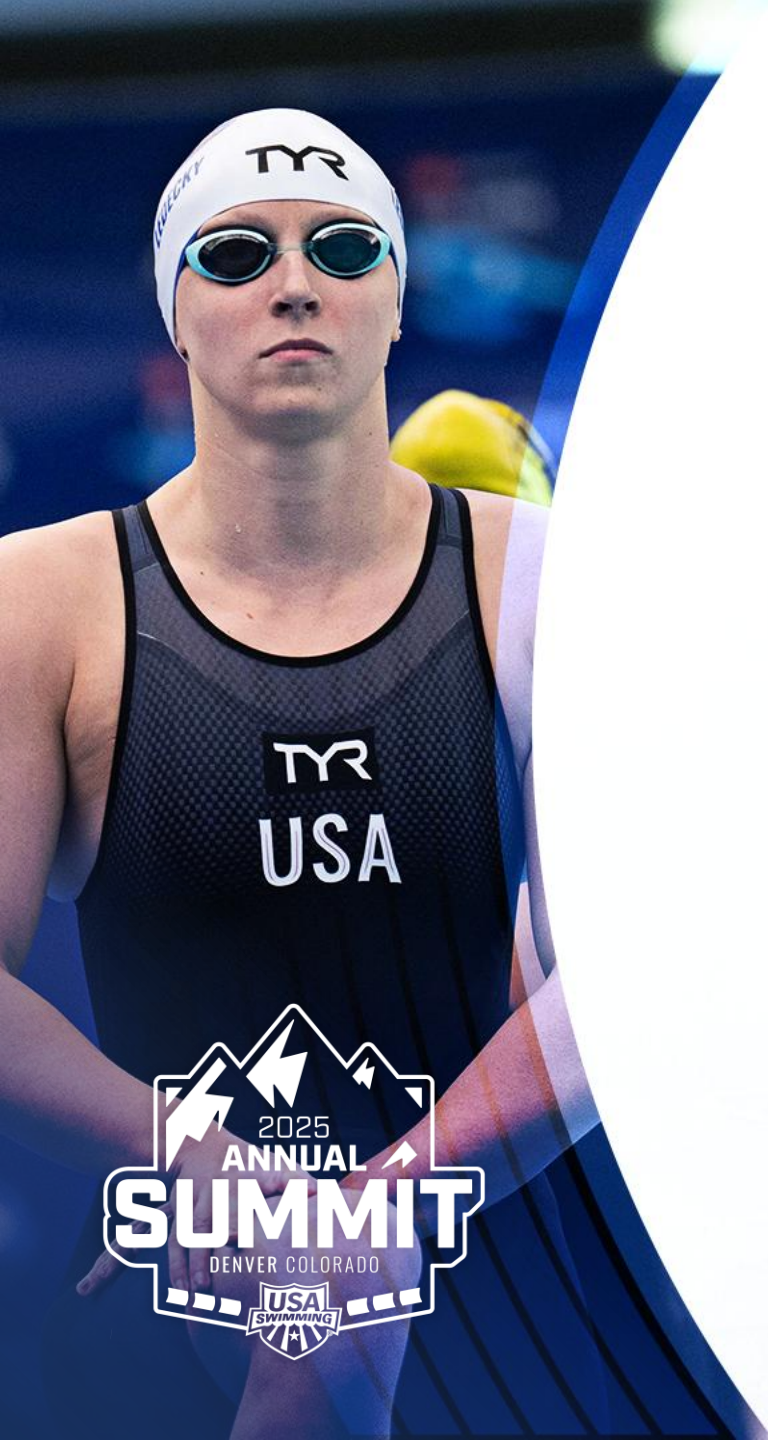
- Use data!
 - Performance Metrics: Track specific indicators such as new members, qualifiers, etc.
 - Observations: Collect qualitative data from participants
- Integrate evaluation from the start.





- Role of the LSC
- Govern local swimming competition
- Support clubs to promote athlete recruitment, retention, development, and safety.





Fiduciary Responsibility

Duty of Care

Make informed decisions and actively participate.

Duty of Loyalty

Prioritize the LSCs interests and avoid conflicts.

Duty of Obedience

Comply with laws, bylaws, and uphold the mission.

Duty of Confidentiality

Protect sensitive information from misuse.

Duty of Prudence

Exercise caution in financial and strategic decisions.

Duty to Disclose

Be transparent about relevant information and conflicts.

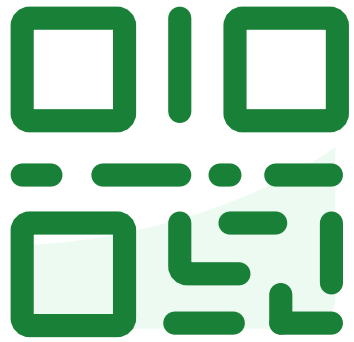
Pair Share!

Have you communicated the value of what LSC fees support to your members?

Flonkerton LSC

- Member Benefits
 - Coach Training
 - Meet/travel reimbursement for athletes, coaches, and officials
 - Background Check Assistance for Officials
 - Disability Education Training
 - Safe Sport Education
 - Outreach Support/Adaptive Meet Travel Support
 - Athlete Wellness
- Meet Assistance (Stipends/Awards)
- Staff
 - 4 PT LSC Staff (Office Manager, Sanctions/Times, Accounting, and Zone Team)
 - Club support: LSC staff who can help problem solve and provide resources/connections in the youth sports industry.
- Clinics – Targeted Clinics for athletes





**Join at slido.com
#4198984**



Is this a high fee or low fee?

Flonkerton LSC Continued

Fees:

Membership: \$21

Splash: \$2.50/per athlete

Sanction: \$30/day

Club: \$130



Squibberish LSC

- Member Benefits
 - Coach Assistance Fund
 - Meet/travel reimbursement for athletes, coaches, and officials
 - LSC Select Team Trips
 - Athlete Recognition: Annual scholarships. LSC Scholastic Team.
 - Championship Meets- We provide a championship meet experience for all athletes- during the months of July, December and February.
- Equipment rental (tech to support meet operations)
- Staff
 - 1 FT and 3 PT LSC Staff (Exec, Sanctions/Officials, Customer Service, and Performance Director)
 - Club support: LSC staff who can help problem solve and provide resources/connections in the youth sports industry.
- Clinics
 - LSC University/Coaches Clinic (annual). 80% club attendance over quad.
 - Quarterly clinics with Olympians and other elite athletes.





Is this a high fee or low fee?

Squibberish LSC Continued

Fees:

Membership: \$30

Splash: \$2.75/per splash

Sanction: \$50/day

Equipment rental: \$100/day

Club \$100



Conclusion

Fees:

Membership: \$30

Splash: \$2.75/per splash

Sanction: \$50/day

Equipment rental: \$100/day

Club \$100

Fees:

Membership: \$21

Splash: \$2.50/per athlete

Sanction: \$30/day

Club: \$130





**Do you think your LSC fees are too high
or too low?**



What is the mean Premium Athlete LSC Fee?



What is the range of fees?

Assets

- What do you have?
- What do you need?
- What do you want from it?
- Consider what the unexpected benefits could be from a spenddown.



Pair Share!

What feedback have you received from clubs about fee affordability or impact?



**What types of fees do LSCs charge
(how do you generate your money)?**



What do LSCs spend on (What services do you offer)?

Feud #1

- Top Answers for LSC Fee Question



Feud #2

- What Services LSCs offer?



Homework

How might your LSC redistribute funds to better support growth and performance?



Parting Thoughts

Looking at fees is only a part of a strategic approach to LSC effectiveness.

Stakeholder input is critical to understand the needs of clubs and members.

Ask yourself, how does this benefit the athletes?

What action steps can your board take in the next 6 months to review or revise your fee model?





BREAKING BARRIERS TOGETHER:

COACHES AND GC'S
COLLABORATE FOR GROWTH

General Chair Track

2-3:30 pm

Breaking Barriers Together: Coaches and GCs
collaborate for Growth

4-5:30 pm

Diving into Data: SWIMS Insights for Smarter LSC
Decisions- **Bring your computer to this session!**





WELCOME!

Moderators:

- Dana Skelton, Advisor, Team Services
- Jane Grosser- Lead Advisor, LSC Services
- Maggie Vail- Director, Education & Curriculum
- Gracie Mensay- Coordinator, LSC Services



List practices that create barriers to growth, retention, and performance.

Discussion Group #1

Choose a table with a topic you would like to discuss

- Table 1-3: Facilities/pool space
- Table 4-6: Cost
- Table 7-8: internal conflicts
- Table 9: Other Sports
- Table 10: Sanctions





Please provide a short summary about what your table discussed.

Discussion Group #2

Choose another table with a topic you would like to discuss

- Table 1-3: Facilities/pool space
- Table 4-6: Cost
- Table 7-8: internal conflicts
- Table 9: Other Sports
- Table 10: Sanctions





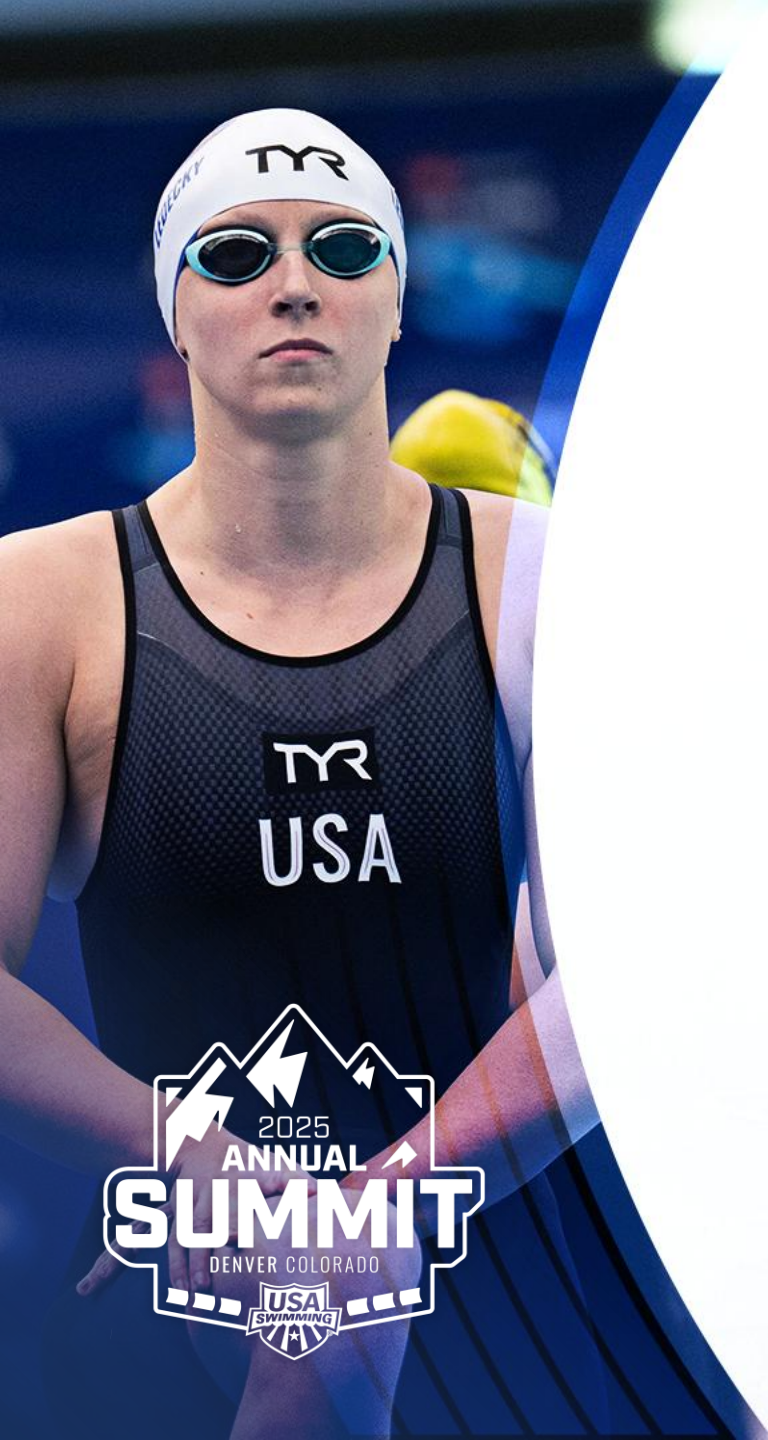
Please provide a short summary about what your table discussed

Small Group Discussion #3

LSC Coaches and GCs together

1. Identify one key issue for your LSC to address
2. Identify who in your LSC needs to be involved in this action item?
3. Enter your first two action steps here:





Share your action item



Topic: Facilities and Pool Space

Problems/Barriers:

- Facilitation billing raising pool rental costs
- Facilitation taking over
- Lifeguards to staff
- Sharing pool space w HS teams
- 90 try out can take 20 space
- Everyone needing same space HS , water polo, club, diving
- Lack of Long Course facilities
- Costs of rentals vary extremely even if they are in the same system (JC/SUNY) and same pool size
- We discussed challenges to pool space, including balancing swim team practices with other community activities, and lack of long course lane space due to expenses of operating long course pools and constraints and expenses of long course pools on college campuses.
- New management comes in and reduces lanes and or time.
- Sharing pool with other teams and poaching
- Cancelled pool time at last minutes.
- Dealing with odd shape pools

Solutions:

- Cost of building pools as well as where to put them. Cost of rental and staffing a pool. Competing for space with other teams/athletics and the schedule of the facility. The cost of building and maintaining a pool. Could USA Swimming help with grants/loans/ offsetting that cost? Pools that have been built are having trouble recovering the cost. Source of funds.
- Need to show value of your program to the community. Show where your athletes live and parents who vote, when dealing with municipalities.
- Long term solutions to identify steak-holders contact Total Aquatics Programming.
- Partnering with schools, municipal to own scheduling and paying lifeguards
- Width vs length for age group to get more space.
- Separate LSC Champs for 11+. Utilize short course for age group and 11& up swim long course.
- Train short course vs long course for more space for age group.
- Creating pool space- out of the box use of space. Outside gutters can be smaller lanes.
- Opportunities include partnering with municipal facilities to lower fees for city residents, and creating USA Swimming' creating national training centers for long course pools.
- Funds from rental assisted pools to reinvest in other amenities / tennis / new locker rooms etc
- Partnered with summer league facilities for non used months. Heated and train year round all but 10 days. Full access Labor Day to May 15. Water temps 82. \$4800 for gas bill.
- Agreements to heat community pools for use
- bubble the outdoor pool
- Need help from USA swimming for clubs to find water
- Getting creative - unused buildings and portable pools

- scheduling can be disrupted even when well planned, or split season High School swim-autonomy with school districts from 40+ year relationships
- Local summer teams athletes have a place for fall and or early spring swimming.

Topic: Cost

Problems/Barriers:

- There are dynamics at play with working with entities and the impact that has on access to facility access, barriers to participation, and parents choosing other less expensive sports.
- Free market pricing
- High facility costs
- Cost per event including external charges
- Trying to balance the cost of facilities and the need to pay coaches and staff a livable wage the costs for parents / athletes.
- Other year round sports can be higher.
- High meet fee cost, surcharge costs, etc. are pricing families out of meets or out of swimming as many events.
- Clubs struggling with facility costs.

Solutions:

- Club membership dues are major cost not often discussed (meet fees and travel). Clubs and USA Swimming should do cost comparisons to other travel sports. Many families are in different sports and activities which are costs not often considered. Sometimes, the perception is that clubs take advantage of athletes/families and charge exorbitant expenses
- Working around the HS swimming seasons and balancing ongoing accessibility.
- Decrease cost to include lower SES
- Shorter sessions for younger swimmers
- Itemize charge/avoid line item

Topic: Internal Conflict

Problems/Barriers:

- Raise meet fees to offset costs.
- Athlete transfers
- Tunnel vision for YOUR team
- Coach Bias and protectiveness of members
- Wariness of member poaching
- Distrust and assumptions
- Alliances
- Board versus coaches struggle
- PARENTS
- Large staff with different views and conflicts

- BOD member looking at what will benefit their team
- Athlete transferring or being recruited
- Teams not willing to work together for the overall benefit of the whole.
- Time: onboarding takes a long time, coaches stretched thin, finding time management with work/life balance, not feeling guilty being away from group or club

Solutions:

- Managing Staff with different goals, styles, drove- find what each coach is strong at and build on that and encourage that; team building; learn your learning techniques & use as strength to teach best
- Zone concerns/ recruitment. Non-compete for coaches.
- Parent education.
- Communication and transparency.
- Create a summit for LSC Club collaboration.
- Offer business courses to help clubs with growth.
- Incentives for coaches who send kids to zones.

Topic: Other Sports

Problems/ Barriers:

- Other sports are Very seasonal with finite seasons
- Parents are manipulative
- Parents are getting priced out and therefore are pickier

Solutions:

- A quality program MATTERS
- Provide a fitness alternative program
- Program requirements must be clearly defined
- More CELEBRATION of our sport (rewarding with stickers, caps, recognition)
- Interaction of older swimmers w/younger swimmers
- More 'TEAM' engagement
- Making it more fun
- Incorporating games
- Dual meets that are scoring and everyone can contribute, relays Relay only meets?
- Promoting more of swimming values, collegiate sport with a less toxic culture than professional sports
- Increased anxiety, less social aspect with swimming so more mental health education and social opportunities
- Encourage multi sports until a certain level/age and then have mandatory attendance
- Shorter meets and clinics with swag
- The underlying concept is to embrace what works for the athlete and focus on their development rather than constant competition.
- more socials and out-of-water fun activities to build community.
- become more accommodating with sports schedules, with no issues securing pool time.

- Branched out into two separate groups — Travel League, with high expectations, and a Local Racing Squad that runs in six-week sessions with races every three weeks. The Local Racing Squad saw higher retention.
- Moving away from the concept of training 11 months out of the year, but the question remains: when will they med to choose?
- Varying commitment levels (1-2 day/wk groups)
- Allowance of other commitments varies by age

Topic: Sanctioning

Problems/ Barriers:

- Sanction committees are trying to persuade teams to host certain meets and if they don't, they won't sanction their meets.
- Hosts are being asked to shorten meets (4 hour rule) but they are not and there is really no consequence or if there was, they would just pay the fine and do what they want anyway.
- Time is valuable to both parents and athletes. The time commitment of swimming is a full year versus a seasonal six week rec league.
- How do we accommodate all levels of commitment and keep the athlete engaged?

Solutions:

- LSC sanction chair needs to know when block parties are happening so they can set up officials
- Block party: easy to create, allows to do it at anytime, Good way to train new officials, registration fee is cheaper and can set up the Block Party in Practice
- Seek to find the compromise that works for them to keep them on swimming until they see success.