

Virginia Swimming Board of Directors Meeting

Monday, February 7, 2022
8:00 pm (Zoom Conference)

MINUTES

Call to Order

John Stanley

The meeting was called to order at 8:00 pm.

Consent Agenda

- BoD minutes from November 22, 2021
 - **MOTION:** The motion to approve the minutes passed.
- Rules & Legislation Coordinator report
- Governance Committee report
- Sr. Committee report
 - **MOTION:** The items in the consent agenda were approved.

Treasurer's Report

Bob Rustin

- Report attached.
- **MOTION:** The January 2022 Treasurer's Report was approved.

Division/Committee Reports

• General Chair Report

John Stanley

- No report

• Administrative Vice-Chair Report

Bryan Wallin

- Sanction Report: 77 SC meets were sanctioned. 26 additional meets were issued outside the LSC. 21 were from PV and 5 from MD.
- Officials: All Championship meets have referees except for LC Senior Champs.
 - The Officials Committee had a discussion about a directive from the National Officials Committee about disqualifying a disabled athlete. At this point, there are no changes to standard practices.
- Open Water
 - Scott is working to fold the HOKI Open Water meet into a schedule for Open Water.
 - The Open Water Championship may include a clinic.
 - The committee would like to add \$1000 to the budget for Open Water equipment that may need to be replaced. Scott is in possession of all VSI owned equipment.
- Rules & Legislation (**Consent Agenda**)
- Technical Planning
 - Steve Hennessy will not do Tech Planning this year. Bryan has assumed the role at this time. Committee members are needed.
 - The Senior and Age Group Committee will discuss the calendar for 2022-2023.
 - Bryan asked about the Commonwealth Classic for November 2022. Senior Circuit will start next year with the Commonwealth Classic coming later.

• Senior Vice-Chair Report (**Consent Agenda**)

Richard Hunter

- No additional report

• Age Group Vice-Chair Report

MC Banks

- Age Group Comm.
- Zones Coordinator

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- The Eastern Zone does not have any bids for LC Age Group Zones. If there is not a Zone meet, MC suggested that Virginia host an invitational the same weekend as Zones. The meet would only take place if there is no LC EZ Age Group Meet. Some of the budgeted funds for Zones could go towards the meet.
- Meet Format: Eastern Zone Invitational with teams from the EZ. The meet will be smaller than a Zone meet.
 - Mary has been contacted by an EZ LSC about hosting a meet in Florida. John asked MC to meet with other AG coaches to come up a proposed format. A report should come at the March BOD meeting.
 - The EZ does not have a drop dead date to decide about whether to hold the meet.
 - Alternate Meet Format: Richard suggested an All Star Type meet with neighboring LSCs (NC and PV.)
 - Bryan asked if we could take our VSI Zone team to another Zone since there is not a meet right now (Ex. Go to the Southern Zone meet). According to Rule Book, participation in Age Group Zone meets is restricted to members of that Zone.
- **Finance Vice-Chair Report (No Report)** Brian Cann
 - No additional report.
- **Safe Sport Vice-Chair Report** Maureen Tolliver
 - Operational Risk
 - Safe Sport
 - Virginia Swimming is #8 nationwide for Safe Sport recognized teams.
 - On January 1, the new registration requirement for non-athletes who have contact with athletes to register and complete the background check and APT.
- **DEI Chair Report (No Report)** Jihan Minson
 - National Diversity Camp for athletes deadline is February 28. Assistant Coach applications are due on February 27.
 - Jihan is attending the Diversity Aquatics Conference this weekend.
- **Athlete Committee's Report** Allison Dodd
 - Allison shared at the Athlete Meeting the new records procedure. They like the establishment of the new OPEN category of records.
- **Coach Committee's Report** Morgan Cordle
 - No report
- **Executive Director's Report** Mary Turner
 - The office is exploring networking with an IT company for our daily work. We have issues with the VirginiaSwimming.org emails going to SPAM regularly. Money may need to go into the administration budget to get some assistance with our technology needs.
 - Need to turn off the old website from the Google search.
 - This year's Senior Recognition will look a little different. A slide show will be put together as was done in 2021. Athletes were not recognized in 2021 because of COVID. In 2022, athlete recognition will return in a revamped format. Athletes will be recognized by team on the bulkhead. No individual recognitions will be read, but the slides for each team will be on the screen during the team's time on the bulkhead. Team signs will be made for each team and each senior will receive a bag tag memento. Athletes not in attendance will also receive the gift.
 - **MOTION:** The board approved the additional funds for the signs for the Senior Recognition.
- **Governance Committee** Kevin Hogan

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Strategic Plan: Kevin presented the final version of the Strategic Plan. Approximately 500 people received the Strategic Plan with two people commenting. The BOD took care of the leftover questions in the Strategic Plan. All changes are reflected in the final version of the Strategic Plan.

- **MOTION:** The motion to approve the Amended Strategic Plan passed.

Proposed Records policy changes (HOD)

- Records must be achieved in Virginia Swimming meets. No records can be set in observed high school meets. College meets are approved meets and are automatically going into SWIMS. For example, at a UVA v. VT dual meet, no record can be set. If a UVA athlete sets a record at a USA Swimming meet, it would be considered for records purposes. Senior Records can be set for Virginia Swimming athletes. The records can occur within or outside of our territory. Another category for OPEN records for any record set within the Virginia Swimming geographical territory. This could be any athlete regardless of LSC affiliation.
- OPEN records are not an issue, but the All Time Top 10 records for this category are a bit of an issue.
- Maureen asked how relay records will be handled especially those set at an EZ team. Mary says there is a way to pull those records as an "All Start Team Record" for anything set at Zones.
- **MOTION:** The motion to present the Records policy as written was approved. HOD will vote on the Records policy in April.

Old Business

- **Championship season taskforce** Bryan Wallin
 - The Task Force closed in September. The Age Group and Senior Committee need to provide feedback. The committees will get the feedback to Bryan by the beginning of March. The format will be adopted for the 2023 season.
 - Mary asked that a copy of the Task Force recommendation be sent to be included in the minutes.

New Business

- **757 Fee Waiver Request:** A fee was assessed to the SE 8 & Under meet after a requested format change. The genders were split because of COVID. After entries came in, the sessions should be combined.
 - **MOTION:** The request to waive the fee was approved.
- **District Meet Announcement Change:** Mary asked about a missing statement left out the template for the SW District meet. There is a change to the Eligibility section.
- **Future BoD dates** John Stanley
 - March 7 at 8 pm via Zoom
 - June 6 at 8 pm via Zoom
 - August 21 (face to face meeting) in Hampton (tentative pending location)
- **Spring HoD date change** John Stanley
 - HOD will be virtual.
 - April 16 at 10 am.
 - Mary or John will reach out to Adam Kennedy about the date of their April meet.
- **USS All Zones workshop**, April 21-24 Denver CO Mary Turner

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- Online registration, coaches certification, DEI and Athletes are the focus.
- Athletes should participate. Coaches need to participate. Anthony is available. Morgan and Richard are possibly available. Names will be submitted to John for interested coaches. Coach education is changing significantly. Emily and Mary will be in Online Member meetings. Jihan would attend for the DEI segments. You can attend virtually.

Adjournment

The meeting was adjourned at 9:34 pm.

In attendance: John Stanley, Bryan Wallin, Bob Rustin, Drew Hirth, Brian Cann, Anthony Pedersen, Maureen Tolliver, Kevin Hogan, MC Banks, Allison Dodd, Jihan Munson, Scott Baldwin, Richard Hunter, Morgan Cordle, Emily Fagan, Mary Turner.



Virginia Swimming Financial Summaries 2021-2022

2/6/2022

*** Revenue ***	Budget	December	January	YTD
USAS Registration	485,200	30,611	60,924	419,222
VS Registration	113,400	6,302	11,121	95,409
Flex registration	10,000	1,130	1,040	11,490
USAS Club Dues	2,940	350	770	2,590
VS Club Dues	1,860	150	680	1,430
Meet Sanctions	4,900	270	240	1,280
Meet Rebates	168,000	15,133	13,463	72,787
Sales & Misc.	2,000			-
Championship Meet Revenue	50,000			85
Sectionals Meet Revenue	10,000			5,000
Zone Meet Revenue	50,000			11,569
LC Zones Team	26,150			-
Clinics and Swimposium Revenue	1,500		5,000	6,858
Zone Meeting Revenue				-
Awards Banquet	\$20,000			-
Interest - Checking	25	3.04	3.08	14
Interest - Reserve	500	0.74	0.74	33
Endowment Income	\$50,000	8212.15	3,772	37,076

Total Revenue	\$996,475	\$62,162	\$97,014	\$664,843.59
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*** Expenses ***				
USAS Registration	485,200	34,241	56,431	426,432
USAS Club Dues	2,940	700	630	2,170
Travel - US Open	-	3,500	1,000	4,500
Travel - Winter Nationals/Paralympic/Other	22,500	2,400	3,200	5,600
Travel - Summer Nationals	13,500			0
Travel - Olympic Trials / World Team trials	-			-
Travel - National Youth Team	1,500			0
Travel - Discretionary	3,000			0
National Meet Travel - Coaches	9,000	500		1,300
Senior Champ Meet Support	10,000			0
Va. Championship Meet Expenses	50,000			-

Zone Meet Expenses	50,000			322
Sectionals Meet Expenses	10,000			1,079
LC Zone Team Support	68,150			34
Champ Meet Awards	22,000	1,617		1,617
Staff Salaries	82,400	6,867	6,867	34,333
Payroll Taxes	6,300	525	589	2,690
Benefits	-			0
Webmaster				0
Web Upgrades	1,000			588
Administration Expenses	15,000	2,913	5,068	13,281
Supplies & Misc.	3,000	118	176	1,213
Awards Banquet	35,000			0
National Convention	7,500			0
Zone Meeting	-			0
Equipment	500			0
Officials Workshops / Training /Travel	20,000	2,130	601	4,465
USAS Workshops	6,000			0
VS Camps & Clinics	6,000			8,154
VS Workshops	500			0
Diversity, Outreach Reimbursements	10,000	475	562	2,221
Diversity / Travel, Other				0
Make a Splash/Learn to Swim Grants	10,000			0
Safe Sport Programs	6,000	501		1,001
Coach Mentoring Program	2,000			0
Athlete Scholarships	6,000			0
Club Grants				0
Endowment Funding	50,000			68,500

Total Expenses	\$1,014,990	\$56,487	\$75,124	\$579,501.68
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Net Income / Loss	(\$18,515.00)	\$5,675.37	\$21,890.07	\$85,341.91
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Beginning Funds	\$298,358			\$298,358
Inflow (Outflow)	-\$18,515			\$85,342
Transfer to savings	\$800			\$33.42
Transfer to / From Savings	\$0			

Ending Funds	\$279,843			\$383,666
Endowment	\$134,059			\$204,935
BOD Restricted Funds	\$30,865			\$30,865
Virginia Swimming Savings	\$252,540			\$252,573
Total Funds	\$697,305.94			\$872,039.66

Virginia Swimming, Inc.
BoD Meeting
February 7, 2022
Executive Director Report

2022 Registrations (2/4/22)	2021	2020
Athletes: 5997 (inc 202 upgrades)	5774 (226)	6058 (134)
Flex: 1031	693	765
Outreach: 68	74	63
Seasonal: NA	NA	NA
Total: 7096	6341	6886
Non-Athletes: 998 (inc. Life)	898	947
Clubs: 40	39	45

Numbers are looking good – we are also ahead of where we were at this time in 2019, our largest year ever! All of these numbers are as of 2/4 of the given year. As you can see, Flex continues to be a good option for us. One thing to note, since championship meets are starting, our number of upgrades is likely to increase by the end of the month.

Another new team, Franklin County YMCA, is working on completing its registration for 2022. This team is located in the SW District.

Background Check Change: In January, registrars were informed that USA Swimming membership is now required for individuals to initiate a background check. This change went into effect on January 10th. This is a major change to the process that has been in place since BG checks were originally required. Prior to now, individuals could initiate a check before submitting a registration form. As is true for any membership or safety requirements, please have anyone who is experiencing problems contact Emily or me for assistance.

High School Meets: High school championship season is underway! We will be observing any requested regional and state meets as in the past as well as multi-team invitationals. Many regional and state meets are being held in our territory so I will be loading those times into SWIMS. It is a tedious process to match times swum at these meets to the correct swimmers and sometimes times are missed. With that said, any help that club coaches can provide to ensure that the high school coach uses the correct name and birthdate for registered athletes is greatly appreciated. Remember - if a time that was achieved in a VSI facility is not available in SWIMS, please contact me so that I can investigate and hopefully load the time.

Athlete Scholarships: The deadline was January 31st and we received approximately the same number of applications this year as last. Emily and I are currently working on preparing the application packets to be sent to members of the Scholarship Committee. The scholarship winners will be announced on Friday night at Senior Champs.

Graduating Senior Recognition: We will continue the practice of creating a slideshow of the graduating seniors again this year. Teams will be asked to submit pictures of their seniors for the slideshow which will be displayed on Saturday night at Senior Champs and then posted on the Athlete page on our website. Emily and I plan to get additional input from the Athlete Committee at its meeting on Sunday about this.

USA Swimming Workshop: This event will be held April 21 – 24 in Denver. Content will be included for General Chairs, Registrars, Times Officers, DEI Chairs, Coaches and Athletes. Attending virtually is an option. Here are links for the [agenda](#) and [registration](#). I have reserved rooms for our group.

Online Member Registration: Work is moving forward for athletes, non-athletes, and clubs to register for 2023 directly through the USA Swimming website. The family or individual will begin the process on the club's website and then be transferred to the USA Swimming website to enter registration information. Once the information is entered, they will be transferred back to the club website to finalize payment and any additional club membership requirements. Except for payment of club dues, the flow of money will be the same as in the past – we will invoice clubs for their registrations and USA Swimming will draft our account on the 10th of each month. Clubs will pay their portion of the registration fee directly to USA Swimming during the renewal process but we will invoice the club for the LSC portion of the registration fee. Training for LSC Registrars will begin at the USA Swimming Workshop. This will be a very different process for our membership so Emily and I plan to provide multiple training opportunities for our club registrars as more information is available.

All Star Team Gifts: In the past couple of weeks, Emily has distributed the gift to most if not all of the 2021 All Star Team members. This year we chose a stocking cap embroidered with our logo on it – a most appropriate choice considering the cold temperatures we have been experiencing!

Governance Committee

Meeting Minutes

8:30 pm, January 19, 2022

Committee members

2022 (1 yr remaining)		2023 (2 yr remaining)		2024 (3 yr remaining)	
Scott Baldwin (NA)	P	Lori Hopewell (NA)	A	Allison Dodd (A)	P
Brian Cann (NA)	P	Leah Oberley (NA)	P	Chad Onken (NA)	P
Kevin Hogan (NA)	P			Maddie Wallin (A)	P

A: athlete; NA: non-athlete

P: present; A: absent

Agenda

1. Update on VSI Strategic Plan status and subsequent tracking (Kevin)

- In November and December of 2021, VSI BOD members, committee chairs, and coordinators were asked to provide input on the 9 broad strategic goals presented in the VSI Strategic Plan. The input consisted of creating detailed objectives with accompanying strategies, milestones, resources, and responsible parties. Kevin Hogan then collated and edited the individual input to put it into a common format, to remove redundancies, and pull together related items.
- The VSI BOD met on January 2, 2022, for a detailed review of the entire VSI Strategic Plan. The BOD reviewed each objective and its associated elements made changes as they thought appropriate.
- The next draft, based on the changes made by the BOD, were sent back to the BOD, committee chairs, and coordinators for one additional review.
- The plan is now pending review by a wider audience within VSI (distributed January 20, 2022).
- Hoping to have the final version approved at the February 7, 2022, BOD meeting.
- Accountability tracking will be put in place once the plan is completed.

2. Develop and review standard operating procedures update (Brian, Leah)

- Conflict of interest: There is an existing policy in the VSI Policy and Procedure manual. The policy was reviewed and does not require any changes.
- Document retention: There is an existing policy in the VSI Policy and Procedure manual. The policy was reviewed and does not require any changes.
- Whistle-blower policy: There is an existing policy in the VSI Policy and Procedure manual. The policy was reviewed and does not require any changes.

- Grievance policy: Good progress has been made on the policy. Plan is to have draft ready by March 1, 2022, for BOD review prior to HOD on April 3, 2022.
 - Code of conduct: Good progress has been made on the policy. Plan is to have draft ready by March 1, 2022, for BOD review prior to HOD on April 3, 2022.
 - Procurement: Leah has talked with Mary Turner to get a better idea of our specific needs. We don't want this document to be more complicated than it needs to be (ie, it needs to fit the needs of VSI and not a Fortune 500 company). Plan is to have draft ready by March 1, 2022, for BOD review prior to HOD on April 3, 2022.
 - Job descriptions: Leah is gathering information from Mary Turner. Brian has templates that can probably be used. Plan is to have draft ready by March 1, 2022, for BOD review prior to HOD on April 3, 2022.
 - Annual job reviews: Plan is to have draft ready by March 1, 2022, for BOD review prior to HOD on April 3, 2022.
3. Track and evaluate BOD accountability update (Kevin)
 - Work on this item will begin after the VSI Strategic Plan is completed.
 4. Lead succession planning and the nomination process update (Allison, Lori)
 - No update.
 5. Evaluate BOD performance update (Kevin)
 - Work on this item will begin after the VSI Strategic Plan is completed.
 6. Determine future meeting dates/times (all)
 - February 23, 8:30 pm

Duty	Owners
Provide BOD Orientation and Education	
Design and implement BOD orientation, education, and development	Kevin
Assist in Strategic Planning and Tracking	
Assist in periodic evaluation of the mission and vision statements and the bylaws	Kevin
Ensure the BOD's focus remains on the strategic plan	Kevin
Develop and Review Standard Operating Procedures	
Aid in the development of operating policies regarding conflict of interest (Board and staff), document retention, ethics, whistle-blower, procurement, contract review, grievance and other employment-related practices, etc	Brian, Leah
Aid in the development of personnel practices procedure including job descriptions and annual review of staff	Brian, Leah
Develop and Track BOD Accountability Metrics	

Aid in the development of expectations and processes for accountability of Board members	Kevin
Lead Succession Planning and the Nomination Process	
Develop criteria for the qualities and required characteristics of BOD officers	Allison, Lori, Scott
Lead BOD succession planning by assessing current and anticipated needs for BOD composition and identifying and recruiting potential BOD members	Allison, Lori, Scott
Nominate BOD members, Administrative Review Board members, and other coordinator or chair positions to be elected by the HOD consistent with the matrix of skills, demographics, and talents needed	Allison, Lori, Scott
Publish the slate of candidates to the VSI membership	Allison, Lori, Scott
Evaluate BOD performance	
Lead periodic assessment of the BOD's performance (as a whole and of individual members) and make recommendations to enhance BOD effectiveness	Kevin

Rules/Legislation Coordinator Report

January 31, 2022

- *Records and Top 10 Times Policy.* A policy amendment has been drafted and circulated several times for comment. It will be submitted for approval at the April 3, 2022, HOD meeting.
- *Fines for Illegal Participation in Meets.* At a February 2019 BOD meeting, the BOD approved guideline for the fines to be imposed for illegal participation in a meet. These guidelines will be formalized as a procedure amendment at the next BOD meeting.
- The Governance Committee is in the process of developing several policies/procedures that are listed below. The committee anticipates having these policies/procedures ready for HOD approval in April.
 - *Code of Conduct.* This document will describe the obligations and behavioral expectations of BOD members. It will also bind all members of the BOD, HOD, Committee Chairs, and Coordinators to the USA Swimming Code of Conduct.
 - *Grievance Procedures.* This document will describe where to report particular grievances and how grievances will be handled within Virginia Swimming.
 - *Procurement.* This document will establish standards and guidelines for the procurement of supplies, equipment, and services.

Respectfully submitted,

Kevin T. Hogan

Rules/Legislation Coordinator

Senior Committee Report February, 2022

1. Sr. Champs meet form and communication finalized
2. The Committee up to speed on the Strategic Initiatives and ready to get to work on action items/working groups.
3. Next Meeting set for 2/17

Current Records (Policy 23)

23 RECORDS

- 23.1 A formal application is required for National Age Group records. Forms are available on the USA Swimming website or from the VSI National Times and Records Tabulation Coordinator.
- 23.2 In order to be considered for VSI Age Group and Open records, a swimmer or relay team must be registered with USA Swimming and representing VSI when the time is achieved.
- 23.3 VSI records will include only those events or distances recognized by USA Swimming or VSI Swimming. VSI records represent the fastest time in each event by a VSI swimmer or relay and may be achieved in either age group or open competition.
 - A. Virginia Swimming shall establish and maintain age group and open records for both 25 yard and 50 meter courses for the 10 and under, 11-12, 13-14, 15-16, 17-18, and open age groups
 - B. Records must be achieved in accordance with Article 104 of the Technical Rules of USA Swimming and the policies and procedures of Virginia Swimming in effect at the time.
 - C. The fastest time swum by a VSI registered athlete or relay at the time of performance in any VSI or USA Swimming sanctioned or approved meet, or in an International event recognized by USA Swimming will be recognized as a record. The swim must appear in the SWIMS National Times Database.
 - D. A tie of an existing record shall be recognized as such in the Records list.
 - E. Any swim timed with semi-automatic or automatic timing used as the primary timing system may establish a record.
- 23.4 The swimmer or a coach may notify the National Times and Records Tabulation Coordinator or designee of any new record that may have been achieved. The coordinator or designee will then verify the time in the SWIMS National Times Database.

Some Pertinent USA Swimming Rules and Regulations

Glossary Definitions

Approval – a permit issued by an LSC for meets conducted in conformance with USA Swimming technical rules in which both members and non-members may compete

Observed Swim – a swim observed by assigned USA Swimming officials for conformance with USA Swimming technical rules in a meet conducted under other than USA Swimming rules

104.5 LSC Records

A Requirements

- (1) LSC Records must be achieved by LSC member swimmers in USA Swimming or FINA sanctioned competition. This competition can be at any level including Senior and international competition.
- (2) LSCs may elect to recognize times achieved by member swimmers in approved competition or in USA Swimming observed swims.
- (3) An LSC may establish All-Star records which would include All-Star relay performances achieved by swimmers representing the LSC in Zone, Regional, or dual meets involving All-Star teams. Individual times including lead-off splits should be recognized by the LSC with the swimmer's LSC club of record (or unattached if appropriate) for any LSC records, National records or NAG Recognition Times.

B **Reporting** —The LSC shall determine the method of reporting LSC records.

C **Recognition** —The LSC shall determine appropriate recognition for LSC records.

202.7 Requirements for NCAA Meets

- .1 Times for individual and relay events achieved in NCAA bona fide competition as defined in the current NCAA Rules and Interpretations shall be regarded as approved times for USA Swimming purposes.

Proposed Changes

Replace policy section 23 with the following:

23 Records

1. Records shall be maintained for both short course yard (SCY) and long course meter (LCM) events that are recognized by USA Swimming (Articles 102.1.1 and 102.1.2).
2. Record times must be achieved in accordance with USA Swimming Articles 104.2.1 and 104.2.5, and the times must appear in the SWIMS national times database.
3. A tie of an existing record shall be recognized as such in the records list.
4. Times must be achieved in USA Swimming- or FINA-sanctioned competition or in USA Swimming-approved competition. The competition can be at any level including age group, senior, and international competition.
5. VSI Age Group and VSI Senior Records shall be maintained in the following categories: 9-10 Boys/Girls; 11-12 Boys/Girls; 13-14 Boys/Girls; 15-16 Boys/Girls; 17-18 Girls/Boys; Senior (unrestricted age group) Men/Women. A time will be considered for record purposes only if the time was achieved by a VSI-registered athlete representing VSI (either attached to a VSI club or unattached) at the time of the swim. An athlete (even if the individual is a VSI-registered athlete) participating in a high school or college meet is considered to be representing his or her high school or college, and times from these meets are not eligible for records consideration.
6. VSI Open Records shall be maintained for both men and women (unrestricted age group). An Open Record may be established only within the geographical territory of VSI. A time will be considered for record purposes only if the time was achieved by a USA Swimming-registered athlete representing USA Swimming (either attached to a USA Swimming club or unattached) at the time of the swim. An athlete (even if the individual is a USA Swimming-registered athlete) participating in a high school or college meet is considered to be representing his or her high school or college, and times from these meets are not eligible for records consideration.

Notes

- Under current policy, times achieved in *observed* high school meets are excluded from records consideration. The proposed policy changes would not change this.
- Under section 4 of the proposed changes, times must be achieved in either *sanctioned* or *approved* competition. This language by itself would continue to exclude times from *observed* high school meets from records consideration.

Please note that times from college meets are automatically entered into SWIMS and per USA Swimming rule 202.7 are considered *approved* times. If we wish to exclude times achieved in college meets from records consideration, one way of doing it would be to exclude times achieved in any *approved* meet. Going this route, however, would have the unintended consequence of eliminating times from other *approved* meets (eg, YMCA, ISCA) from records consideration.

- Under sections 5 and 6 of the proposed changes, times achieved in both high school and college meets are specifically excluded from records consideration.

College athletes would still be eligible to set records when they are representing their college affiliated VSI and/or USA Swimming club, just as high school athletes are eligible to set records when they are representing their VSI and/or USA Swimming club.

- The term “open” is used differently between the current and proposed policy changes.

Under current policy, “open” refers to open age group (ie, without age restriction). The swimmer must, however, be a VSI-registered athlete. Under the proposed policy, “open” would be replaced by “senior,” and the record holder would still need to be a VSI-registered athlete.

Under the proposed policy, “open records” refer to times achieved within the geographical territory of VSI, but they do not have to be achieved by a VSI-registered athlete. “Open records” as proposed are not currently maintained, and they would be a new category. At a previous BOD meeting, there was some interest expressed in establishing this category of record.



Virginia Swimming Strategic Plan (2022-2024)

Adopted February 7, 2022

Mission Statement

Virginia Swimming creates opportunities that promote sportsmanship and develop excellence through competitive swimming

Vision Statement

To develop self-confident athletes with a life-long passion for swimming and strong life skills

Core Values

Athlete Focused, Excellence, Inclusion, Integrity

SWOT Analysis

Strengths

- S1. A fiscally sound organization with sufficient and stable reserves and a developing endowment
- S2. A dedicated and professional office staff that provides a myriad of services that would otherwise be handled by volunteers
- S3. Athletes, coaches, officials, staff, and other volunteers provide strong leadership within the LSC
- S4. Numerous excellent facilities are available that can host novice- through national-level meets
- S5. As an organization, Virginia Swimming is flexible in the face of adversity

Weaknesses

- W1. The membership of Virginia Swimming does not reflect the diversity of the population within its territory
- W2. The participation rate of individual and group members in LSC governance is poor
- W3. It is becoming increasingly difficult to recruit and retain officials
- W4. Costs at all levels, for both athlete and non-athlete members, is a barrier to participation
- W5. The process for determining championship meet hosts and locations is not very effective and often results in late assignments

Opportunities

- O1. Support the participation of DEI athlete and non-athlete members in targeted activities that will grow their interest in the sport and aid in their retention
- O2. Create competitive opportunities that target all swimmers and all levels of swimming
- O3. Capitalize on summer league and high school swimming as feeder systems that can be used to increase participation
- O4. Offer more developmental clinics across the state for athletes

- O5. Exploit new facilities coming online as opportunities to add new clubs and new swimmers, as well as to host LSC, Zone, Sectional, and National meets
- O6. Enhance the long-term financial health of Virginia Swimming through strong leadership and adoption of financial best practices
- O7. Strengthen individual clubs through financial incentives, mentorship, and best practices
- O8. Provide and assist with developmental opportunities for coaches
- O9. Track the performance metrics of our athletes as a means of gauging club and LSC success
- O10. Increase the number of open water swimming opportunities within the LSC and grow the interest in open water swimming
- O11. Diversify the revenue streams available to Virginia Swimming to support its mission
- O12. Find creative ways to overcome Virginia Swimming's expansive and diverse geographical territory to increase participation in both competition and governance
- O13. Expand participation in Safe Sport Club Recognition so that more clubs can benefit from the knowledge gained
- O14. Invest in careful succession planning to prevent the loss of institutional knowledge and expertise as experienced individuals retire from volunteering

Threats

- T1. Encroachment of Virginia Swimming territory by Potomac Valley decreases the number of athlete and non-athlete members in Virginia Swimming and it limits the availability of venues for practice and competition
- T2. Competition from other sports for economic, time commitment, or other factors decreases the number of athlete and non-athlete members in Virginia Swimming
- T3. Many group members are complacent with the status quo and do not participate in the governance of Virginia Swimming
- T4. Communication strategies need to keep pace with current technology, or we risk not communicating with our intended audience

Broad Strategic Goal #1: Increase the number of athlete and non-athlete members of Virginia Swimming with an emphasis on making the membership reflect the diversity found in Virginia Swimming's territory

Objectives	Strategies
Objective 1: Increase the number of athlete members of Virginia Swimming from ~7,500 to 9,000 by 10/2024	Strategy 1: Place a continual emphasis on the entry level swimmer to “build the base” across all demographics (eg, learn to swim programming, linkage to summer leagues) Milestones: Push the message to individual clubs Resources: Individual clubs in their local areas; LSC to develop literature Responsible: All
	Strategy 2: Continue the narrative that USA Swimming is not necessarily a year-round commitment (ie, it is not the case that swimming is a huge sacrifice/barrier for entry-level swimmers), (eg, develop and provide clubs with foundational advice and marketing support to attract summer league and high school swimmers to USA Swimming) Milestones: Material developed in time for 2022 summer league season and 2022/2023 high school season; push the message to individual clubs Resources: Social media Responsible: All
	Strategy 3: Establish, support, and grow the narrative that swimming is a sport that can save lives Milestones: Use of grants, club support, attendance metrics to track overall participation in learn to swim programming across all levels within the LSC Resources: What are the learn to swim programs out there (eg, Y, Community orgs, summer pools, municipal / parks and rec programs, church based, USA Team or public / private / university school based... is there a LSC database that captures every learn to swim, and overall participation number out there?)? Responsible: Virginia Swimming Office, Age Group Committee, Senior Committee, Coaches Committee, DEI Committee, Open Water Committee
	Strategy 4: Determine if high school swimming would better be positioned as a fall sport than a winter sport; if so, solicit VHSL and VISAA to move high school swimming to the fall Milestones: Determine both the pluses and minuses of such a move bearing in mind that there might be unintended consequences if the move were to be made; advocate with VHSL and VISAA if determined to be a positive change Resources: VHSL and VISAA Responsible: Administrative vice-chair
Objective 2: Increase the number of certified officials in Virginia Swimming to a minimum of 10% of the number of athlete members	Strategy 1: Work with club officials chairs to increase the number of trainees being recruited, especially those with younger rather than older swimmers Milestones: Rising number of certified officials within VSI; increasing average length of service as a certified official Resources: Officials Committee Responsible: Officials Committee
	Strategy 2: Continue the use of both in-person and on-line Zoom training sessions to maximize the frequency and convenience of initial training opportunities

	Milestones: Rising number of certified officials within VSI Resources: Officials Committee Responsible: Officials Committee
	Strategy 3: Institute a one-on-one mentoring system to aid in initial training and subsequent retention Milestones: Increased percentage of individuals completing the certification process when comparing mentored to non-mentored trainees; increased average years of service when comparing mentored to non-mentored certified officials Resources: Officials Committee; experienced officials willing to serve as mentors Responsible: Officials Committee
	Strategy 4: Using VSI funds, reimburse trainees and officials for USA Swimming registration and background checks Milestones: Draft reimbursement guidelines; determine fiscal impact on Virginia Swimming; determine means by which incurred costs would be recovered; present plan and needed policy changes to the fall 2022 HOD for action; implement for 2023/2024 if approved by HOD Resources: PVS reimbursement policy can serve as a starting point Responsible: Officials Committee to draft guidelines; Finance Committee to determine fiscal impact and cost recovery plan; Rules and Legislation Coordinator to assist in writing any required VSI Policy and Procedure changes
Objective 3: Increase the diversity of the athlete and non-athlete members of Virginia Swimming	Strategy 1: As a baseline, determine the diversity ratio within Virginia versus the diversity ratio within VSI; VSI numbers should be broken out for athletes, coaches, and officials Milestones: Determine baseline data by 03/2022 and distribute it to Virginia Swimming constituencies (eg, Officials Committee, Coaches Committee) so that they can use it for developing future plans Resources: https://www.census.gov/quickfacts/VA Responsible: DEI Committee, Virginia Swimming Office
	Strategy 2: Survey clubs to gather their initiatives on diversity, what are their resources, what is working, and where are the roadblocks (eg, are they working with YMCA Open Doors program? Do they match registration/monthly fees?); survey clubs to understand what they would like to see in terms of camps and clinics Milestones: Survey responses due by 03/2022; review material by 04/2022; determine best practices by 05/2022 Resources: Survey Monkey, Google Forms, either allow the committee to compile data quickly Responsible: DEI Committee
	Strategy 3: Reach out to ONE Virginia (Virginia DEI) for resources and potential funding available to achieve our goals (eg, possible existence state or federal funds) Milestones: Determine what resources are available by 03/2022 Resources: Office of Diversity, Equity, and Inclusion, Janice Underwood, PhD, Patrick Henry Building, Third Floor, 1111 E. Broad Street, Richmond, Virginia 23219, deidirector@governor.virginia.gov Responsible: DEI Committee
	Strategy 4: Review and update the Virginia Swimming website and social media platforms to ensure that they reflect the diversity within the LSC Milestones: Review and update Virginia Swimming platforms by 04/2022; develop consistent site update strategy

	Resources: USA Swimming Eastern Zone, Diversity in Aquatics, etc. Responsible: VSI DEI Committee Working Group
	Strategy 5: Clubs partner with facilities in underrepresented demographic areas for Learn to Swim Program as a feeder to swim team participation Milestones: Work with Hampton Aquaplex and CGBD regarding Learn to Swim Program once facility opens to create opportunities for that area's population; identify and initiate additional partnerships Resources: Registration Chair, City of Hampton, Finance Chair Responsible: Registration Chair
Objective 4: Rediscover the “fun” in Virginia Swimming championship meets	Strategy 1: “Beef Up” awards ceremonies and recognition practices at VSI championship meets (eg, parading for finals, music during introductions, awarding top 3 following final heat, senior recognition, age group parade) Milestones: Reinstitute awards ceremonies and recognition practices for both Age Group Championships and Senior Championships beginning with the short course 2022 championships Resources: None Responsible: Age Group Committee, Senior Committee
Objective 5: Reduce costs at all levels to minimize the financial burden of participating athletes and their families	Strategy 1: Advertise to clubs and individuals in summer leagues the Outreach Program and its availability Milestones: By 05/2022, clubs reach out to local summer league teams and inform them of options after the summer for continued swimming including options for those individuals who can't afford more than a recreational swim team; goal is to achieve 50% of VSI clubs having outreach athletes on the club by 09/2023 Resources: Outreach membership informational sheet Responsible: Virginia Swimming Office and local swim clubs

Broad Strategic Goal #2: Ensure that competitive opportunities are available for all swimmers, ranging from novice through Olympic Trials qualifiers

Objectives	Strategies
Objective 1: Implement recommendations made by the 2021 Championship Season Task Force	Strategy 1: Adopt the 2021 Championship Season Task Force recommendations that realign the VSI championship meet sequence during the short course season Milestones: Recommendations incorporated into the short course season for 2022/2023 Resources: Championship Season Task Force recommendations Responsible: Technical Planning Committee, Senior Committee, Age Group Committee
Objective 2: Provide a balanced portfolio of swim meets across VSI	Strategy 1: Inventory the current number of meets within the LSC, within each district within the LSC, and within the following categories: 8&Under; Age-Group Developmental; Age-Group Performance; Senior Developmental; and Senior Performance (Definitions: Developmental: BB and below; Performance: A and above) Milestones: Complete assessment by 5/2022 (short course) and 10/2022 (long course); annually reassess Resources: None Responsible: Senior Committee, Age Group Committee, Technical Planning Committee
	Strategy 2: Determine the feasibility of additional or different meets to address deficiencies identified in strategy #1 and clubs' amenability to making changes to the traditional schedule of meets Milestones: Complete assessment by 03/2023; annually reassess Resources: None Responsible: Senior Committee, Age Group Committee, Technical Planning Committee
	Strategy 3: Determine what resources (eg, facility access, hosting education, officials) are needed for clubs wishing to host meets Milestones: Complete assessment by 03/2023; annually reassess Resources: None Responsible: Senior Committee, Age Group Committee, Technical Planning Committee
	Strategy 4: Set goal numbers for each level of competition while ensuring that equal competitive opportunities are offered to VSI athletes during both the short course and long course seasons Milestones: Set targets by 03/2023; annually reassess Resources: None Responsible: Senior Committee, Age Group Committee, Technical Planning Committee
Objective 3: Stimulate more focused competitions for younger swimmers	Strategy 1: Extend capped splash fees and decreased rebate fees from 8&U competitions to 10&U competitions Milestones: Prepare policy change for April 2023 HOD action Resources: None Responsible: Rules and Regulations Coordinator to write policy amendment; Finance Committee to account for changes in budget
Objective 4: Stimulate more focused competitions for top level swimmers	Strategy 1: Investigate and plan an all-star multi-LSC senior competition involving VSI in conjunction with PVS and/or NCS

	Milestones: Proposal to BOD and announced HOD in spring 2023; competition to occur in 2023-24 year Resources: Budgetary support from VSI Responsible: Senior Committee has primary responsibility for developing the concept; Technical Planning Committee to aid with scheduling
Objective 5: Provide low-cost competitive opportunities for recreational swimmers to allow their participation in the sport with a reduced financial burden	Strategy 1: Encourage swim meets designed for recreation at a lesser cost to provide competition opportunities (eg, less than 2-hour length) Milestones: Implement meets in 2022/2023 Resources: Some teams are currently hosting such meets, but not offered statewide; review sanctions of meets that fit the criteria; any other LSCs who host similar meets? Responsible: Age Group Committee, Coaches Committee
Objective 6: Grow open water swimming opportunities within VSI	Strategy 1: Determine the number of available open water venues available within VSI territory by inventorying past events locations and by identifying new locations Milestones: By 04/2022, have the identity and availability of open water venues within the LSC that are open to hosting events Resources: Open Water Committee Responsible: Open Water Committee
	Strategy 2: Work with local organizations that host open water events in Virginia to identify existing meets that might be adapted to USA Swimming rules and regulations Milestones: By 04/2022, identify existing meets that have the potential or desire to partner with VSI Resources: Virginia Masters Swimming has a few open water events; Virginia Beach Lifeguard Services has a series of open water events each year Responsible: Open Water Committee
	Strategy 3: Identify clubs that are interested in hosting an open water meet Milestones: By 04/2023, identify 3 or more clubs willing to host an open water meet Resources: None Responsible: Open Water Committee
	Strategy 4: Identify the equipment and resources needed to host an open water meet Milestones: Develop list of needed equipment and resources; inventory existing equipment and resources; identify equipment and resources that need to be purchased with corresponding budget; identify equipment and resources that might be acquired by alternative means (eg, boat distributors providing jet skis or kayaks; sponsors to provide funding) Resources: VSI budget line item to purchase needed equipment that can be shared across open water meets Responsible: Open Water Committee
	Strategy 5: Recruit and train qualified officials to run open water meets Milestones: A sufficient number (TBD) of certified open water officials to be grown over a 3-year period to allow for easy and reliable staffing of open water meets Resources: Recruit national open water officials to serve as meet referees and provide initial open water training clinics; funding to cover travel expenses of national open water officials; USA Swimming-sponsored Open Water Official Clinics Responsible: Officials Committee

	Strategy 6: Determine the best dates on the calendar to conduct open water meets Milestones: Have 3 or more events on separate non-competing weekends Resources: Host clubs, officials, volunteers, seasonal weather/waters Responsible: Open Water Committee, Technical Planning Committee
	Strategy 7: Create an open water race series or VSI open water championship series by combining existing and new open water events into a minimum 3-event series Milestones: Crown open water team and Individual champions beginning with the 2023 long course season Resources: VSI funding for awards Responsible: Open Water Committee
	Strategy 8: Investigate and plan an open water competition with possible Eastern Zone “circuit” support Milestones: Recruit host for summer 2023; proposal to the Eastern Zone for 2022-23 budget support Resources: Eastern Zone funding support Responsible: Open Water Committee, Technical Planning Committee
	Strategy 9: Proactively communicate available open water opportunities available through e-mail, the VSI website, and social media Milestones: Increase number of clubs participating in VSI open water meets Resources: Open Water Committee, Virginia Swimming Office Responsible: Open Water Committee

Broad Strategic Goal #3: Provide developmental opportunities (eg, camps, clinics) for athlete members of Virginia Swimming

Objectives	Strategies
Objective 1: Offer swim camps targeting different levels of swimmers and different types of swimming (eg, pool vs open water) and swimming-related (eg, dryland training, mental health, nutrition)	Strategy 1: Establish a Camps and Clinics Working Group that will in turn determine criteria for selection and format for camps with a focus on DEI and developmental athletes Milestones: Develop criteria and format by 04/30/2022 Resources: Zone camp template Responsible: Age Group Committee, DEI Committee, Athletes Committee
	Strategy 2: Provide camps for BB and slower athletes in 10 & U age groups; participants may not have any A times (suggested guidelines) Milestones: Camps offered in the southwest, central, northern, and tidewater districts during each odd numbered years; calendar of camps over multiple years, created by 09/2022 to allow lead time for planning by athletes, parents, and coaches Resources: Funds for facilities, snacks, SWAG, coaches Responsible: Age Group Committee has primary responsibility for putting the camps together with the Virginia Swimming Office providing logistical support
	Strategy 3: Provide LSC-wide camps for 11-14-year-old athletes based on IMX scores (SCY or LCM depending on time of year of camp) Milestones: Camps offered to provide camaraderie and education for this select group of athletes to create bonding amongst athletes and instill motivation to remain a swimmer through their senior swimming ages; camp to be held in the even years no later than September 30; schedule over multiple years to allow lead time for planning by athletes, parents, and coaches Resources: Funds for facilities, snacks, SWAG, coaches Responsible: Age Group Committee has primary responsibility for putting the camps together with the Virginia Swimming Office providing logistical support
	Strategy 4: Offer camps/clinics that focus on topics such as leadership, dryland activities, mental health, and nutrition Milestones: Develop a schedule and menu of offerings by 09/2022; begin offering the camps/clinics beginning at the start of the 2022/2023 season Resources: Identify subject matter experts; funding for in-person opportunities and subject matter expert Responsible: Senior Committee and Athletes Committee have primary responsibility with the Virginia Swimming Office providing logistical support
Objective 2: Promote open water swimming by providing coaches and swimmers with education on the topic	Strategy 1: Develop and provide informational material (eg, information sheet, brochure, web-based media) as to what open water swimming is Milestones: By the spring 2022 HOD meeting, create and distribute the informational material to member clubs to share with their membership Resources: Open Water Committee Responsible: Open Water Committee with support from the Virginia Swimming Office
Objective 3: Increase the diversity of the athletes attending camps and clinics	Strategy 1: Offer financial assistance to eligible athletes who otherwise would not be able to attend an offered camps and clinics

	Milestones: Secure funding line item in VSI budget beginning with the 2022/2023 fiscal year; measure increased participation of economically disadvantaged athletes over time Resources: VSI Outreach Membership and VSI budget Responsible: VSI DEI Committee Working Group has primary responsibility for identifying qualifying participants and for working with the Age Group Committee to promote an inclusive camp atmosphere
Objective 4: Increase athlete participation in LSC governance and decision making	Strategy 1: Offer an Athlete Leadership and Governance Conference for 14-16-year-old athletes with attendees selected by their clubs Milestones: Schedule clinic no later than November 30 of even years, offering the clinic in even years; NLT December 31st of the given year, survey of participants who attended; monitor attendees for future service on the VSI BOD or VSI committees Resources: Athlete Leadership Handbook, funds for facility, meals, snacks, SWAG, potential facilitator, peer facilitators Responsible: Athletes Committee, Governance Committee, and Virginia Swimming Office

Broad Strategic Goal #4: Offer mentorship and educational opportunities to both professional coaches and volunteers (eg, officials, board members, meet directors) who support Virginia Swimming

Objectives	Strategies
Objective 1: Offer continuous support to all parties responsible for VSI ongoing operations	Strategy 1: Embrace on-line education to minimize volunteer fatigue and to increase educational opportunities for all teams regardless of size Milestones: Consider the use of virtual or hybrid formats when scheduling meetings clinics, or workshops Resources: Zoom Responsible: Virginia Swimming Office for Zoom support
Objective 2: Ensure that club registrars are well-trained and understand their responsibilities	Strategy 1: VSI staff will offer training workshops to educate club registrars about existing and newly implemented registration practices for the upcoming swim season Milestones: Offer on an as-needed basis Resources: Newly developed registration practices from USA Swimming Responsible: Virginia Swimming Office
Objective 3: Promote coach-directed educational opportunities offered by USA Swimming and other organizations	Strategy 1: Survey coaches to determine their continuing education needs including desired topics, format desired (in-person or virtual), and frequency Milestones: Survey developed by 04/2022; survey completed and analyzed by 6/2022 Resources: Coaches Committee Task Force Responsible: Coaches Committee has primary responsibility with the Virginia Swimming Office providing logistical support
	Strategy 2: The Coaches Committee and VSI staff will generate a monthly list of educational opportunities for coaches; the list will be emailed to coaches and posted on the Coaches page of the VSI website Milestones: A list of educational opportunities for coaches will be updated by the 5th of each month Resources: USA Swimming, ASCA, ISCA Responsible: Virginia Swimming Office, Coaches Committee
	Strategy 3: Subsidize VSI woman coach attendance at the USA Swimming Women's Leadership Workshop Milestones: Develop selection criteria and develop a ranked list of potential attendees to be updated annually; send 2 coaches per year to the workshop Resources: Airfare, lodging, conference cost (<= \$2K) Responsible: Coaches Committee
	Strategy 4: Subsidize VSI Senior and Age Group Coach of the Year to attend the ASCA Conference and Workshop Milestones: Send VSI Coaches of the Year to the Conference/Workshop on an annual basis Resources: Travel, Lodging, Conference cost Responsible: Coaches Committee
	Strategy 5: Provide in-house (VSI) coaching clinics Milestones: Beginning clinics in 2022 Resources: Coaches Committee Responsible: Coaches Committee

	Strategy 6: Provide stipend to continuing education opportunities for coaches Milestones: Develop selection criteria and post-attendance reporting requirements; conduct survey to identify targeted educational opportunities Resources: \$2,000 in 2022/2023 budget with future year budgets to be determined Responsible: Coaches Committee
Objective 4: Advance officiating knowledge by taking advantage of USA Swimming Officials Training Clinics	Strategy 1: Send a VSI official to USA Swimming Open Water Officials Clinic and associated Open Water National Championship Milestones: Develop selection criteria; one VSI official to attend the Open Water Clinic per year Resources: Airfare, lodging, conference cost (<= \$2K) Responsible: Officials Committee has primary responsibility with the Open Water Committee providing input
	Strategy 2: Send 2 VSI referees to USA Swimming Referees Clinic Milestones: Develop selection criteria; two VSI referees to attend the Referees Clinic when offered every other year Resources: Airfare, lodging, conference cost (<= \$2K) Responsible: Officials Committee
Objective 5: Increase DEI presence	Strategy 1: Increase the number of DEI Representatives on teams across the districts Milestones: Build relationships with teams in the districts and then recruit membership from those teams Resources: none Responsible: VSI DEI Committee Working Group
	Strategy 2: Develop DEI District Chairs Milestones: Build relationships with teams in the districts and then develop current members into District Lead Members Resources: None Responsible: VSI DEI Committee Working Group

Broad Strategic Goal #5: Support club development by providing educational opportunities and best practices

Objectives	Strategies
Objective 1: Track the performance metrics of our athletes as a means of gauging club and LSC success	Strategy 1: Generate Top Times lists from SWIMS of each gender and age group Milestones: Update Top Times list monthly (November – August) and post on VSI website Resources: SWIMS Responsible: Records Coordinator, Virginia Swimming Office
Objective 2: Encourage club recognition and excellence participation	Strategy 1: Subsidize club membership dues for clubs that achieve club excellence ranking (ie, level 2 or above) Milestones: Establish working group to investigate and recommend incentives by 06/2022; BOD approval by 08/2022 Resources: As adopted by BOD Responsible: General chair to establish working group
	Strategy 2: Offer online seminars on how to use club portal information Milestones: Seminars offered on an as-needed basis Resources: Virginia Swimming Office Responsible: Virginia Swimming Office
Objective 3: Strengthen individual clubs through financial incentives, mentorship, and best practices	Strategy 1: Provide resources to Treasurers and BODs of individual clubs, (eg, create best practices sheets from successful clubs and share that information to less successful clubs) Milestones: By 09/2022, gather best practice information from financially successful clubs and collate responses Resources: Finance Committee, VSI Clubs Responsible: Finance Chair and Treasurer
	Strategy 2: Develop a mentor program where the Treasurer/Finance Chair meets with club BODs for financial training Milestones: By 09/2022, create a mentorship program and schedule dates with interested clubs to go over financial resources available to them Resources: Finance Committee, VSI Clubs Responsible: Finance Chair and Treasurer

Broad Strategic Goal #6: Make safety, including all aspects of safe sport and operational risk, a priority for athletes, coaches, and volunteers

Objectives	Strategies
Objective 1: Facilitate the two-way flow of information between the VSI Operational Risk Committee and VSI clubs	Strategy 1: Grow an Operational Risk Committee Working Group to as many clubs as possible having a parent and swimmer representing their club and expressing club concerns Milestones: 33% participation by 08/2022, 66% participation by 08/2023, and 100% participation by 08/2024 Resources: None Responsible: Operational Risk Committee
Objective 2: Improve safety throughout VSI by identifying risks and by developing best practices to mitigate those risks	Strategy 1: VSI Operational Risk Committee will identify exposure to risks and develop recommendations to avoid or minimize the risks Milestones: Develop risk assessment plan and mitigation strategies by 08/2022 and update annually thereafter Resources: USA Swimming Operational Risk Committee; USA Swimming Operational Risk Committee Risk Management & Safety Manual Responsible: Club Operational Risk Coordinator has responsibility at the club level; VSI Operational Risk Committee has responsibility for providing resources and monitoring compliance
	Strategy 2: VSI Operational Risk Committee will provide brief training papers and develop 12 training modules for a consistent monthly training program Milestones: Training modules and papers will be developed and released on a monthly basis beginning 03/2022; modules and papers will be reviewed and updated as necessary on an annual basis Resources: USA Swimming Operational Risk Committee; USA Swimming Operational Risk Committee Risk Management & Safety Manual Responsible: VSI Operational Risk Committee
Objective 3: Improve safety and decrease risks at both swim practices and swim meets	Strategy 1: Recommend clubs have an Operational Risk Coordinator to provide education and oversight of operational risk at the club level Milestones: VSI Operational Risk Committee develops educational and working material for VSI clubs; 50% compliance by 08/2022; 75% compliance by 08/2023; 100% compliance by 08/2024 Resources: VSI Operational Risk Committee; USA Swimming Operational Risk Committee Risk Management & Safety Manual Responsible: VSI Operational Risk Committee has responsibility for providing resources; Club Operational Risk Coordinator has responsibility at the club level
	Strategy 2: Recommend clubs review and understand their facility Emergency Action Plan on an annual basis Milestones: 50% compliance by 08/2022; 75% compliance by 08/2023; 100% compliance by 08/2024 Resources: VSI Operational Risk Committee; USA Swimming Operational Risk Committee Risk Management & Safety Manual Responsible: Club Operational Risk Coordinator has responsibility at the club level
	Strategy 3: Recommend annual safety inspection of facilities used for practices and pre-meet inspection of facilities used for meets Milestones: Practice facility inspections: 50% compliance by 10/2022; 75% compliance by 10/2023; 100% compliance by 10/2024.

	Competition facility inspections: ongoing 100% compliance Resources: VSI Facility Inspection Checklist Responsible: Club Operational Risk Coordinator has responsibility at the club level; VSI Operational Risk Committee has responsibility for providing resources and monitoring compliance
	Strategy 4: Provide education on the importance of completing the Report of Occurrence form following any reportable incident Milestones: Educational material developed by VSI Operational Risk Committee and distributed by 10/2022; increased reporting, particularly of incidents occurring at practices Resources: VSI Operational Risk Committee Responsible: VSI Operational Risk Committee is responsible for creating and distributing training material and for monitoring the frequency of reporting; Club Operational Risk Coordinators are responsible for filing the Report of Occurrence as needed and for the local maintenance of such reports
	Strategy 5: Deploy a Meet Marshal training program that is consistent with any guidelines as established by USA Swimming Milestones: Clubs adopt the Meet Marshal training program and have trained Marshals at VSI-sanctioned meets Resources: Arizona Swimming, USA Swimming Responsible: VSI Operational Risk Committee is responsible for developing and deploying a Meet Marshal training program (consistent with any guidelines as developed by USA Swimming); host clubs are responsible for having a sufficient number of trained Marshals available at meets
	Strategy 6: Require that at least one lifeguard be on duty at all VSI-sanctioned pool-based and open water meets Milestones: Implement as a VSI policy change by spring 2022 ;100% compliance thereafter Resources: None Responsible: Host club or facility as established by any contractual requirements
	Strategy 7: Develop educational material to emphasize to clubs the importance of having lifeguards at practices Milestones: Educational material developed by 09/2022 Resources: USA Swimming, American Red Cross Responsible: VSI Operational Risk Committee is responsible for developing material; individual clubs are responsible for implementing the recommendation
Objective 4: Ensure that open water meets are conducted in as safe a manner as is possible	Strategy 1: Develop and deploy open water safety training course Milestones: Course developed by 06/2022 and education provided to open water meet host clubs 2-3 months prior to open water meet date Resources: Sample USA Swimming Water Safety Plan & Checklist; Emergency Action Plan Checklist; USA Swimming Open Water Sanction Application Responsible: VSI Operational Risk Committee is responsible for developing and deploying educational material; Club Operational Risk Coordinator is responsible for working with the host club to implement best practices and required elements
Objective 5: Have 100% of VSI clubs be Safe Sport recognized by USA Swimming	Strategy 1: Incentivize VSI clubs to obtain Safe Sport recognition by USA Swimming (eg, allow only SSR clubs to host meets)

	Milestones: 100% compliance by the conclusion of the 2023 long course season Resources: USA Swimming online certification database & testing Responsible: Safe Sport Committee
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Broad Strategic Goal #7: Ensure that Virginia Swimming remains financially stable and continues to develop its endowment funds

Objectives	Strategies
Objective 1: Enhance the long-term financial health of Virginia Swimming through strong leadership and adoption of financial best practices	Strategy 1: Perform an analysis of Virginia Swimming's financial account to ensure maximum return of assets Milestones: By 04/2022, the Finance Committee will perform analysis of accounts and determine if it is necessary to switch institutions to gain better returns/savings; repeat on an annual basis Resources: Finance Committee Responsible: Finance Chair and Treasurer
Objective 2: Diversify the revenue streams available to Virginia Swimming to support its mission	Strategy 1: Perform an analysis of the VSI financial plan and implement changes if needed Milestones: By 04/2022, the Finance Committee will perform analysis of accounts and determine if it is necessary to switch institutions to gain better returns/savings; repeat on an annual basis Resources: Finance Committee Responsible: Finance Chair and Treasurer
	Strategy 2: Develop a revenue stream through sponsorships Milestones: Establish sponsorship levels (eg, gold, silver, bronze) and opportunities (eg, Senior Championships, Open Water Series, Developmental Camps); on an annual basis, identify a minimum of 4 prospective sponsors and secure at least one as an active sponsor; initial goal of \$5,000 per year in sponsorships, increasing by \$5,000 per year in subsequent years Resources: None Responsible: Finance Committee and Virginia Swimming Office
	Strategy 3: Secure funding through grant opportunities Milestones: Apply for 4-6 grants per year; receive funding for one grant per year Resources: State and local government websites; directed searches of public and private foundations Responsible: Virginia Swimming Office with assistance from applicable constituencies
	Strategy 4: Develop strategic partnerships with local aquatic facilities and governmental entities Milestones: A minimum of one joint camp or clinic targeting new and developmental swimmers, especially among underrepresented populations; implement at both the VSI and local club levels Resources: Funding to cover a portion of the camp/clinic costs Responsible: Virginia Swimming Office
Objective 3: Guarantee that reserve funds are available for "rainy day" scenarios	Strategy 1: Review the current VSI reserve funds practice and recommend any needed changes Milestones: Practice codified and approved by VSI BOD by spring 2022 Resources: None Responsible: Finance Committee responsible for establishing the reserve amount
Objective 4: Ensure that rebates for the endowment fund are paid for all meets as required by current LSC policies	Strategy 1: Review the meet financial reports submitted by each club to ensure that amount paid for rebates is correct Milestones: Ongoing review Resources: VSI Meet Financial Report

	Responsible: Treasurer and Virginia Swimming Office
	Strategy 2: Track meets as well as meet results held in VSI by teams from other LSCs and send invoices for amount of endowment fees on a monthly basis Milestones: Invoices sent and payments received monthly Resources: None Responsible: Virginia Swimming Office
Objective 5: Develop and establish best practices to ensure that VSI receives all payments due from member clubs	Strategy 1: Maintain records of registrations processed and related payments made by clubs Milestones: Maintain a spreadsheet for each club detailing all registrations and payments; invoice clubs on a monthly basis for any outstanding amounts due; if payments are not received by proper deadlines, assess appropriate fines and penalties Resources: None Responsible: Virginia Swimming Office

Broad Strategic Goal #8: Enhance VSI's governance structure by focusing the BOD on the strategic plan, shifting operational initiatives to the committees and coordinators, increasing the meaningful participation of athlete and non-athlete members, and increasing the participation of group members in the HOD

Objectives	Strategies
Objective 1: Ensure that VSI BOD members, VSI committee chairs, VSI coordinators, VSI group members, and VSI athletes know and understand the governance structure of VSI so that they can participate meaningfully in governing VSI	Strategy 1: Provide orientation material for new BOD members, committee chairs, and coordinators Milestones: Provide orientation to new BOD members, committee chairs, and coordinators; update orientation material as needed Resources: VSI BOD Orientation PowerPoint presentation; VSI BOD (2021-2023) Handbook Responsible: Governance Committee
	Strategy 2: Develop and provide governance orientation material and learning opportunities for VSI group members Milestones: Develop and deploy governance educational material and learning opportunities by 03/2022; offer educational opportunities 2 months prior to scheduled HOD meetings Resources: The VSI BOD Orientation PowerPoint presentation and the VSI BOD (2021-2023) Handbook can be tailored to needs of the VSI group members; conduct survey of VSI group members to determine what they'd like to know Responsible: Governance Committee has primary responsibility for implementation; Virginia Swimming Office to provide support for needed surveys and logistical support for in-person or virtual learning opportunities
	Strategy 3: Develop and provide governance orientation material and learning opportunities for VSI athletes Milestones: Develop and deploy governance educational material and learning opportunities by 03/2022; offer educational opportunities 2 months prior to scheduled HOD meetings and as athletes join the BOD or committees for the first time Resources: The VSI BOD Orientation PowerPoint presentation and the VSI BOD (2021-2023) Handbook can be tailored to needs of the VSI athletes; conduct survey of VSI athletes to determine what they'd like to know Responsible: Governance Committee has primary responsibility for implementation; Virginia Swimming Office to provide support for needed surveys and logistical support for in-person or virtual learning opportunities
	Strategy 4: Promote the use of working groups and task forces to supplement and diversify the number of individuals participating in BOD and committee activities Milestones: Immediately begin promoting the use of working groups and task forces; see an increased use of working groups and tasks forces associated with the BOD and committees and see a broadening of the number of individuals participating in governance activities Resources: Governance Committee Responsible: Governance Committee
	Strategy 5: Proactively engage coaches to offer overall direction for the LSC instead of only reactive problem solving Milestones: Use of virtual meetings to discuss scheduled topics Resources: Coaches

	Responsible: Coaches Committee, Age Group Committee, Senior Committee
Objective 2: Increase the number of group members who participate in HOD meetings	Strategy 1: Determine why group members do not participate in HOD meetings Milestones: No later than 06/2022, obtain survey results that provide data as to why clubs do not participate in HOD meetings Resources: Governance Committee Task Force Responsible: Governance Committee
	Strategy 2: Based on survey results (see BSG#8/OBJ#2/STR#1), provide education to group members as to importance of participating in HOD meetings Milestones: Increase the group participation rate to 90% by spring 2024 HOD meeting Resources: Governance Committee Task Force Responsible: Governance Committee
	Strategy 3: Require HOD attendance in past year for all hosts of VSI Championship meets or other VSI-sponsored events. Milestones: Implement Procedure/Policy change spring 2022 HOD, effective for the 2022-23 year Resources: None Responsible: Rules and Legislation Coordinator
	Strategy 4: Establish “hybrid meetings” (ie, combination of in-person and virtual) as the default structure for HOD meetings Milestones: Review VSI Bylaws and VSI Policies and Procedures for any needed changes; if changes are needed, develop proposed legislation in time for spring 2022 HOD action Resources: None Responsible: Rules and Legislation Coordinator
	Strategy 5: Combine HOD meeting with additional compelling and relevant content (eg, workshops, clinics) Milestones: Implement by fall 2023 Resources: None Responsible: BOD, committee chairs
	Strategy 6: Advertise upcoming meetings on a wide variety of social media Milestones: Beginning immediately, in addition to placing meetings on the VSI website, also advertise them on Facebook, Instagram, and Twitter Resources: Facebook, Instagram, and Twitter accounts Responsible: Virginia Swimming Office
Objective 3: Increase transparency in VSI committee and BOD activities	Strategy 1: Restructure the facility/host club bid process for championship/VSI sponsored meets (eg, facility features, host ability and experience, price, facility availability) Milestones: Implement bid process by spring 2022 so that it is used for 2022-23 bids Resources: None Responsible: Technical Planning Committee
	Strategy 2: Hold annual VSI “open forum” and “state of VSI” meeting for parents, athlete members, and non-athlete members Milestones: Implement in spring 2022 and held annually thereafter Resources: Physical venue and virtual platform

	Responsible: BOD has primary responsibility with the Virginia Swimming Office providing support
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Broad Strategic Goal #9: Ensure that Virginia Swimming communicates effectively with its members and volunteers by adopting communications strategies that keep pace with current technology

Objectives	Strategies
Objective 1: Continue to maintain effective communication with the VSI membership and clubs by maintaining relevant communication streams and adapt as needed	Strategy 1: Use email to communicate with the VSI membership and clubs Milestones: Using targeted distribution lists, emails will be sent to members with announcements and VSI updates on an as-needed basis Resources: iContact Responsible: Virginia Swimming Office
	Strategy 2: Use the VSI website to communicate with the VSI membership and clubs Milestones: Update content on website regularly; work with VSI committees and BOD to ensure web pages have relevant and current content posted Resources: TeamUnify Responsible: Virginia Swimming Office; Committee Chairs and Coordinators have responsibility for providing content
	Strategy 3: Use social media to communicate with the VSI membership and clubs Milestones: Post relevant information and announcements on VSI social media platforms; add new social media platforms as necessary; boost followers on each platform to reach a wider audience within VSI. Resources: Facebook, Instagram, Twitter Responsible: Virginia Swimming Office
	Strategy 4: Use virtual communication platforms to communicate with VSI membership and clubs Milestones: Zoom is available to committees to use to meet regularly; the promotion of the virtual platform for committees to meet frequently will lead to better communication LSC wide. Resources: Zoom Responsible: Virginia Swimming Office
	Strategy 5: Stay abreast of emerging communications strategies and implement as appropriate Milestones: Implement on an ongoing basis Resources: Internet Responsible: Virginia Swimming Office

Virginia Swimming Board of Directors Meeting

Monday, November 22, 2021
8:00 pm (Zoom Conference)

MINUTES

Call to Order

John Stanley

The meeting was called to order at 8:07 pm

Consent Agenda

- BoD minutes from October 24, 2021
- Governance Committee Report
- DEI report
- Open Water Report
- Senior Committee Report
- Executive Director's Report
- Treasurer's Report

Motion: The motion to adopt the consent agenda was approved.

Division/Committee Reports

- General Chair Report **(no report)** John Stanley
- Administrative Vice-Chair Report Bryan Wallin
 - Officials – Officials Committee meeting on December 15 to discuss SC meet referees for championship meets.
 - Open Water – Scott Baldwin confirmed that one more athlete is needed for the OW committee. The committee will develop a budget for an Open Water season. The Zone has some money that may be available. The committee will need up to \$2000 for equipment like buoys for other areas of the LSC. Drew Hirth offered lane lines.
 - Rules & Legislation – no report
 - Technical Planning – no report; Bryan will follow up with Steve Hennessey.
 - To date, there are a total of 66 sanctioned meets which includes 10 for Potomac Valley and 6 for Maryland.
- Senior Vice-Chair Report **(report submitted)** Richard Hunter
- Age Group Vice-Chair Report **(no report)** MC Banks
 - Age Group Comm.
 - Zones Coordinator
- Finance Vice-Chair Report **(no report)** Brian Cann
- Safe Sport Vice-Chair Report Maureen Tolliver
 - Operational Risk – no report
 - Safe Sport –
 - **New Membership Requirements:** All adults who interact with athletes will need to be registered members of USA Swimming. Meet monitors are part of this new requirements, but timers are not. Clubs are going to initiate a way to engage members and create a team of individuals who know their job at each meet. Clubs can use people who are already members like chaperones. Morgan Cordle suggested that we develop a list of non athlete members from each team that will be available on the website.
 - **Safe Sport Recognition:** VSI is still in top 10 (by percentage) of LSCs with Safe Sport Recognized Clubs. Some teams are working on the recertification.
- Diversity, Equity, & Inclusion Chair Report **(report submitted)** Jihan Minson

Virginia Swimming Board of Directors Meeting

Monday, November 22, 2021
8:00 pm (Zoom Conference)

- Athlete Committee's Report Allison Dodd
 - The athlete reps for committees have been filled except for the OW position.
- Coach Committee's Report Morgan Cordle
 - Stephanie Neal (SMAC) has been contacted to serve on the Coach Committee.
- Executive Director's Report **(report submitted)** Mary Turner
- Governance Committee Kevin Hogan
 - Strategic Planning segment #1
 - Mission & Vision Statements (see attachment)
 - Kevin presented the Mission/Vision statements and Core Values for the BOD to review and consider. The BOD agreed to the following language. The language will be finalized at the January 2 meeting.
 - Core Values – athlete focused, excellence, inclusion, integrity
 - Mission Statement – Virginia Swimming creates opportunities that promote sportsmanship and develop excellence through competitive swimming.
 - Vision Statement – the vision statement was not finalized.
 - December 10 deadline to return the objectives and milestones for strategic initiatives to Kevin
- January 2 Retreat Mary Turner
 - The retreat will be at Red Salt restaurant in Richmond from 9:00-5:00 pm. Snacks and lunch are included. Send Mary shirt size for each board member.

Old Business

- Athlete endowment-impact on PVS Ongoing
- Championship season taskforce Ongoing
 - Age Group and Senior Committees will hear from Tech Planning with a championship meet schedule for the committees to consider for the 2023 season.
- 2022 Zone AG Champs John Stanley
 - No update. The Zone has taken no action to find a replacement location.
 -

New Business

- US Swimming Coaches Clinic – Greensboro Morgan Cordle
 - USA Swimming is putting on a coach clinic during the Open. The Coach Committee asks for a \$200 reimbursement (mileage/per diem for food) for 10 coaches (\$2000 max for the LSC.) This would be for continuing education for coaches who wish to attend. There is money in the coach mentorship budget. This would not count as one of the coach reimbursements for the year. It will not be for coaches traveling with athletes.

Motion: The motion to approve the \$200 reimbursement for 10 coaches to attend USA Swimming Coach Clinic in Greensboro during the Open was approved.

- BOD Meeting - February 7 John Stanley
 - The next meeting is Monday, February 7 at 8 pm
- Spring HOD Date Change

Virginia Swimming Board of Directors Meeting

Monday, November 22, 2021
8:00 pm (Zoom Conference)

- HOD is normally the 3rd week of April. Due to a USA Swimming meeting in Denver that Virginia Swimming BOD members will have to attend, the date of the HOD will need to change.
- John proposed April 10 with a BOD meeting April 9, TIDE has the Spring Showcase meet that weekend.
- Drew proposed to move HOD to April 3.

Motion: The BOD agreed to move the HOD to Sunday, April 3, 2022.

- USA Swimming Delegates from Virginia Swimming
 - The BOD needs to nominate delegates to the spring HOD. It was proposed that the General Chair, Age Group Chair, Senior Chair and Coach Committee Chair serve as delegates to the USA Swimming House of Delegates.

Motion: The motion to approve the General Chair, Age Group Chair, Senior Chair and Coach Committee Chair as delegates to the USA Swimming HOD was approved.

Adjournment *(Next meeting: Jan. 2, 2022 in person retreat, Richmond)*

The meeting was adjourned at 10:04 pm.

In attendance: John Stanley, Bryan Wallin, Bob Rustin, Brian Cann, Drew Hirth, MC Banks, Kevin Hogan, Scott Baldwin, Jihan Munson, Morgan Cordle, Allison Dodd, Richard Hunter, Maureen Tolliver, Emily Fagan, Mary Turner

Virginia Swimming Financial Summaries 2021-2022

10/5/2021

*** Revenue ***	Budget	September	YTD
USAS Registration	485,200	12,810	12,810
VS Registration	113,400	3,525	3,525
Flex registration	10,000	410	410
USAS Club Dues	2,940	70	70
VS Club Dues	1,860	30	30
Meet Sanctions	4,900	20	20
Meet Rebates	168,000	3,373	3,373
Sales & Misc.	2,000		
Championship Meet Revenue	50,000	44	44
Sectionals Meet Revenue	10,000		
Zone Meet Revenue	50,000	10,169	10,169
LC Zones Team	26,150		
Clinics and Swimposium Revenue	1,500		
Zone Meeting Revenue			
Awards Banquet	\$20,000		
Interest - Checking	25	3	3
Interest - Reserve	500	30	30
Endowment Income	\$50,000	6,213	6,213

Total Revenue	\$996,475	\$36,696	\$36,696.25
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*** Expenses ***			
USAS Registration	485,200	1,064	1,064
USAS Club Dues	2,940		-
			0
Travel - US Open	-		0
Travel - Winter Nationals/Paralympic/Other	22,500		-
Travel - Summer Nationals	13,500		0
Travel - Olympic Trials / World Team trials	-		-
Travel - National Youth Team	1,500		0

Travel - Discretionary	3,000		0
National Meet Travel - Coaches	9,000	800	800
			0
Senior Champ Meet Support	10,000		0
Va. Championship Meet Expenses	50,000		-
Zone Meet Expenses	50,000	322	322
Sectionals Meet Expenses	10,000		-
LC Zone Team Support	68,150	34	34
Champ Meet Awards	22,000		-
			-
Staff Salaries	82,400	6,867	6,867
Payroll Taxes	6,300	525	525
Benefits	-		0
Webmaster			0
Web Upgrades	1,000		0
Administration Expenses	15,000	1,351	1351
Supplies & Misc.	3,000	148	148
Awards Banquet	35,000		0
National Convention	7,500		0
Zone Meeting	-		0
Equipment	500		0
Officials Workshops / Training /Travel	20,000	1,700	1700
USAS Workshops	6,000		0
VS Camps & Clinics	6,000	7,416	7416
VS Workshops	500		0
Diversity, Outreach Reimbursements	10,000	264	264
Diversity / Travel, Other			0
Make a Splash/Learn to Swim Grants	10,000		0
Safe Sport Programs	6,000		0
Coach Mentoring Program	2,000		0
Athlete Scholarships	6,000		0
Club Grants			0

Endowment Funding	50,000		0
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Total Expenses	\$1,014,990	\$20,490	\$20,490.18
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Net Income / Loss	(\$18,515.00)	\$16,206.07	\$16,206.07
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Beginning Funds	\$298,358		\$298,358
Inflow (Outflow)	-\$18,515		\$16,206
Transfer to savings	\$800		\$30
Transfer to / From Savings	\$0		
Ending Funds	\$279,843		\$314,533
Endowment	\$134,059		\$134,059
BOD Restricted Funds	\$30,865		\$30,865
Virginia Swimming Savings	\$252,540		\$252,570

Total Funds	\$697,305.94		\$732,027
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Virginia Swimming
Diversity, Equity and Inclusion Committee Report
September 28, 2021

Members Present: J. Minson, G. Hair, J. Simons, D. Smith, K. Harrington, O. Geddes, M. Richter, P. Donahue, G. Kimbel, D. Travis

Notetaker: D. Travis

Combining DEI/Disability Mission Statement

- Adjust the definition of disability to include physical and intellectual disabilities
- The group will cover athletes who qualify for Para and Special Olympics and other activities
- Make sure the statement is inclusive ... include a clause that says, "including, but not limited to..."

Action Item: Mission statement update will become part of the updating the DEI/disability website working group.

Activities

- Would we be interested in doing camps that address disabilities and diversity? Yes – set up similar to the IMX camp September 26, 2021.
- Provide education to coaches on dealing with swimmers with disabilities

Website - DEI Section

- Been completely overhauled
- Disability upgraded needed
- Trying to make the site user friendly for parents and coaches

Action Item: Committee will make this a working group at the October meeting.

Goals

- Creating a team atmosphere rather than a cliquish atmosphere – roundtable discussion
- In order to reach these goals we need to advertise what we are doing and work with partners to bring in the best resources
- Coaches training yearly for dealing with swimmers for disability and DEI
- Camps DEI, or Diversity
- Is it possible for each club to have a point person for DEI Education?

- Have a roundtable to discuss and share ideas about increasing diversity on swim teams

Action Item: Working Group breakout will occur at the October meeting.

Initiatives

- Have a person from every team on the call or a contact person to communicate with to share ideas with from the call

Long Term Goals

- Make swimmers within these categories comfortable within the competitive circuit
- Create diverse coaching staffs so the coaches are reflective of the athletes they are trying to bring in
- How can we incentivize coaching staff to have a more diverse staff and/or a more diverse team?

How do we address accessibility?

- Busses
- Working with the local school districts (Waynesboro)
- Foster homes
- Middle school lessons (Christiansburg)
- VSI has grants to help with costs for those on free and reduced lunch
- Fliers to go home with students to reach parents of underserved communities

Future meeting dates: Last Tuesday of the month 8pm – October 26, 2021

Virginia Swimming
Finance Committee Report
BOD Meeting 10/24/21 @ 7:00 PM

New Committee Members: Chris Sowers, Fiona Williamson

1. Internal Audit

- a. Finance Committee members received a copy of the Quicken 2020-2021 Transactions Report to look at and raise questions about the individual transactions from Revenues and Expenses.
- b. Responses from Committee members are due by October 31st.

2. External Audit

- a. Harris, Hardy, Johnstone will report whether the financial statements properly reflect Virginia Swimming's performance and condition and create Form 990.
- b. Bob is planning on having this finished by the end of October and Form 990 is due to IRS by January 15th, 2022.

Senior Committee Report: October, 2021

1. Sr. Committee Composition Changes

- Returning members
 - Jeff Kincaid resigning his position
 - Mike Salpeter filling the vacant position

2. Working Groups to continue w/ updates of progress, status, next steps at October Meeting

- Commonwealth Classic
 - Chad Onken, Jon Kaplan, Steve Hennessy (Tech planning)
 - Decision to pursue this meet, along with Tech Planning, as a “baby step” to making adjustments to more targeted competition
- Senior Circuit
 - Richard Hunter, Steve Hennessy, Morgan Cordle, Peter Maloney
 - Goal is to use focus on the Commonwealth Classic for 2022-2023 and then circle back to the Senior Circuit given data/information/feedback received. This can be run in conjunction with Commonwealth Classic(culminating meet) or independently
- Camps and Clinics
 - Peter Maloney, Megan Garland, Peter Maloney, Delwyn Jones, MC Banks
 - Continuing IMX camp and looking at growing camps from ground up with more age group/developmental focus to start small and grow them into something that may service our athletes

3. Strategic Priorities

- Providing opportunities: Coaches and athletes
 - Connecting coaches for travel meets like Juniors by reaching out to clubs with new qualifiers (or just a few) to help coordinate travel logistics and/or answer questions and create a better experience for all.
- Driving Performance:
 - Sharing knowledge, working together, incentives, targeted goals for LSC, increased record keeping on athletes qualified for various competitions (Trials, Nats, Jr's, Futures, etc.). Mary will provide data to review (historical and current)
 - Incorporate discussions into Senior Committee meetings, at least every other meeting, with the intention of sharing knowledge and connecting coaches. An additional goal is to make sure we are discussing things that can impact the LSC/athletes from performance end and not just covering logistical items as they come up.

4. Swimmer of the Year voting completed

- Boys: 15-16: Bobby DiNunzio (TIDE), Aidan Duffy (NOVA)
- Girls: 15-16 Zoe Dixon (NOVA), Samantha Tadder (TIDE)