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Run your Club like a Business

- **Every club should be operating like a gold medal swim club.**
- **Hire out your weakness.**
 - They do not necessarily have to be someone that is on staff full-time.
 - Let someone else generate the reports for you
 - Trust your staff
 - Utilize ALL of your resources.
 - I do finance but surround myself with awesome people and trust they will do their job as set out for them.
 - Delegation is KEY to running any good business. No one person can be in all the places or positions at one time. Do not be afraid to turn things over.
 - Delegate on ALL levels not just coaching staff. Delegate to your computer person, your admin, your secretary. Allow people to help.
- **Think outside the box**
 - Pool time is a prime example. We ALL need more pool time. Think non-traditionally
 - Life is consuming. Max out morning workouts before excused of the day begin to build...dentist, doctor, study hall, homecoming.
 - Know the inventory of pool time. When can you get it and from who.
 - We rent 5 different types of pools. Use the dive well. No one else is! Helps keep kids away from times focus and makes practice about heartrate, exertion, effort.
 - A happy swimmer is a fast swimmer and a fast swimmer is a happy swimmer.
 - Figure and set your schedule.
 - Dive well. Sprint on surface. Challenge coaches to be creative. Looking at a blackline endlessly is boring.
 - Work width of pool. Over-unders are Awesome.
 - Fast swimming is fun swimming. End with smile on faces of athletes.
 - Kids when they are younger are externally motivated—trophies, awards
 - Olders need to find that internal motivation. Everyday is not play day but a high energy practice will motivate them even more.
 - If a swimmer leaves with happiness or a challenge they will come back.
- **Goals**
 - Businesses have to have goals to survive. Swim clubs have to have goals to grow. Swimmers have to have goals to achieve as people.
 - Daily goals, weekly goals, monthly goals, season goals, long-term goals, dream goals.
 - This creates a model with something for everyone. Individual meetings to go over each and everyone's goals. MUST BE DONE. Kids see when you do not

follow up on them and keep them honest in their actions. You must be honest in your actions as a coach.

- Swimming is a goal driven sport but people rarely put goals on paper. Makes no sense. Must have goals to achieve more.
- Reality is eventually swimming must become internally motivated. This means going to meets when you do not want to.
- Not everyone is going to be an Olympian but they should work to be the very best swimmer, person they can be.

- **Travel Trips**

- Essential for a team. Rarely do people remember their time from such and such meet but they do remember the time that someone did this or that on a travel trip.
- Our job is to teach life lessons through the wonderful sport of swimming.
- Colorado Stars travel twice a year for team travel trips (aside from higher level meets).
- Good to go to meet as a team. Builds team. You are a USA Club coach first. Make travel a priority.

- **GOOD Communication**

- As in business communication will either make or break you. You must have a good website. Make it different it will drive your club and your business. Show off the product you are offering.
- It is not hard to plug and post information. Just do it.
- This is the face of your club. New people coming into town want to see what your club is about. Set your club identity.
- I pay \$500 for someone to run my site. Built into the fees I charge. People expect to pay for services. Make sure your fees are a reflection of the true cost of the sport.
- With photos you need releases. Can be generic releases at the beginning of the season.
- Constant contact with families. Enews blasts, coach emails, text alerts. Maintain an email list and text list at all times for families.

- **Meet Entries**

- Let my kids pick their events
- Gives them ownership for events. If you do not like the events then why did you pick them?
- Ownership=better swimmer
- I do offer suggestions every now and then.
- Always post meet entry list before it goes off. Let families alter if they need to.

- **Meets in Colorado**

- ALL meets are on the calendar. Just because they are on calendar does not mean we get to go to them.
- Club plans a meet but did not know there were 2 other meets being held not fair to that club.
- Scheduling Meeting for all meets is held in Colorado. Sanction fees increase closer to meet date to incentivize teams to get their information in.
- Three protected weekends in Colorado Swimming
- Our Senior Level Championship Meet is sectionals. Team goal is to beat other Colorado teams at Sectional Level.

- **High School/Club Coach**
 - This is USA Swimming. Serve USA Swimming first.
 - It is hard. High School is more recognized than USA.
 - Let kids decide if HS/USA is good for them or not. Let them go just USA if they want, let them go just HS if they want.
 - Provide information to empower them to make the decision.
 - What do colleges want
 - Where do you want to go with swimming
 - What do you want from the sport
 - High school swimming does have a place.
- **Season Planning**
 - Swimming changes from season to season. Adapt, Adjust.
 - Change is important. Does not need to be 100% but no one is running a perfect program. Be willing to change a bit. Stay 80-90% old but change from season to season. Better for swimmer, better for you, better for club.
 - If you do not change your program will die.
- **Resources**
 - BEST resource is other coaches. Not just swim coaches. How does basketball coach motivate. Go watch their practice.
 - How do other coaches deal with their Athletes.
 - LEARN SOMETHING NEW EACH DAY
 - What is your EI (emotional intelligence)
 - Change what you can and walk away from what you cannot change.
 - People are going to come and go. Do not take it personally. I deal better with it now than I did a few years ago. It is not personal it is a business decision by the family. Let them go.
 - Be CONFIDENT in your actions. Know you are doing a good job. Know your staff is going a good job and things will not hurt you as much as they do.
 - As long as your program is evolving it will survive. Do not bend to all parents. Bleacher Creatures are bad. Not all parents are bleacher creatures. Remember some are resources, some are negative and some do not care. Find out whom you can trust and give them responsibility.
- **Costs for Colorado Stars (monthly)**
 - High performance 173.50
 - Senior 173.50
 - Hold fee during HS Season 75
 - Black 137
 - Red (12-13 y/o) 110
 - HS Prep Clinic (8wks) 300
 - White (10unders) 100
 - Starfish 85
 - Always calculate 5% increase every two years
 - All pay annual fee 375 per family
 - No fundraising
 - No volunteer requirements

- Pool rental 3500 month. Always calculate for this. Sweetheart deals die and if you do not have budget for it your program will die.
- Coaches salary increases 5%. Take care of coaches and they will not leave. Give them best hourly job they will have ever been paid.
- Coaches paid month off
- Do not incentivize championship results for coaches
- Only multi swimmer discount with three swimmers or more
- ALL ONLINE BILLING. Get your money.
- 90% pay by card. Assess the card fee.
- Coaches to swimmer 2 coaches on deck per group. 15-20 kids in HP group.
- No family escrow account.

Question Session

Give example of your 10% of change

- More kicking.
- More translatable kicking into races
- More fast kicking at every level on our team
- Underwaters. And then we I saw underwaters were not enough so then it was connecting underwaters with breakout. Just underwaters did not translate to surface portion. It is all connected.
- Do kicking that translates into racing—What do you mean? HP group 6 100Kick at end of workout realized not enough. Work to fatigue like you would in race situation. Do something at beginning and push through practice with fatigue and then end with kick.
- Reality is we need to prepare for races... beginning, middle and end.
- Translatable kicking at age group. Harvey WallBangers. Kick, kick, kick, build to turn, breakout.

Fundraising

You really do no fundraising? Annual fee covers most cost.

- Kids pay for travel trips and coaching costs
- Only fundraise for a specific need otherwise people hate it.
- Use USA Swimathon if you must fundraise.
- Not opposed to fundraising we have just done it once.

Volunteering in Colorado

- Teams required to provide timers.
- Know your parents and get it done.
- We all have to time

Coaching Staff—structure of it.

- Head Coach is full time
- No time cards. To hard to manage. All comes out in the wash
- 5 coaches total
- looking to hire dryland coach now.
- I am ALWAYS looking for good coaches. Make a spot for them. They are hard to come by.

- Great tenure with staff so far. Lost a coach last year but most part people have been with me for several years.
- No health insurance.
- No vacation policy. We all cover each others groups. Creates common language in club as well as insight into swimmers from other groups.
- Matching IRA offered

What do you do that is different?

- We are not afraid to challenge ourselves.
- Rarely do I say it is going to be this way and nothing else.
- Two coaches on deck MUST work together. Be a team. Let team see that you are a team.
- Head Coach must make the environment open. It is your responsibility to lead the team.
- Coaches can make each other better. We often miss something and someone else picks right up on it.
- OPEN Dialogue. Genuine Dialogue. Keep talking. Keep learning from each other.
- If you are on my staff I hire you because you are smart. Let staff know you believe in them.
- NO ONE COACH CAN CLAIM ANY ATHLETE. They are all our athletes. No one is treated special. All of the swimmers are special.

What do you do to train your coaches?

- Coaches meeting monthly is goal but at least every 5 weeks.
- Look to my coaches to present on a topic. Helps them learn to teach skill as coach and we learn to teach something in a different way.
- Inhouse inservices. Watch USA Webinars together if possible.
- Get a common language in the club going.
- I download webinars and share with staff. Talk about them. Hit reply all and have a quick discussion on the webinar via email.
- Keep learning .
- Always send eblasts to my coaches. Set Team Goals as a group. Ask how they are bringing that to their site.

Do you do Dryland?

- Number one goal of dryland should be to make kids better athletes.
- Most kids today do not have eye-hand coordination skills. Hard to have body awareness if you so not move your body.
- Dryland can be fun but painful. Find a hill use it. Incline pushups, situps, running.
- Set up stations. Make them run through them. Make it hard.
- Salo has a good book. Dryland for Swimmers. No one way to do it. Not anyone person has all the answers.

Lessons from Team Ownership—what have you learned?

- Everyone is going for the same thing. Road map might be different. Try something new. Learn from your mistakes.
- Compensate like you appreciate them. Compensate everyone. Gift cards for people that let you in early. Pleases and Thank yous. Make people feel special.
- Treat staff like professionals and they will behave like professionals.

- Remember you are teaching life lessons through sport of swimming. Let swimmers see you act as a professional. This is a real job!
- Do not be afraid to watch other workouts. Not to be critical but to learn from your staff. They are excellent coaches too.
- Enjoy your job.

Moving Swimmers

- I coach in EVERY group at least once a month. Makes for team unity. Know where kids are at in swim progression.
- I can name the 5 swimmers I moved to early. I killed their passion for the sport and I will never forget their names.
- Have a set policy in place. Makes life easier if you can refer your parents to it.
- 12y/o girls and 13y/o boys are closer in emotion age. Do not move too soon.
- Let the swimmer evolve to the next level on their own. Do not push them. Guide them.
- Watch it on the boys. If they leave the sport more than likely they will not return.
- Girls and boys balance each other out. You need both.

Meets and Coaches

- Each coach must attend every meet. Swim Meets are coaches report cards. Practice is homework. Meet is grade. Lets us know if w are getting our message across.
- One meet about every 4 weeks.
- Since coaches get set rate no worry about time cards and travel for meets.

Who plans daily workouts and long term?

- Coaches of group plans workout and long term group goals.
- Team goals set by coaching staff. Ideas are given at the beginning of the season on how to get there.
- Been working together we get each other.
- Basic structure is set. 10 mins warmup, x amount dedicated to skills, x amount to swim.
- No one worries about yardage.
- 50/50 mix at beginning of season. Swims and skills set
- work on aerobic fitness all the time.

What do you do if a practice goes bad?

- I sometimes think I have the perfect workout. Get so excited and it falls apart. Adapt. Evolve.
- It is not just one athlete that makes a workout bad or good.
- Evaluate the entire day. Is it finals week, was the morning workout harder than you thought.
- If you drill at the beginning of the season you will have better workouts each year.

What do you do each day?

- Learn something new each day.
- Listen and learn
- Do not be afraid to challenge yourself each day.
- My goal is to talk to each athlete EVERY day. I sit at the door as they come in.
- Make a connection with them. Makes it easier to determine what is going on in their practice. Is it a school thing, a nutrition thing, is it a sleep thing.

Honesty in Business

- Anyone at a city/county or rec pool should be worried. First thing to be cut or go is a pool.
- There is a reason pools are not being built. Always budget for the future.
- Be a good business person. Be willing to show books if someone asks. If you are not reckless in spending there is nothing to hide.
- Do not pay people like this is a nothing job. It is a something job. Pay them like that and they will tread it like that.
- Pool rent has not gone up for me but I budget as though it has. Always plan for the future.

Workouts

- See attachments for samples
- I use workout manager
- Stores every workout I have ever written
- Active warmups—walking series, arm circles
- All lanes have a copy of the workout. Own the workout. Ziplock baggie is a must.
- Early season workouts are snippet of the rest of the season plan.

Goal setting sessions. How do you meet with them?

- Younger kids it could be a two second conversation.
- Older needs a bit more time.
- Idea of setting goals at young age helps them set them as an adult. They can be small non-swim goals.
- Again always know your swimmers. Some can handle more sooner and others cannot.

Grinch Week

- Place challenge out there for kids. Make it hard so when it is done they believe they can push themselves even more.
- Make it for a set time. Let them know if they get through this together they can do anything. Build team in the lane.
- Badge of courage/honor

Do you have an Attendance Policy?

- Determined by goals.
- I take attendance everyday. Helps me show people why they are in one group and not the other
- HP group must make 7 out of 8 practices. Can not hang if you do not.
- We have a suggested attendance policy
- How do you get people on deck? Give them something fun. Kids will get there on time they do not want to miss the fun at the beginning of practice.

Training Load. How do you figure it?

- We work to a heartrate base.
- I do not lie about splits. No point in rounding up. Will not happen in a meet. Helps to push swimmers.
- I want 100% quality and 100% effort
- Mix it up at bit. Athletes need to learn to communicate with each other in the lane.

What do you do with the outlier?

- Missy did not have her own lane. Why would we?

- Challenge was to think outside box and get her trained. She trained with boys. Created push for both groups.
- Condition all swimmers to believe in themselves. Work the workout.
- Policy with team that Head Coach ALWAYS travels to the highest level meet with the highest level qualifier. Eliminates tension on team. I learn from those meets too!
- I also send the coach from the group. It rewards them for all the season work getting the athlete ready. Sometime it is the one and the same but not always.
- Important to show coaches the path to get better. Take them to high level meets.

How do you cover the costs for team travel?

- Written into budget.
- Plan early.
- My coaches pay for nothing. They should not have to.
- Be smart with money....plan early.

What have you learned from coaching kids at different levels?

- Know your athletes. All of them.
- Know what your athlete can do. It will amaze you.
- I would take a 12/13 year to the highest level meet if they are ready for it.....gets back to know swimmer. Do they need to win or do they need to feel the experience.
- Go with your gut when dealing with kids. It is usually right.

Parent Involvement. What does your look like?

- I am in control of both my parent board and my team.
- They are involved as much as I want them to be.
- One parent is great for Friday news, one works computer, one runs our database. Give them a position that will make your job easier not harder if you want help. Work to their skill sets
- No closed practice but you do not need to sit and watch. Do something at the pool. Work, read, go to starbucks. Kids act differently when parents watch them.

How do you deal with injuries on the team?

- Active warmups have helped.
- Know the kids. Some will work through pain. Know their faces.
- The more you learn your athletes the better coach you will be.
- If they are hurting do not let them do strokes that will continue the cycle.

Club Mentality. How do you create it?

- Unity in coaching staff.
- Plug people in. Make them understand we are a team
- Get coaches, athletes on same page.

Goal Meetings? When do you do this?

- Before or after practice.
- Goalsheet
- Have them do SWOT analysis. Strengths, weaknesses, opportunities, threats.
- Do not want time goals. Each item needs three goals in it. Keep the work going.

Suit Policy. Thoughts on Tech Suits?

- 14&unders do not need a championship suit
- we are speedo team but if my elite athletes like another suit they can wear it. They need to feel comfortable.

- Every team must have a team contract with a suit company. Benefits coaches.

Thoughts on Nutrition

- G2 is a waste. They need the calories
- Window to eat is 20-30 mins after workout.
- Bagel, loaf of French bread, fresh fruit. Get something in.
- Education on nutrition is key. Surround yourself with experts on the subject.

Season Planning—what is the one thing to think about?

- How can you plan a season if you do not know the make up of your team.
- Be willing to change and adapt.

Final thoughts

- Coaches sitting here want to get better. Use the resources around you.
- Share information. It will benefit everyone.
- Change the HOD to once a year. This must be painful for you.
- You can no make everyone happy in Utah Swimming but you are heading in the right direction. Put anything and everything on paper. Make the process fair.
- Serve on the board. Do not complain unless you are serving on the board or in a committee.
- Love your volunteers. They are doing an amazing job.
- Older generation of coaches need to nurture the next generation of coaches.
- We are in this for the kids. Give 100% to them or get out.