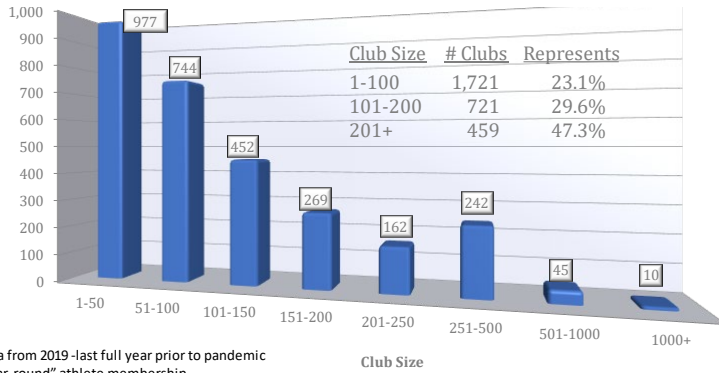


Middle Atlantic Strategic Planning Sessions
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Started out by reviewing Middle Atlantic and National data.

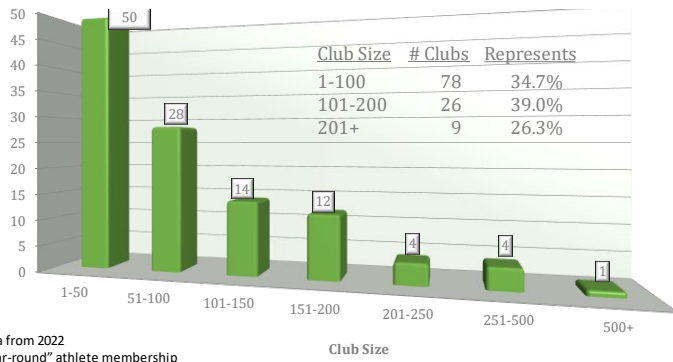
Size of clubs (national):

Overview of USA Swimming Clubs
Size of club

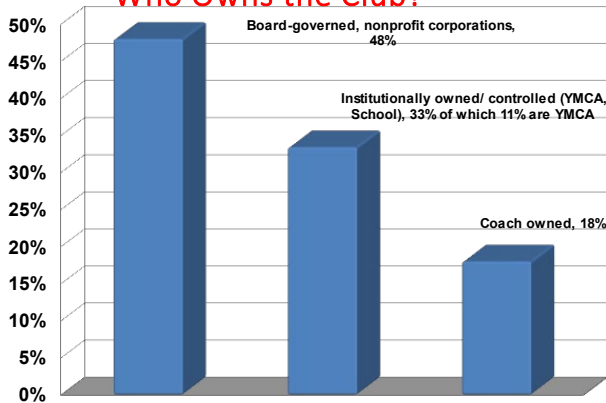


Size of clubs (Middle Atlantic Swimming):

Overview of Middle Atlantic Clubs
Size of club

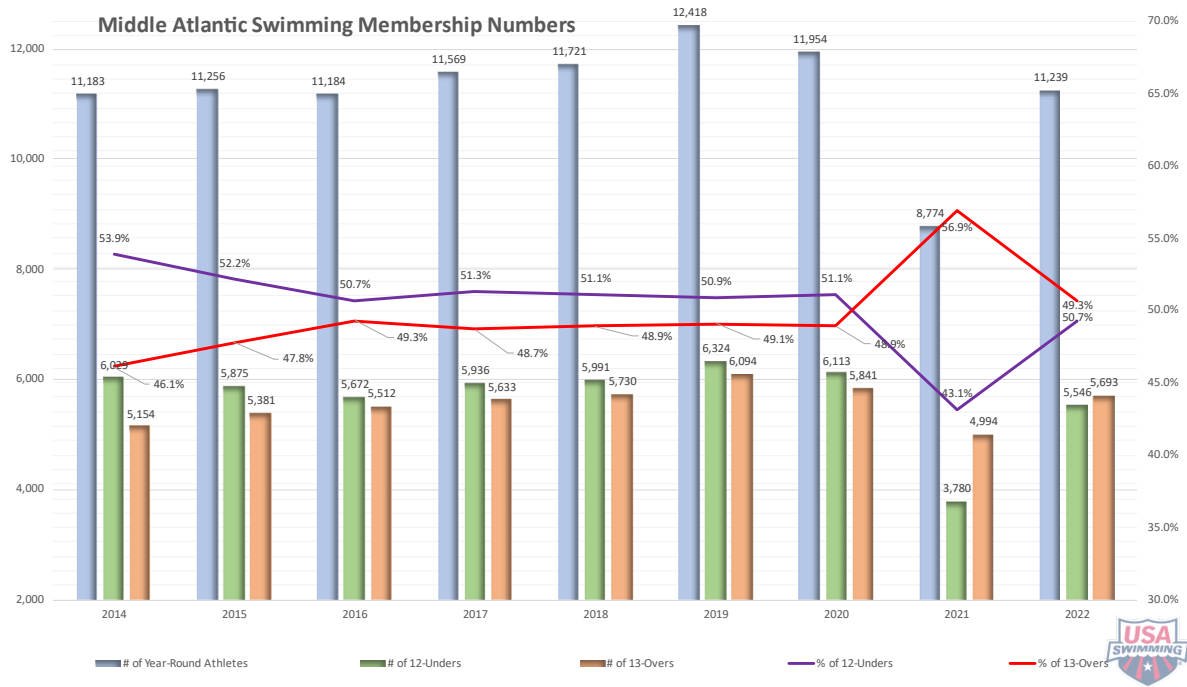
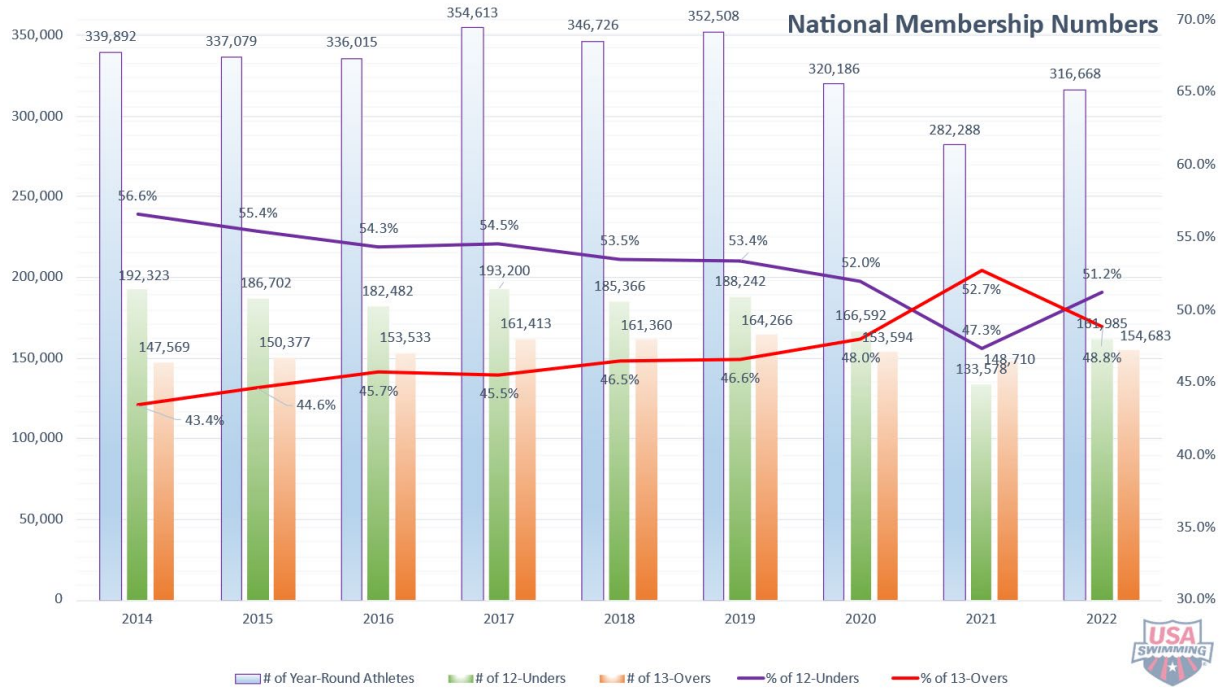


Overview of USA Swimming Clubs
Who Owns the Club?

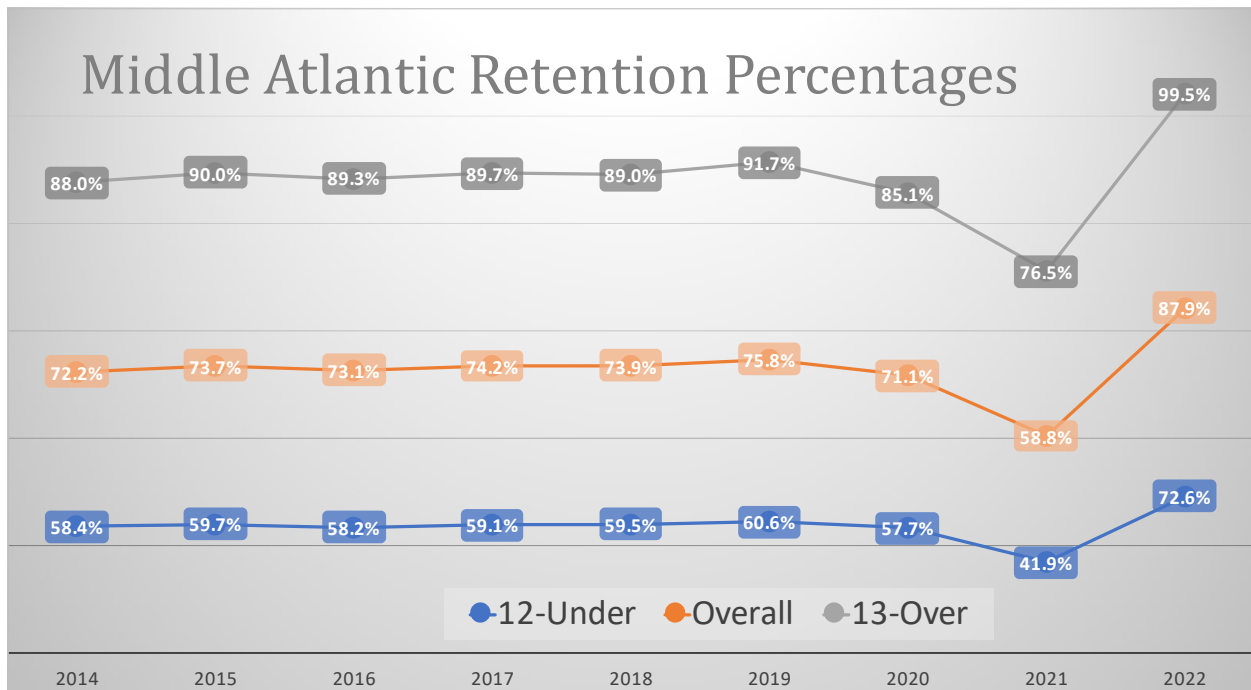
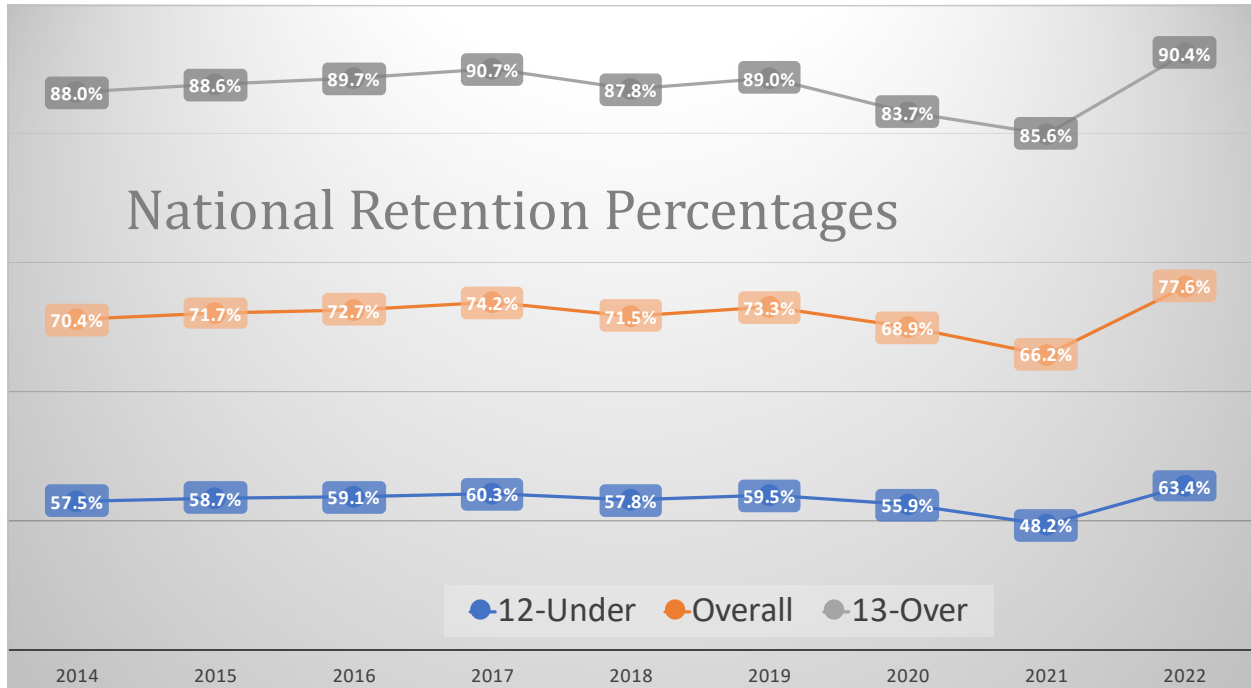


Middle Atlantic Strategic Planning Sessions

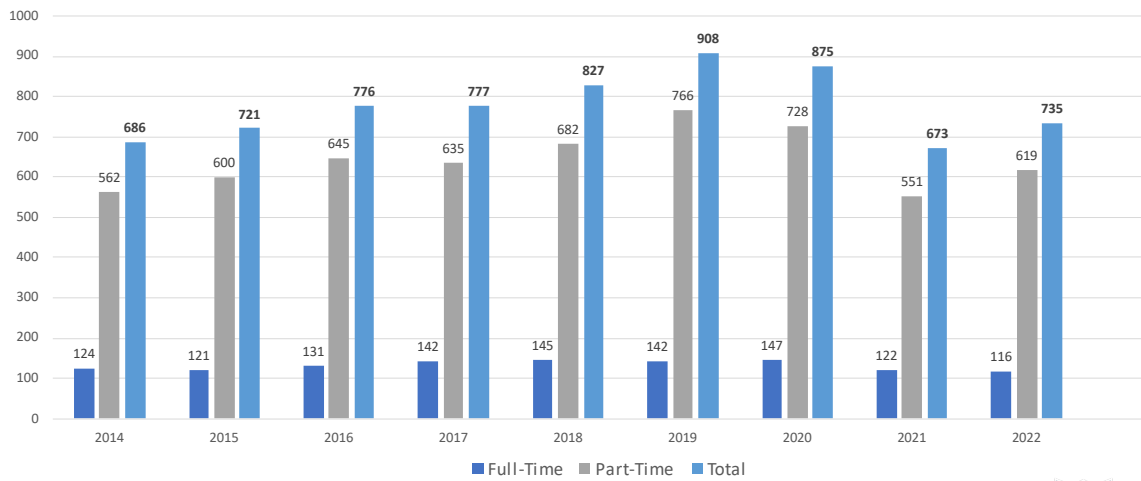
May 13-14, 2022



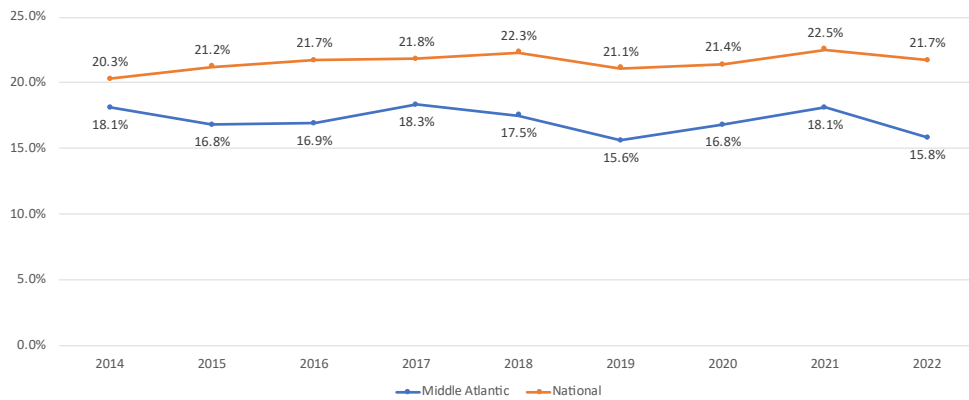
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Middle Atlantic Number of Coaches



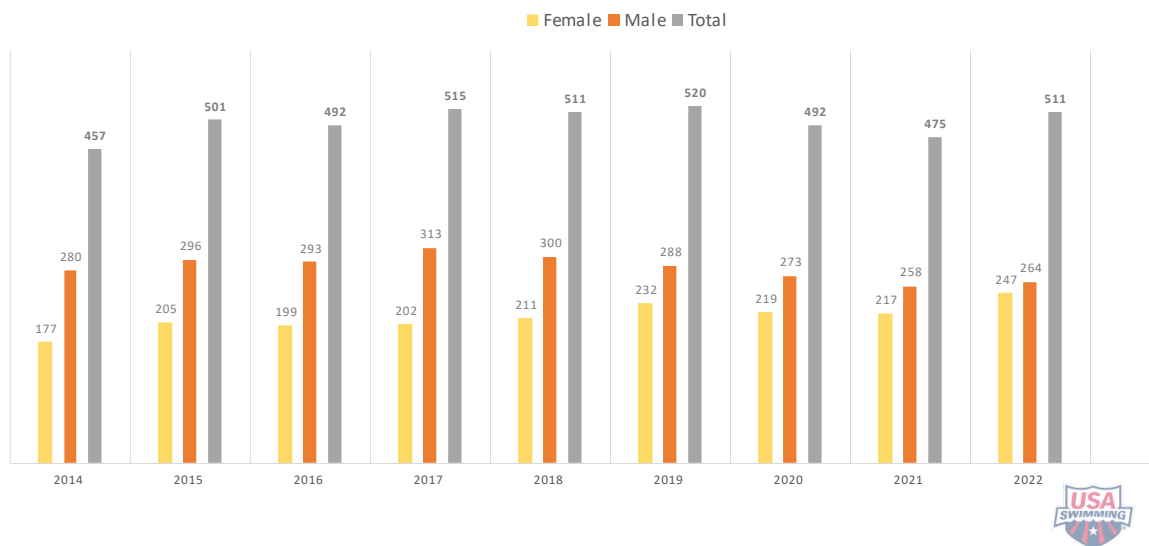
Middle Atlantic versus National % of Full-Time Coaches



Nine Year Average: MA 17.1% versus National 21.6%



Middle Atlantic Number of Officials



Question was asked: What sticks out to your group based on the data provided (and is it positive or negative)?

- Number of small teams. How do we engage them?
- A positive-a large percentage of small teams-Being able to see small clubs represent the LSC
- Official numbers are table is both good and bad
- Official's-the number of female officials is growing
- Officials retained. The online training is positive
- # part-time coaches vs. # full-time coaches vs. # of clubs. Think is a negative
- Positive retention numbers in 2022 for both 13-Over and 12-Under.
- Balance of coaching gender. Positive
- Female to male coaching ratios-Positive
- Other competitive swim programs are a detractor
- 12-Under retention
- Loss of 12-Under trend continues
- The accuracy of official numbers in MA. Negative
- Membership numbers are fairly constant/even. Offer more developmental meets/options
- 13-Over retention is a positive

Started out Saturday morning with a look at the **Vision and Mission** of Middle Atlantic Swimming. What differences, if any, do you notice between responses as participants and the club survey responses?

- Seems as though club responses were more geared toward a safe sport environment
- Participants-they were more able to look at the organization as a whole versus their own perspective
- Interesting the differences between performance oriented club/team and developmental

Does the Vision or Mission need to change? If so, how?

A lot of discussion on this

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- For “mission” add the word “Safe”
- Are we youth development or fast swimming or can we do both?
- Should the mission and vision be flipped
- We talk about strong character but not sure that is included

Recommendation: it is recommended that at least one whole meeting of the board be devoted to this topic. The consensus was that it needed work, but we could have spent most of the day wordsmithing both.

How does the LSC get the work out as to what the vision and mission are?

- Branding
- Read it-the announcer at meets
- Social media
- Marketing poster
- Banner
- A campaign with kids maybe with video posts
- Live it-it needs to be the fabric of who we are
- What is our/your elevator speech?

Final exercise in the Vision and Mission discussion involved brainstorming any programs (without detail) that the group thinks the LSC should have based on the vision and mission.

- Education-more/better/efficient
- Club workshops on who to write grants
- Build relationships with colleges/recent grads for social media
- Athlete leadership camps
- Membership programs
- Communication (How do we do better?)
- Performance incentive program
- Scholarship programs
- Creation of geo committees to give a larger voice to the LSC
- Community service days
- Holistic coach development program
- Lease technology
- Resources

Club & Participant Survey Results

For Slides 1-28 what things surprised your group?

- The number of coaches making less than \$40,000 a year
- 22% of clubs not safe sport certified
- The number of full-time coaches
- Hourly pay for part-time coaches
- The Club Recognition Program-responses of “I don’t know” and “I don’t care”
- Number of clubs that did not do an exit survey
- 70% of clubs said they were financially solid
- The number of teams that had learn to swim or some other novice feeder program
- Four teams had no full-time head coach

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For slides 29-36 what surprised you about the priority rankings?

- That many didn't know the staff
- Safe Sport Priority
- Coach professional development
- Performance versus growth
- Seemed like more wanted membership growth than retention
- LSC versus the "real world"-having a new Executive Director position

Then did a **SWOT** analysis by small groups (Strengths, Weaknesses, Opportunities and Threats):

Strengths

- Overall LSC is fiscally strong and very healthy
- Competitive opportunities
- Championship series
- Rise in volunteerism
- Professional staff
- Championship meet series- have support of LSC staff
- Safety measures at meets
- Specific meets- developmental, distance, etc.
- Organized, well-staffed, and easy to get the help you need
- Good opportunity for meets in SCY. (We have a lot of SCY facilities)
- Championship meets
- Financial assistance from LSC for athletes and travel
- High percentage of MA LSC on National committees
- Offer/Hold effective championship meet opportunities
- Good financial stability
- Good social connection and relationship amongst coaches
- Recovery from the pandemic
- Post pandemic membership levels
- Performance results excellent
- Executive Director ~ Leadership
- Growth in membership engagement on the dry side
- Contribution to the above
- Quality coaching in the LSC
- Increase in engagement incentives
- Sustainable business model
- Adaptability
- Quantity and quality of competitions offered

Weaknesses

- Committee activity
- Volunteer (LSC Board and Committee) cultivation, education, and development
- How do we engage $\frac{2}{3}$ of the clubs who did not respond to the survey?
- Athlete leadership program
- Coach development program
- Celebrating athletes/volunteers/coaches "more"
- Having to enter meets so early
- Educating teams on the variety of meets they can host to provide opportunities

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- “Seasonal Teams” - not fully involved, do not participate outside of what is in front of them
- What are we doing to address Innovation in our mission statement
- Limited LC facilities
- Facilities (not enough to serve LSC) (We don't have as many lcm facilities)
- Not enough developmental meets (break the meets down into ability appropriate categories?)
- Engagement from the community/volunteers - Lack of incentive
- Don't gain much membership from outside swimming associations (eg SAL, YMCA, JCC)
- Perception of “old boys club”
- Lack of in-person trainings for officials
- Lack of long course facilities (no warmup facility)
- Too many small club teams
- More athlete involvement
- Safe Sport Recognition
- Club Recognition
- Engagement from membership
- Small club engagement
- YMCA Engagement
- Committee reports access location on web.
- Committee purposes
- Committee engagement
- Contribution to the above
- Lack of clarity to the membership
- No reason/incentive to be engaged
- A complete and total disconnect from the organizational leadership/policy/bylaw expectations to the operational/managerial follow through

Opportunities

- 2028 LA Olympics
- Ability to grow facilities
- Ability to grow in membership
- Media broadcasting increase
- Open up to cross training
- Camps (developmental/ select)
- All-Star competitions (intra-LSC)
- Developmental meet with creative event order
- 2024 and 2028 Olympics
- Trials in Indy (much closer and easier to get to)
- Triathlon- both hypothetical risk.?
- Competition from other sports- both. Timeframe and multi sport
- Less events per meet? to reduce time
- Ran more “neighborhood meets” - reduces other cost
- More localized competitions
- Adjust start times
- Have multiple teams come together to pull resources
- Bump from 2028 Olympics
- Large retail closing presents potential location for a long course pool
- Triathlon programs during long course season
- Non-Competitive programs

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- Para-athlete outreach
- Club collaboration for mutual benefit
- Olympics 2024 and 2028
- Olympics 2024 Trials
- Structure to grow from summer clubs
- Tie in with OWS

Threats

- National Governing Body being over involved-USA-S creating own summer league
- Inflation
- Child Abuse
- Competition from other youth sports
- World cup 2026
- Increase in private swim coaching
- Inflation/potential recession
- Time commitment
- Economy
- Budgets of using school facilities
- Triathlon- both hypothetical risk
- Competition from other sports- both. Timeframe and multi-sport
- Facility limitation
- Single sport selection at younger ages (threat)
- LGBTQ+ (challenge)
- More family's dual income earners; impact volunteers # (challenge)
- Decline in 12&Under age group now will affect our 16 and over down the road.
- Shifting NCAA Model
- Year-Round Youth Sports
- inflation/economy

Groups were asked to come up with four to eight "Critical Issues" for the future and then voted on which ones were the most important. Results below:

Mental Health	13
Educational Resources	11
Lack of pool facilities	11
Small Club lack of involvement	8
Recruitment ~ All members	6
Communication; engaging with in LSC	6
Economy ~ general inflation	5
YMCA Representative on BOD	5
Volunteers at the club and LSC level	4

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Understanding of roles @ all levels	4
Cost keeping up with the Jones	3
Coach Retention	3
Meet Availability	1

Voluntary groups were asked to work on a topic above that they were passionate about.

Education Resource Center

For

- Athletes
- Officials/non-athletes
- Parents
- Clubs
- Coaches

An education center on the website for one stop shopping

- Clinics
- Professional Development
- Money/Finances

Run some clinics during meets

Schedule online-have better visibility on what is going on

Develop a request system if a team/coach has a particular topic they'd like to learn more about

Use CRM with demographic data

Clinic types:

- Dry side
- Wet side
- Coaching clinics & education

Identify gaps

- Create educational materials/clinics
- Mentorship(s)
- Create a welcome committee

Lack of Facilities

- Using MAS "war chest" to help subsidize pool rental. It now costs a lot of money to rent pool space
- MAS email about Hershey pool (LC). Paid for concept plans for building
- York County pays costs for economic impact survey
- Work with local visitors bureau's to determine meet revenue and potential incentives-financial impact report
- LSC advocates to local towns/municipalities/counties to subsidize pools
- Also an issue of lack of pools outside of LSC

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Mental Health

- Survey coaches to assess need for:
 - self-care support, and
 - assistance in dealing with athlete's mental health
- Assuming a recognized need, establish programs to support the coaches
 - Seminars with sports-oriented mental health experts
 - Economic analysis of coaching compensation (within LSC and nationally) and finances
- Establish programs to support athlete mental health
 - Access to consultation with sports psychologist
 - Help coaches recognize athlete needs (listening skills)

Small Clubs

Touch them individually

What do we have to offer them?

From MAS perspective ask the small clubs, "What do you need?" Reach out to them and follow through Mentorship-"How can we help you?"

Coaches and business training

Have a Zoom or in person meeting and start with broad questions:

- From small clubs
- From MAS

MAS has to be okay with the small club not wanting to be bothered

Develop needs assessment for the small clubs based on geography & regions

Action items:

- Categorize the clubs
- Targeted communication to that grouping of clubs before first meeting
- Need a facilitator to meet with clubs (do not want this to turn into a gripe session but one that is productive and has outcomes).
- Have an agenda based off of the last created strategic planning meeting
- Action items come from the strategic plan then follow through.
- MAS Executive Director look at reps to see who would make sense plus small club Head Coaches and large club Head Coaches.
- This could be done quarterly or seasonally before the House of Delegates

Additional Recommendations

- There were some items from the 2019 Strategic Plan that participants thought were still relative and needed to be addresses. You should look at those items one more time to determine which ones continue to move forward. Possibly assign them to the appropriate committee to start initial work on them.
- I would suggest that the Executive Director and staff now look over the agreed upon items and have them come up with a plan of who is to do what.